

## **HOTEL MARKETING INNOVATION STRATEGY IN TOURISM RECOVERY AFTER COVID 19 PANDEMIC**

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### **Abstract**

This research was conducted in three locations, namely hotels in Makassar, Bali, and Jakarta. This study aims to see the marketing innovation strategies carried out by the three hotels in tourism recovery after the Covid-19 pandemic. The research method used is the Mix method with SWOT analysis. Based on the results of the study, it was found that promotions carried out through advertisements in newspapers, magazines, the internet, radio, and environmental activities themselves were quite good. carry out various innovations in terms of management, especially in the field of computerization related to finance and also employees. In addition, the hotel also reduces the number of employees. Reduction of employee salaries, Implementation of the CHSE protocol, Promotion through the E-Commerce platform, Recruitment of employees carried out online, Use of daily labor, Making the hotel a stay facility for OTG, Providing training and self-development for Hotel HR, Afand fordable pricing.

**Keywords:** Innovation, Hotel, Post-Pandemic Recovery

### **INTRODUCTION**

Tourism is one of the important income-contributing sectors for the country's economy According to Suryadana "Tourism is any type of tourism activity in which there are facilities and infrastructure as well as services established by the community, entrepreneurs and the government".

The tourism sector is a system consisting of components that not only include accommodation services but also tourist objects and attractions so that these components are an inseparable unit and influence each other in increasing the flow of tourist visits, both domestic and foreign tourists.

The decrease in the level of guest visits, especially in the Province of South Sulawesi, can be seen from data from the Statistics Agency for the previous year,

namely 2019, which was 17,771 consisting of tourists both domestic and foreign, and during the Pandemic, namely in 2020 until entering the beginning of 2021 with the start of reopening to enter the new normal period, only 1,029 domestic tourists came to visit in South Sulawesi.

With low visits or tourism activities carried out, it will also have an impact on low hotel income because the room occupancy rate decreases due to the absence or lack of guests who come to stay or enjoy the services and facilities prepared by a hotel.

Amid the Covid-19 pandemic, hotel room sales experienced obstacles due to the lack of guests who came to stay at the hotel and the difficulty of promoting in increase guest visits. For this reason, the tourism industry, especially tourist accommodation, should innovate, adapt, and collaborate so that the tourism sector

and the creative economy can survive amid a pandemic.

Another effort that can be done is the purchase of catering from hotels and restaurants affected by the lack of tourists to be distributed to families who work from home (WFH), underprivileged families, doctors, and nurses in hospitals.

With the increasing competition in the hospitality world, especially in the cities of Makassar, Bali, and Jakarta, the hotel is also emphasized to continue to promote and increase the number of consumers even in the circumstances of the Covid-19 pandemic crisis so that the hotel can make a bye with its strategy. Hotel competition in the cities of Makassar, Bali, and Jakarta is getting moldy so hotels must be ready to compete, starting to improve product quality, facilities, prices, and strategies in promoting goods or services to consumers to attract consumers.

However, the rule has exceptions to foreigners holding limited stay permits and permanent stay permits; foreigners holding diplomatic visas and service visas; foreigners holding diplomatic stay permits and service stay permits; medical, food, and humanitarian relief and support personnel; the crew of the conveyance; and foreigners who will work on national strategic projects (Laoly, 2020). Although the rule does not apply to routes serving foreign nationals who will return to their country and Indonesian citizens who will return to Indonesia (Pandjaitan, 2020), the rule still has an impact on the number of foreign tourists entering Bali.

The hotel has facilities and infrastructure intended for guests, the products owned by the hotel can be divided into two, namely intangible products in the form of services provided by hotel employees to guests and tangible products in the form of hotel facilities that can be enjoyed and used in the form of gyms, swimming pools, and hotel rooms. Hotel rooms are one of the hotel products that are

a product that is the source of some for a hotel, therefore officers related to room sales will compete and to able to market and increase room sales more.

During the Covid-19 pandemic, especially in the new normal era, hotel competition is very tight, so hotels must determine the right marketing efforts and can attract consumers to visit hotels, so this is where the role of hotels is needed to use innovative marketing strategies or interesting steps to increase room sales and expand the range of promotions so that a promotion can be achieved according to previously planned targets. Therefore, the author wants to research innovative marketing strategies to increase room sales in the post-COVID-19 pandemic and employee readiness so that the results of this study can be a reference in increasing room occupancy rates in a post-a cover post-a covid-19 pandemic hotels description, the author is interested in raising the title "Hotel marketing innovation strategies in tourism recovery after the COVID-19 pandemic".

## **LITERATURE REVIEW**

### **Hotel**

A hotel is all or part of a building used for room service, food beverages, and, recreation at is managed for commercial purposes (Soewirjo, 2018).

According to the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM.53/HM.001/MPEK/2013 concerning Hotel Business Standards, the type of hotel can be distinguished according to its class as referred to in Article 1 paragraph (8) It reads that a Star Hotel is a hotel that has met the assessment criteria for classifying one-, two-, three-, four-, and five-star hotel classes. And also article 1 paragraph (9) reads Non-star Hotels are hotels that do

not meet the assessment criteria for classifying hotels as one-star hotels.

As for what is meant by the classification of hotels as referred to in Chapter II article 4 in the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM.53/HM.001/MPEK/2013 concerning Hotel Business Standards which reads as follows:

- 1) Every Hotel Business is required to have a Certificate and meet the requirements of the Hotel Business Standards.
- 2) Star Hotels as referred to in paragraph (2) letter a, have a hotel class classification consisting of 1) One-star hotels; 2) Two-star hotels; 3) Three-star hotels; 4) Four-star hotels, and 5) Five-star hotels.
- 3) Non-star hotels as referred to in paragraph (2) point b, do not have a hotel class classification and can be referred to as budget hotels.

### **Impact of the Pandemic on the Tourism Industry**

Covid-19 pandemic Coronavirus is a group of viruses that can cause in animals or humans and Covid-19 is an infectious disease caused by a newly discovered type of coronavirus (World Health Organization, 2020).

the Covid-19 pandemic that occurred in almost all parts of the world caused an impact on the world tourism industry, "As is the case near all countries and also in our country, the Tourism sector is one of the sectors hardest hit by the current situation" (Wishnutama, 2020). Thus, the tourism industry is the industry most affected by the COVID-19 pandemic which has caused many entrepreneurs in the field of tourism and tourism accommodation services to go out of business or close.

According to Permatasari (2015), hotel business strategy is a way made by hotels in planning and realizing strategic

steps that are able to increase the company's competitive position among hotel competitors, build a reputation and position recognized by consumers, be able to give consumers confidence in the quality and service owned by hotels, maintain the company's competitive position, and influence long-term development The impact received or felt by Indonesia is millions of people who died and millions of workers in Indonesia became the impact where as many as 1.5 million who experienced layoffs because many companies closed their businesses due to lack of interest during this pandemic so that many companies could not pay their credit or business debts and decided to close or even sell them and when unemployment increases, it will have an effect on increasing poverty and the survival of the people, one of which is like the country experiencing an economic decline and even experiencing a contraction in supply and even the lack of demand and sales levels this is very detrimental to all sectors as well as the reduction in oil and gas revenues and no oil and gas originating from China, which depends on China as well as other countries and during this pandemic imports from experienced a decrease in income due to the lack of tourists who came and most tourists who visited Indonesia came from China.

The covid-19 pandemic incident has had an impact on the closure of around 1,642 hotels (PHRI data 5 April 2020) which means that if we compare it with the total number of accommodations in the form of hotels according to BPS 2019, it can be concluded that currently the hotels affected and closed are around 49.54% meaning that as of April 5 alone there have been hotel closures in Indonesia almost 50% of the total hotels that operated before.

### **Marketing Strategy**

Marketing strategy is the making of decisions about marketing costs, marketing mix, and marketing allocation to the expected state of the environment and competitive conditions. According to Burnett and Moriarty (Prisgunanto, 2014:221-222), marketing communications are part of the marketing mix and their function is to convey significant important parts of various other marketing elements, such as; products, pricing, promotions, and distribution to increase purchases. According to Suryanto (2015:523) the purpose and function of marketing communication can be seen in three ways, namely as follows: Dissemination of information from a product (exchange of information), such as information about prices, distribution, and others; influencing target buyers or attracting competing customers to change brands (persuasive communication); Remind audiences to make repeat purchases or communicate by reminding.

In hotel marketing, there are many combinations to provide services to guests, including the development of special events, events, and programs to increase company sales and tourist consumption (Budi, 2013:16-18). According to Keller (Sulistiyari, 2012: 4), consumer interest is an action in the form of how likely consumers are to buy a brand or how likely it is for consumers to move from one brand to another.

### **Positioning Branding**

The definition of Positioning according to Philip Kotler states that positioning is the act of designing a product, and the marketing mix to create a certain impression in the consumer's mind. (Wasana, 2008:408). The impression in this case is the perception or positive image of consumers towards the company or product. So that consumers will understand and appreciate what the company does to distinguish itself from

other competitors. Companies must research or identify competitors' positions and then decide to take an equal position or look for opportunities in the market using pre-built strategies. If the company's position is close to other competitors who offer the same product, the company must select and then look for further differences through the concept or quality carried by the company.

According to Kotler and Keller in their book Marketing Management argues that "Positioning is the act of designing the company's offer so that it occupies a distinct and value placed the target customer mind". (Kotler & Keller, 2006: 262). The meaning is to look for the right "position" in the market after determining the segmentation strategy used. In other words, positioning is an action or step of the company to place the product in the mind of the target consumer where the company has a differentiator or characteristic that can be favored with other competitors. The process of carrying out positioning must be balanced with good communication, it can also affect the image that the company wants to instill in the target consumers. Positioning strategy is a major factor in increasing the strength of a company's market position in a particular market compared to its competitors. Positioning must be done by a company before carrying out a branding strategy. From the above definition, there is an understanding that positioning is oriented toward the option of consumers. So positioning is an effort to influence the minds of target consumers on the products offered so that it will form perceptions that can build and form a positive image of the product and its company by making certain communications.

## RESEARCH METHODS

The method used in this study is field research, using a mixemethodde approach with qualitative SWOT and quantitative analysis using SWOT analysis. In this method there are observation, interview, or document review activities (Sugiyono, 2013: 2). Therefore, the data collection method was carried out by participatory observation where researchers visited hotels in several cities in Makassar, Bali, Jakarta, and then collected d data in the form of interviews, audio data and visual data related to hotel marketing innovation strategies in tourism recovery after the Covid-19 pandemic.

**Research Location** The study, which was conducted from April to September 2022, focused on three hotels that were simultaneously willing to be used as research objects, not because of the quality or quantity of the hotels, so this research was methodologically called cassowary. **Data Analysis Techniques** The data analysis technique used in this study is to use the SWOT analysis technique with a qualitative approach, consisting of Sstrengthstrengthsses opportunities, and Threats.

### Threats

#### **Hotel Resilience Strategy in Makassar, Bali, and Jakarta during the Pandemic**

The Covid-19 pandemic has changed many things and has had a huge impact on the lives of people including business people who are the only ones in the field of hospitality services. Health protocol is an action or attitude that needs to be taken by the hotel or visitors to create mutual safety and comfort during the Covid-19 pandemic.

In addition, to maintain the resilience of the hotel during a pandemic, it is very necessary to maintain customer loyalty. A factor influencing visitor interest is trust. Creating hotel guest satisfaction can be done by providing good

service. If hotel guests are satisfied with the service provided, hotel guests will be loyal to come back and recommend others to visit the hotel. Therefore, the quality of service has a positive experience and guest satisfaction so that guests become loyal to bounce back even though the Covid-19 pandemic situation is still raging.

#### **a. Makassar**

Hotel rooms in Makassar are spacious and comfortable. In addition to offering comfortable rooms, the hotel also provides 5 Meeting rooms for meeting rooms with a capacity of 30 pax with a capacity of 60 pax and two of them with a capacity of 60 to 200 pax, which can be used for banquet activities or the like, complete with adequate supporting facilities.

From the results of interviews with informants, it is said that hotel room rates are determined by property management from various points of view, and the prices available on the application or hotel price rates for walk-in messages are flexible bottom rates (lower limits) provided by management. The prices listed on the application and walk-in (directly to the hotel) are different, the price considers internal factors such as the condition of the property, namely the facilities provided, and external factors such as consumer desires and desired facilities.

Hotels in Makassar have set policies related to current conditions with a view to market share and the community's economy declining and providing standard prices but not too expensive while still providing good service too service to the faction for guests.

According to Yudi "The price is really by the situation, and it should be seen that the market is not just any hotel in Makassar City doing something like this, surely all hotels even in the world will come to lower the price even for

OTA (Online Travel Agent) prices also down and down.

Hotels in Makassar offer reasonable excellent prices with not too expensive but guests are still comfortable with the services provided. As stated by Mr. Deddy a visitor to the Hotel in Makassar said: "The prices available are very affordable not according to middle-class standards and also the prices offered depend on which room type to choose (Interview: Dedy, July 16, 2022).

Hotels in Makassar consist of star-rated to non-star hotels that are quite useful to take advantage of all the opportunities that exist, besides that Hotels in Makassar also always launch various promos every momentum to launch promos to support product sales, such as in early 2022 due to hotel rates. So, Hotels in Makassar always see opportunities in the market, and in the market when many people do not issue promos and that is the pricing strategy of Hotels in Makassar. Advertising activities are carried out by hotels in Makassar in various ways including through print media such as newspapers, electronic media such as radio, and television and outdoor media such as billboards and banners.

This form of indirect communication is based on information about the advantages of Hotels in Makassar which is summarized from a series of various words by changing people's minds to come to hotels in Makassar to enjoy the facilities offered. This makes hotels during this new normal period, provide promos in the form of vouchers for staying at hotels with a long expiry date, so that consumers can choose a date to do a staycation. Several hotels in Makassar themselves have collaborated with E-Commerce platforms since the beginning of the establishment of this

hotel and have implemented all the E-Commerce promotional features that have proven effective, despite the pandemic.

Hotels in Makassar offer spacious and comfortable rooms with a neutral feel and clean and neatly arranged common spaces. The goal is that if there are guests who have a high body temperature or feel unwell, they will be rushed directly to the hospital that cooperates with the company or hotel for checking or treatment. These complementary services are hospitality, and securing the receipt of orders and all of that, he's is carried out nearly near all hotels in the city of Makassar, in terms of receiving orders, the process of booking hotel rooms or booking for meetings and other facilities can directly contact the hotel receptionist, it can also be by using applications such as travel, Pegi-Pegii, Booking.com.

#### **b. Bali**

In 2019, the highest number of star-rated hotels in Indonesia were three-star hotels, namely 1,373 businesses (39.05 percent) with 125,149 rooms (34.41 percent), followed by two-star hotels with 802 businesses (22.81 percent) with 56,107 rooms (15.42 percent). If according to the province, five provinces have the most star hotels, the first is Bali with 507 hotels, then West Java with 495 hotels. Furthermore, followed by Jakarta with 397 hotels, Central Java with 311 hotels, and finally East Java with 258 hotels. A total of 281 hotels in Bali were closed due to Covid-19 (PHRI, April 7, 2020), or around 55%, of the number of hotels in Bali affected by the pandemic.

The emergence of the Covid-19 pandemic certainly has an impact on the number of hotel visits in Bali which has been a favorite of Manzanera tourists who want to learn the elements of Balinese Culture that are still authentic,

one of which is the Four Seasons Resort Bali At Sayan in Ubud Bali. Some hotels in Bali are starting to rack their brains to survive by doing a promotion entitled "pay now stay later" where the hotel began to make several strategic steps by selling vouchers to prospective tourists with a pay now system, a later stay that is valid until 2021 when conditions are safe to be able to return to visit Bali. This solution has been implemented by several hotels in Bali, including the three hotels in this study. One of the contents is several fiscal policies that will be carried out by the government to boost the tourism sector affected by the corona viruscoronavivirus coronavirus restaurant and hotel tax (PRH) for 6 months in 10 tourist attractions including Lake Toba, Jakarta, Malang, Manado, Bali, Mandalika, Labuan Bajo, Bangka Belitung, Batam and Bintan (Kompas.com, 2020).

Now social media is not only used as a place for entertainment, but social media also hotels can be a tool or utility for the promotion of products and services so that consumers can easily get information about hotels only through smartphones that can be accessed by users at any time. According to Yudi that: "The promotional media carried out by Hotels in Bali such as social media are Instagram and Facebook.

In addition, Hotels in Bali also conduct promotions through e-mail and websites where all consumers can see and get information related to the products offered easily. The strategy of the D Bali Residence hotel includes the following; 1) Promotion Promotion carried out by D Bali Residence through advertisements in newspapers, magazines, internet, radio, and through environmental activities D Bali Resid, ence itself is quite good. However, more

vigorous promotions are carried out by the Management of D Bali Residence such as: holding events, participating in exhibitions, and promoting broad is more improved, promotion in social activities are things that need to be done by the Management of D Bali Residence Hotel. Like with specLike withes are intended for certain guests or guests from certain areas with an attractive purpose for guests to stay at D Bali Residence.

The hotel also has the number of guests staying in the hotel room to match the number of guests who have been registered, so there are no illegal guests. Bali was designated as a pilot project by the Ministry of Tourism and Creative Economy for the implementation of the Cleanliness, Health, and SHealth (CHS) program and encouraged other tourism business managers, such as hotels and restaurants as a strategy to accelerate the recovery of the tourism sector and the creative economy.

### **c. Jakarta**

This research also found that the main reason for hotel business actors not to participate in the invitation to change their function to an isolation hotel is because of the greater costs that must be borne by hotel business actors, for example in providing oxygen for OTG patients, additional costs to ensure a clean stay, and so on.

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Based on the results of interviews with representatives of hotel business actors in DKI Jakarta, after COVID-19

ends, people will go to Jakarta to the original order, while still paying attention to aspects of cleanliness, sustainability (sustainable), environmentally friendly, and attention to health even though during the pandemic various event events have been held hybrid hybrid hybrid hybridure of the Indonesian people who are more inclined to choose people to people contact, trends in several countries that have begun to exempt the use of masks in the open, and the function of DKI Jakarta as the state capital, center of government, and center of the country's economy make DKI Jakarmakesne of the destinations host various bilateral, multilateral, and various international events.

Published rate prices that apply to individual and general segments that can also be obtained through online bookings, Corporate prices intended for corporate or corporate segments, Government prices (government) are intended for government segments, group and meeting prices are intended for residential meeting segments and also Airline crew prices are intended for transit and airline crew market segments as well as certain other price segments that are adjusted to Hotel needs and also refers to several important variables from the outside including the comparison of competitors' selling prices.

Renold said that the hotel development strategy that can be done is as follows: The development strategy carried out after the Covid-19 pandemic by the hotel at Fourpoint by Sheraton Jakarta to survive is to carry out various innovations in terms of management, especially in the field of computerization related to finance and also employees.

The things that this platform does are: (1) all guests are required to enter

the hotel area by scanning the Peduli Lindungi application; (2) check body temperature using a thermal; (3) guests are required to sanitize their hands with hand sanitizer before entering the hotel area; (4) while inside the hotel area and its surroundings, it is mandatory to wear a mask; (5) if an event is held, guests must apply physical distancing while inside the hotel area; (6) The placement distance between seats is 100 cm and between guests; and (6) chairs, tables a, and other objects have been sanitized before guests come to the hotel. These standards include checking the body tetheatuoffor and guest weachtts by showing a vaccine certificate in the peduli lindungi application, then providing distance for each queue, spacing chairs, and table, at the event, sanitizing hands that have been prepared by hotel staff in each hotel area, continuing to wear masks during the event and limiting the number of invite in oinvitesnt room.

### **Hotel strategies in Makassar, Bali, and Jakarta in dealing with the Impact of the Covid 19 Pandemic**

The Indonesian Hotel and Restaurant Association (PHRI) of South Sulawesi said that from 2020 until this year the occupancy rate of hotels in Makassar averaged at 18-percent. Health protocol policies and rules that have been set by the government, hotels, and policies and actions are taken to maintain their existence in thamidCovid-19 pandemic by managing several strategies in maintaining the continuity of efforts in the midsamid. One stream pandemic done now is to provide promotional promotions to increase and ease visitor interest during the Covid-19 pandemic so that hotels can sell the products or services offered. Therefore, with good marketing communication, the goal will be to have a good relationship with visitors to trust or loyalty to the produloyalor be loyal offer



Acofferedalo data from the Central Statistics Agency, the performance of the occupancy rate of star-rated hotel rooms in Makassar in 2016-2020 showed a downward trend and in 2020 several large hotels initially operated due to the achievement of the average room occupancy rate of star-rated hotels in Makassar of 31.24% due to some people due to the addition of new hotels described in table 4.3 about the addition of hotels in Makassar, hence the condition causes an imbalance between the demand and the availability of star-rated hotel rooms.

The condition of the hotel is now recovering from the covid 19 pandemic crisis, by employees beemployeeesthe Hotel needs recruitment for more customer customers who start staying or meeting at the hotel or just eating at the restaurant is in thotelhoteluitment during the COVID-19 pandemic dealing with other friends, online selection, compromises, and negotiations related to wages and facilities provided, position qualifications to the use of daily labor and inter, shipsducational institutions.

Marketing strategy amid a pandemic, because hotel and restaurant business actors need innovation," Another effort is to follow the government's offer to make the hotel an accommodation facility for asymptomatic people (OTG) patients "So there are many strategies that we innovate to get demand while still implementing health protocols," Staycation package issued by Hotel D Bali Residence during the COVID-19 crisis, make consumers continue to buy in times of crisis even though the lodging period is still in November 2020. Hotels abound in Bali and other major cities issue "Work From Hotel" promo packages at very cheap prices starting from IDR 2 million for one month of stay. With relatively affordable prices and facilities, it has appropriate health protocols such as ventilation regulations, disinfectant spraying,

distancing to food, and averages. Manage queues and secure distances between employees and guests that match the announcements posted.

In the conditions of the Covid-19 pandemic the support and commitment of the Hotel in a way that ties provide opportunities and support for hotel employees to develop employees through various training, coaching, counseling act and counseling that employees and management will be able to adapt effectively and efficiently internally to modify these external changes Occurred until surviving the covid 19 pandemic crisis and reappearing after the pandemic gradually decreased.

Hotel Employees' salaries were cut by up to 50% at the peak of the Covid-19 Pandemic, these conditions affected the loyalty of their employees to fall, and management was required to implement strategies to maintain high employee commitment through various efforts to maintain the quality of hotel services remains good, consistent and continuous.

### **Innovative hotel marketing strategy based on SWOT analysis after Covid 19 pandemic**

Hotels in Makassar, Bali, and Jakarta will also provide Smart Hotel facilities and provide tourist facilities, and also cooperate with souvenir shops that are quite famous and sought after by tourists. The implementation of cleaning protocols will be periodically carried out by sterilizing the room using disinfectants or liquids to prevent and kill microorganisms such as bacteria, and viruses that will be applied in each hotel room and d prepared Hand Sanitizers available in the Hotel Lobby. In addition, the development that will be carried out is to add Smart Hotel facilities, namely the check-in and check-out process will be carried out with self-service services that have been provided in the lobby.

Hotel Makassar, Bali, and Jakarta run Smart Hotel facilities that can create a new atmosphere for guests and change the atmosphere of the room to be more comfortable. In the hospitality business, important factors that must be taken into account for business operations are located, are location and unique design, complete facilities, services that differ from competitors, pricing and promotion, brand building, and hygiene considerations (Banjarnahor et al, 2021). Small and large hoteliers need to adapt to reassure tourists, focusing on hotel cleanliness about food, central cities, and strict press, auctions,

especially when providing large group tours and incoming travelers. In the Covid-19 business, hospitalityorgahospitality organizations have significant environmental adjustments to their operations to safeguard the health and safety of staff and customers, as well as improve customer readiness to support the business.

The Indonesian Hotel and Restaurant Association, working together to introduce new habits to every guest and employee before entering the hotel environment, is obliged to wash their hands and check their body temperature.

	<p style="text-align: center;"><b>Opportunity (O)</b></p> <ol style="list-style-type: none"> <li>1. Have a hotel <i>rebranding</i> opportunity</li> <li>2. Technological advances can support operations and are freer to distribute promotions to consumers</li> <li>3. <i>Customer Behaviour</i></li> <li>4. Changes in social conditions and economic levels of the community will support hotel visits and entertainment</li> </ol>	<p style="text-align: center;"><b>Threat (T)</b></p> <ol style="list-style-type: none"> <li>1. The potential for the spread of Covid-19 is still high even though health protocols such as <i>hand sanitizers</i> are implemented in every room and <i>public area</i>, thermometers, and disinfectant fluids per department</li> <li>2. Price competition with other hotels</li> <li>3. There is a tax bill that is still a burden on the hotel that must be paid</li> <li>4. Government policies that may not support the <i>sustainability</i> of hotel operations.</li> <li>5. Economic recession</li> <li>6. Ample space</li> </ol>
<p style="text-align: center;"><b>Power(S)</b></p> <ol style="list-style-type: none"> <li>1) Online Promotion</li> <li>2) Government policy</li> <li>3) Strategic location</li> <li>4) Reopening of tourism</li> <li>5) price</li> </ol>	<p style="text-align: center;"><b>SO</b></p> <ol style="list-style-type: none"> <li>1. Increase the ease of booking for visitors either by phone, online web, or online travel agent as well as conducting online promotions</li> <li>2. Increase cooperation with genpi, influencers,</li> </ol>	<p style="text-align: center;"><b>St</b></p> <ol style="list-style-type: none"> <li>1. Implementing health protocols according to CHSE standards</li> <li>2. Promotion through digital media is further encouraged</li> <li>3. Giving discounts</li> <li>4. Maximum possible use of the room</li> </ol>

	<p>and the government through social media for ease of marketing.</p> <p>3. During the pandemic, which does not know when it will be completed, hotels can be used in collaboration with local governments, both regencies/cities, and provinces, to be used as isolation places for Covid-19 patients or transit places for medical personnel by carrying out health protocols. This can be used as income for hotels so that operational costs can be maintained and can still hire employees.</p>	<p>5. The government in this case provides hoteliers with morning relief</p>
<p><b>Weakness (W)</b></p> <ol style="list-style-type: none"> <li>1. The number of rooms sold is only a small</li> <li>2. The hotel only sells rooms, and does not provide food and drinks (<i>restaurant off</i>)</li> <li>3. Marketing can only be done inside the hotel, <i>in charge of the charge office</i> (FDA, Reservation, Cashier, and <i>Night Adi t</i>).</li> <li>4. The operational days of employees under the supervisor in a month come in only 13-14 days, although the working hours remain 8 hours a day with a <i>shift</i> system</li> <li>5. Must provide additional <i>operational costs</i> such as</li> </ol>	<p><b>Wo</b></p> <ol style="list-style-type: none"> <li>1. Improving restaurant services for visitors or people around the hotel to be able to order food at the hotel restaurant through delivery.</li> <li>2. Maintaining good service quality so that visitors can feed back in the form of good ratings and reviews on travel agent applications.</li> <li>3. Increase cooperation with genpi, influencers, and the government through social media for easy marketing</li> </ol>	<p><b>Wt</b></p> <ol style="list-style-type: none"> <li>1. Develop facilities, and activities and anticipate more attractive offers from competitors. The hotel can always be updated in seeing the needs of guests.</li> <li>1. Following the trend that is happening, or seeing the movement of competitors so as not to lose to the competition during the pandemic</li> </ol>

*handsanitizers and  
disinfectant liquids*

The SWOT analysis is as follows;

### 1. SO Strategy

SO Strategy This strategy uses the company's internal strengths to seize opportunities that exist outside of being a force.

Making it easy for consumers to book hotels on e-commerce applications available on the platform and travel agents. Hotels in Makassar, Bali, and Jakarta, I have signed MOUs with several travel agents as a form of cooperation to revive the tourism industry.

The support of the minister of tourism, Sandiaga Uno, made the passion for tourism return. Through influencers, genpi, and the government as well as PHRI actively promote tours and hotel packages to increase occupancy.

The hotel is collaborating with the government and the agency in this case the health office and hospitals to make hotel rooms a place of self-isolation for covid-19 patients. This can be used as income for hotels so that operational costs can be maintained and can still hire employees.

### 2. ST Strategy

ST Strategy (Strategic ST) This strategy uses the company's internal strengths to avoid or mitigate the impact of external threats.

Maximizing the use of spaces, buildings, and hotel areas that can be useful for guests by providing competitive prices so that the threat is not too significant. The pandemic has made the horizon made horizon intense in their competition, but do not let the hotel's total revenue not reach its target. So hotels in Makassar, Bali and Jakarta, can take advantage of the available land to be rolled or can change For example hotels can add concepts or themes that are updated once a month or so that guests will not feel bored and do not look monotonous. The use of hotel space today must be more widely used or utilized, the way the hotel can cooperate with several wedding vendors who need a wedding venue, certainly helps the hotel helps revenue during the Covid-19 pandemic and can still be as planned.

Providing a discount or discount to both regular consumers and general consumers, this is expected to attract more consumers. The discount can be given or offered on weekdays which in occupancy of occupancy on weekdays is not too high when compared to weekends. Inviting or inviting motorbike clubs who want to take a vacation to the top and stay at a horizon hotel horizon a hotel horizon option or

way to make additional revenue.

### 3. WO Strategy

WO Strategy (Strategic WO)

This strategy is applied based on the utilization of opportunities aimed at correcting internal weaknesses by taking advantage of external opportunities.

Hotels are required to provide safety and health guarantees for guests staying during the pandemic or post-pandemic. This can be done by doing swabs to employees every week, and tightening the mobility of guests if the group or group is required to attach proof of swab or the hotel can cooperate with the hospital to carry out antigen swabs carried out at hotels in Makassar, Bali, and Jakarta as a form of mutual concern for the common health between guests and employees or workers.

Informing the public through social media about the CHSE (*clean, health, safety, and environment*) program that has been owned at the hotel. This information is very important because the certificate informs that the products and services provided by employees of Makassar, Bali, and Jakarta hotels have met the protocols of health, hygiene, safety, and safety on mental sustainability.

### 4. WT Strategy

WT Strategy This strategy is based on activities aimed at reducing internal weaknesses by avoiding external threats.

Develop facilities, and activities and anticipate more attractive offers from competitors. Both hotels can always be updated in seeing the needs of guests, for example, they can add fitness equipment or gyms. Competition has become a situation that must be lived, therefore it is hoped that all employees can provide input a critinputto the Makassar, Bali, and

Jakarta hotels. This is expected to be a step or a chantowardrds a better direction.

Following the trend that is happening, or seeing the movement of competitors so as not to lose the competition during the pandemic. One way or strategy that can be done to win the competition in the hospitality industry is by continuing to innovate and create new products such as providing certain packages during long vacations. It is even better if the Hotel can provide services and facilities that are not provided by its competitors.

## CONCLUSION

Dalam provides services to guests, the hotel carries out a scheme to handle the COVID-19 pandemic through the sale and processing of Human Resources in each hotel area directly affected by COVID-19. Hotels in Makassar, Bali, and Jakarta, during the Covid-19 pandemic, experienced a decrease in the number of tourist visits staying and a decrease in operating income. There are seven survival strategies carried out by the three regions in this study, almost all hotels in Makassar, Bali, and Jakarta, also do the same thing as follows. Their great hope for the government as a result of this pandemic is salary subsidies to hotel employees because their services as contributors to the country's foreign exchange and the reduction and elimination of tax burdens for hotels and the placement of government activities are carried out in hotels to provoke the enthusiasm of tourists after the pandemic ends.

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