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IMPLEMENTATION OF MARKETING MIX STRATEGY TO INCREASE ROOM OCCUPANCY DURING COVID-19 PANDEMIC AT THE KAYON JUNGLE RESORT

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ABSTRACT

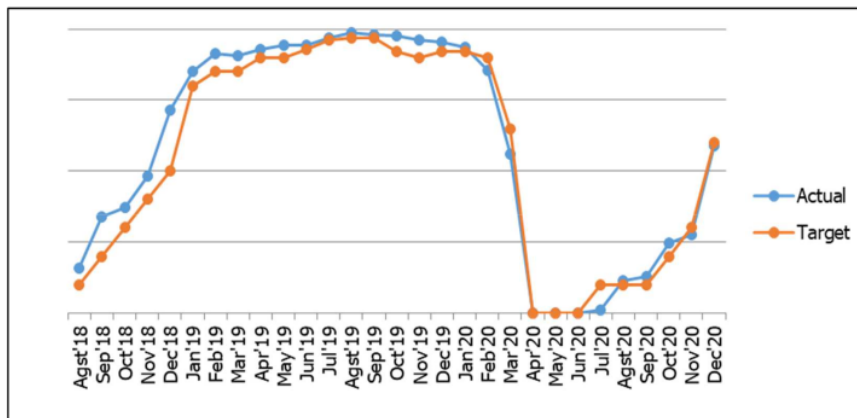
This research was conducted to know the strengths, weaknesses, opportunities, and threats of The Kayon Jungle Resort during Covid-19 pandemic, business position in IE (Internal – External) matrix, and to find the marketing strategies that can be implemented to increase room occupancy at The Kayon Jungle Resort during Covid-19 Pandemic. Data collection methods that used in this research were interview, observation, and questionnaires. Data analysis technique were descriptive qualitative analysis, SWOT Analysis, IFAS matrix, EFAS matrix, and IE matrix. The sample in this research used 7 people from Sales and Marketing Department employees, Resort manager, and General Manager of The Kayon Jungle Resort. The results of this research showed 15 internal factors become strengths and 5 internal factors become weaknesses. On the other hand, there were 5 external factors that were opportunities, and 4 external factors become threats. The results of the IE Matrix showed that the position of the company was in the growth strategy (cell II). SWOT analysis produced 9 alternative strategies to increase room occupancy during Covid-19 pandemic at The Kayon Jungle Resort.

Keywords: Marketing Strategy; Marketing Mix; SWOT Analysis; Room Occupancy; Covid-19 Pandemic

INTRODUCTION

Bali is one of the most famous tourist destinations in the world and many tourists come to visit Bali and stay at hotels in Bali during their holiday. However, at the beginning of 2020, the spread of the Covid-19 pandemic in Bali caused a decrease in the number of tourists visits Bali. Coronavirus Disease 2019 (Covid-19)

is a new type of disease that has never been previously identified in humans, this virus was first discovered in Wuhan City, China at the end of December 2019 (Lucaciu et al., 2020). On 30th January 2020, WHO announced the Covid-19 outbreak is a public health emergency of international concern. Then in March 2020, began to classified it as a pandemic to urge all countries to take action of that situation and emphasize the gravity of the situation (Güner et al., 2020). The Covid-19 pandemic caused a global disruption, economic downturn, financial market instability, shocks consumer demand, and negative impacts in critical sectors such as travel and tourism. The spread of the Covid-19 affects the economy of Indonesia, many industries are not running according to the initial target, the hotel industry is a very important industry and has a huge impact on this pandemic (Diayudha, 2020). The Covid-19 pandemic caused a decrease in the number of tourists visit to Bali so that it also has an impact on the decline in the room occupancy of hotels in Bali. Room occupancy is a condition and situation of how many rooms that have been sold divided by the number of rooms ready for sale multiplied by 100% (Khaer & Utomo, 2012). One of the hotels that suffered the impact of the Covid-19 pandemic, which caused a decrease in room occupancy is The Kayon Jungle Resort which is one of the hotels that located in Gianyar, Bali.



Source: Sales & Marketing Department of The Kayon Jungle Resort, 2020

Figure 1. Room Occupancy Fluctuation of The Kayon Jungle Resort

Based on data obtained from The Kayon jungle Resort, the room occupancy over the past three years has fluctuated as can be seen in Figure 1. The Kayon Jungle Resort opened in August 2018, from August 2018 room occupancy continued to increase until December 2018, in 2018 the target of room occupancy always achieved every month. In 2019 the room occupancy of each month always exceeded the predetermined target, and in 2020 from January to March, there was a decrease in room occupancy and in February and March, it could not reach the desired target, this was due to the Covid-19 pandemic which began to spread in Indonesia, so that from April to June, The Kayon Jungle Resort was temporarily closed due to increasing the severity of the Covid-19 pandemic condition. Then The Kayon

Jungle Resort reopened in July 2020. Room occupancy at The Kayon Jungle Resort from July to December 2020 continues to increase even though it still in a Covid-19 pandemic condition, but although it has increased every month, in July, November, and December the desired target has not been maximally achieved.

Based on the explanation above there still a market opportunity for The Kayon Jungle Resort although the condition still in a Covid-19 pandemic, because there are still a guests staying at The Kayon Jungle Resort, it make the room occupancy still can increase from July to December 2020, although there still some months that have not reached the maximum target because the pandemic condition. Because there is still market opportunities during the pandemic, hotel need to survive and implement a right marketing strategy that relevant to the current Covid-19 pandemic situation to attract customer. The marketing strategy is a plan of the strategy that describes the expectations of the company of the result from the various marketing activities or programs on product demand in certain target markets determined by the company (Rahmania & Suharto, 2016). One of the strategies that hotels can apply to get guests and increase room occupancy so hotel can survive during a Covid-19 pandemic is to use a marketing mix strategy. Marketing mix is a set of tactical marketing tools that can be used by the company to generate the response it wants in the target market (Kotler & Armstrong, 2018). This set of marketing tools is classified into four broad groups called 4P of marketing, its consist of product, price, promotion and place, while in service marketing there are other elements that can be controlled and coordinated for communication purposes and satisfying service consumers, these elements are 3P namely people, process, and physical evidence, so that the marketing mix becomes 7P.

There are several previous researchs that also discussed the marketing mix strategy, including: research entitled "Analysis of Marketing Mix Strategies in Increasing Room Revenue on Grand Inna Kuta Bali" conducted by (Bithara et al., 2020) This study discusses the strategy of increasing room revenue in Grand Inna Kuta with marketing mix strategies. The results of this research are: it was found the current position of the company was on the cell number 4 where the business is growing and developing. The main strategies are market penetration, focus on the current market, and product development. There were also two strategies given to maximize the strength and opportunity, two strategies to maximize the strengths in order to eliminate threats, two strategies to maximize the opportunities to eliminate the weaknesses, and four strategies to minimize weaknesses and threats. By analysing the marketing mix internal indicator in order the find out the weakness and the strength of Grand Inna Kuta, the author find out that the price, place, and promotion is the strength that currently Grand Inna Kuta has. By developing the other elements, it is expected to turn the weakness into the strength of the company. There is also other research entitled "Marketing Strategy In Increasing Ballroom Sales At New Kuta Hotel" (Wulandari et al., 2020) This research aims to find out marketing strategies that should be used by the sales & marketing departments to increase ballroom sales and to find out which strategies are most effective. The results of this study found an appropriate marketing strategy that can be applied by New Kuta Hotel is to create more product variations such as ballroom usage

packages, increase incentives for employees who are able to sell ballrooms to customers and more optimize promotion through social media.

From some of the research above, it can be known that the marketing mix strategy can be used to get a strategy to increase occupancy or income for the hotel. At the present time, more updated strategy is needed in accordance with current conditions, because at this time the tourism industry especially hotels are need to survive during the Covid-19 pandemic.

Based on the situation faced by The Kayon Jungle Resort, it is strongly needed to determine the strengths, weaknesses, opportunities, and threat faced, and also the business position of The Kayon Jungle Resort during the Covid-19 pandemic, then an appropriate marketing strategy can be implemented in order to achieve the target and even increase room occupancy every month.

METHODOLOGY

The location of this research located at The Kayon Jungle Resort in Bresela village, Payangan, Gianyar, it is about 20 minutes from Ubud. There were two variables used in this research, namely internal variables and external variables, internal variables in this research was 7P marketing mix indicator such as: product, price, promotion, place, people, process, and physical evidence while the external variable is variables that cannot control by companies which included: competitive environment, economic environment, natural environment, technology, politic and legislation, and social and culture environment. Sample is part of the number and characteristics possessed by the population (Sugiyono, 2011). The sampling technique in this research was non-probability sampling technique that used purposive sampling, this method is a sample collection technique that determined certain criteria by the researcher. In this research the respondents that become sample are those who know in detail about the information related to this research and the respondents in this study must meet several criteria, such as: having the authority related to determining and developing the marketing strategy for rooms sales at the Kayon Jungle Resort during Covid-19 pandemic and knowing clearly the application of the marketing mix that applied in The Kayon Jungle Resort during Covid-19 pandemic. Based on the criteria above in this research used 7 seven sample, included: General Manager, Resort Manager, Sales Manager, Senior Marketing communication, Reservation Supervisor and two Reservation Staff in Sales and Marketing Department at The Kayon Jungle Resort.

The data analysis techniques used in this research were qualitative descriptive analysis and SWOT analysis. Qualitative descriptive analysis is a kind of analysis that aims to describe, summarize various conditions, situations or various social reality phenomena that exist in society that are the object of research and attempt to draw that reality to the surface as characteristics, characters, and images about certain conditions, situations or phenomena (Bungin, 2012). The first step in this research done was by conducting interviews. The interviews were conducted by

communicating between researchers and sources to obtain information or data (Wahyudin, 2015) in this research the interview conducted with Sales Manager and General Manager of The Kayon Jungle Resort. The interview conducted to obtain information about internal and external factors that influenced the room occupancy of the Kayon Jungle Resort during the Covid-19 pandemic. Then the second step done was by conducting observation. The observations in this research were carried out by direct observations at The Kayon Jungle Resort to validate the results of the previous interviews and to be able to know and see directly the process of sales marketing activities in room sales. After internal and external factors determined from the results of interviews and observations, then these factors were used in a SWOT analysis. In the SWOT analysis, these predetermined factors were formulated to create a strategy that can be used by the company, based on maximizing strengths and opportunities, but at the same time minimizing weaknesses and threats (Rangkuti, 2016). After knowing the internal and external factors Based on the result of interviews and observations, the third step was applied which was creating questionnaire then distributed it to the respondents. Questionnaire is a method of collecting data by systematically and making a list of questions than distributing them to the respondents, the answer of the question or statement using the likert scale (Sugiyono, 2014). The fourth step was processing the data from the result of the questionnaire using IFAS and EFAS matrices, to get the weight and rating of each indicator. The fifth step was determining the business position of The Kayon Jungle Resort used IE matrix and the last step was determining an alternative marketing strategy that can be implemented by The Kayon Jungle Resort to increase room occupancy during the Covid-19 pandemic used the SWOT matrix.

3 RESULTS AND DISCUSSION

A. Internal and External Factor Analysis

The internal factors obtained from the result of interview and observation. Internal factors used to analyze the strengths and weaknesses of the The Kayon Jungle Resort During Covid-19 Pandemic. This factor evaluated through a marketing mix that consists of 7 variables. The internal factors that obtained from the interview and observation can be seen in table 1 below.

No	Variables	Indicators
1	Product	<ul style="list-style-type: none">- Resort with a honeymoon concept- Having 5 variations of room types with views directly overlooking the valley and forest- Having a hotel complete facilities, i.e restaurant, bar, gym, spa, boutique, meeting room and mini cinema
2	Price	<ul style="list-style-type: none">- Enforcement of number prices during the Covid-19 pandemic- Having a special prices during Covid-19 pandemic suitably with the quality of the product

3	Place	<ul style="list-style-type: none"> - Location of the hotel is easy to access - Easy to access (booked) by online travel agents - Easy to access (booked) by offline travel agents - Receiving direct bookings from the hotel website or via WhatsApp
4	Promotion	<ul style="list-style-type: none"> - Promoting with online media - Promoting through offline media such as sales call, exhibition, and billboards
5	People	<ul style="list-style-type: none"> - Knowledge and ability of employees in applying health protocols during the Covid-19 pandemic - Skills and abilities of employees in providing services to guests
6	Process	<ul style="list-style-type: none"> - The Sales & Marketing Department regularly and consistently carries out marketing activities during the Covid-19 pandemic - The sales and marketing activities in office carried out by the sales and marketing department always run smoothly - Having a CHSE certification, so the standard operating procedures are well implemented according to health protocols during Covid-19 Pandemic, i.e. washing hand regularly, temperature check, social distancing, and room sterilized before use by the guest
7	Physical Evidence	<ul style="list-style-type: none"> - The condition of the hotel building - Providing a place for washing hands and a hand sanitizer in each area - Having a nice and interesting building landscape - Having three level swimming pool

The next step was identified the external factors to determine the opportunity and threat. The opportunity and threat of The Kayon Jungle Resort evaluated by internal factors that consists of competitive environment, politic & legislation, economic environment, technology, social & cultural environment, and natural environment. The results were presented in Table 2.

Table 2. External Factors of The Kayon Jungle Resort

No	Variable	Indicator
1	Competitive Environment	- There are many hotel competitors in the Ubud areas with similar product and price during Covid-19 pandemic
2	Politic & Legislation	- Government regulations in handling Covid-19 pandemic especially in tourism industry.
3	Economic Environment	- Customer buying power during the Covid-19 Pandemic
4	Technology	- The development of technology

5	Social and Cultural Environment	<ul style="list-style-type: none"> - Community support around the hotel, i.e. local community are friendly to hotel guest - Local cultural attraction, i.e. the location of the hotel is in the central area for making traditional Balinese dulang crafts
6	Natural Environment	<ul style="list-style-type: none"> - The area of the hotel surrounded by forest and valley views - Nice and comfortable weather in the hotel location area

After internal and external factors were determined from the results of interviews and observations, a questionnaire will be created then distributed to the respondents. Data from the result of the questionnaire will be processed using IFAS and EFAS matrices.

⁴ **B. Internal Factor Analysis Summary (IFAS)**

The strengths and weaknesses of The Kayon Jungle Resort determined by the average score of the rating of each internal indicator. Internal indicators that get a rating score between 3.26 - 4.00 categorized as major strengths and score between 2.51 - 3.25 categorized as minor strengths, while internal indicators that get a score between 1.76 - 2.50 is a minor weakness and indicator that get a rating between 1.00 - 1.75 is a major weakness. The summary of the weights and ratings for each indicator of strengths and weaknesses can be seen in the IFAS matrix and the total score of the IFAS matrix also can be seen in table 3 below:

Table 3. Internal Factor Analysis Summary (IFAS)

Strengths	Weight	Rating	Score
1. Resort with a honeymoon concept	0.05	3.00	0.150
2. Having 5 variations of room types with views directly overlooking the valley and forest	0.05	3.29	0.165
3. Having a hotel complete facilities, i.e. restaurant, bar, gym, spa, boutique, meeting room and mini cinema	0.05	3.00	0.150
4. Having special prices suitably with the quality of the product	0.06	3.00	0.180
5. Easy to access (booked) by online travel agents	0.05	3.29	0.165
6. Easy to access (booked) by offline travel agents	0.04	2.57	0.103

7. Receiving direct bookings from the hotel website or via WhatsApp	0.05	3.29	0.165
8. Promoting with online media	0.06	3.43	0.206
9. Knowledge and ability of employees in applying health protocols during the Covid-19 pandemic	0.05	3.29	0.165
10. Skills and abilities of employees in providing services to guests	0.05	3.29	0.165
11. The Sales & Marketing Department regularly and consistently carries out marketing activities during the Covid-19 pandemic	0.05	3.00	0.150
12. Having a CHSE certification, so the standard operating procedures are well implemented according to health protocols during Covid-19 Pandemic, i.e. washing hand regularly, temperature check, social distancing, room sterilized before use by the guest)	0.06	3.43	0.206
13. Providing a place for washing hands and a hand sanitizer in each area	0.05	3.00	0.150
14. Having a nice and interesting building landscape	0.05	3.29	0.165
15. Having three level swimming pool	0.06	3.43	0.206

Weaknesses

1. Enforcement of member prices during the Covid- 19 pandemic	0.05	2.00	0.100
2. Location of the hotel is easy to access	0.04	2.29	0.092
3. Promoting through offline media such as sales call, exhibition, and billboards	0.03	1.86	0.056
4. The sales and marketing activities in office carried out by the sales and marketing department always run smoothly	0.05	2.14	0.107
5. The condition of the hotel building	0.05	2.00	0.100
TOTAL	1.00		2.94

¹⁷ Based on the results of internal factor analysis summary as presented in Table 3 above, it can be seen that the multiplication result between weight and rating produce the score total 2.94 for IFAS Matrix.

C. External Factor Analysis Summary (EFAS)

After analysed the internal factors, next step was determine the threats and opportunities faced by The Kayon Jungle resort to increasing room occupancy during the Covid-19 pandemic, it can be determined by the average value of the rating of each external indicator. External indicators that get rating score between 3.26 - 4.00 categorized as major opportunities and the indicators that get score between 2.51 - 3.25 are categorized as minor opportunities, while indicators that get score 1.76 - 2.50 is minor threats and indicator that get ratings between 1.00 - 1.75 is major threats. The summary of the weights and ratings for each indicator of threat and opportunity can be seen in the EFAS matrix and the total score of the EFAS matrix also can be seen in table 4 below:

Table 4. External Factor Analysis Summary (EFAS)

Opportunities	Weight	Rating	Score
1. The development of technology	0.13	3.71	0.482
2. Community support around the hotel, i.e. local community are friendly to hotel guest	0.11	3.43	0.377
3. Local cultural attraction, i.e. the location of the hotel is in the central area for making traditional Balinese dulang crafts	0.11	3.29	0.362
4. The area of the hotel surrounded by forest and valley views	0.13	3.86	0.502
5. Nice and comfortable weather in the hotel location area	0.13	3.57	0.464
Threats			
1. There are many hotel competitors in the Ubud areas with similar product and price during Covid-19 pandemic	0.13	2.29	0.298
2. Government regulations in handling Covid-19 pandemic especially in tourism industry.	0.13	2.29	0.298
3. Customer buying power during the Covid-19 Pandemic	0.13	2.43	0.316
TOTAL	1.00		3.10

Based on the results of external factor analysis summary as presented in Table 4 above, it can be seen that the multiplication result between weight and rating produce the score total 3.10 for EFAS Matrix. After the total score of the EFAS and

EFAS matrix was known, the next step is to transfer the scores into the IE (Internal - External) matrix.

D. Position of The Kayon Jungle Resort in Internal – External (IE) Matrix

IE Matrix used to find out the current business position of the company. In the previous calculation, the total score of the IFAS matrix was 2.94, while the total score for the EFAS matrix was 3.10, so it can be seen that the position of The Kayon Jungle Resort on the IE (Internal – External) matrix in table 5 below.

Table 5. Internal – External (IE) Matrix

		The total score of Internal Strategy Factor		
		Strong 3.00- 4.00	Average 2.0-2.99	Weak 1.00-1.99
Total score of External Strategy Factor	High 3.00-4.00	I GROWTH (Concentration through vertical integration)	II GROWTH (Concentration through horizontal integration)	III GROWTH (Turn Around)
	Medium 2.00-2.99	IV STABILITY (Be Careful)	V GROWTH (Concentration through Horizontal Integration) STABILITY	VI RETRENCHMENT (Captive Company or Divestment)
	Low 1.00-1.99	VII GROWTH (Concentric Diversification)	VIII GROWTH (Conglomerate Diversificatio)	IX LIKUIDASI (Bankruptcy / Liquidation)

Based on table 5 above, it showed that the position of The Kayon Jungle Resort in cell II of the internal-external matrix. Cell II showed that the marketing strategy carried out by the sales and marketing department was at the growth strategy stage with concentration through horizontal integration. This strategy designed to achieve growth both in sales and profit also to increase the types of products and services. This is the main strategy that has a position to increase the types of products and services in high-attractiveness industries. In order to increase the room sales target, The Kayon Jungle Resort can make efforts to increase or making a new types of stay packages offered. The results of this IE matrix can then

can be used as consideration in formulating alternative strategies in the SWOT matrix analysis.

E. SWOT Matrix Analysis

After analysed the position of The Kayon Jungle Resort on the Internal-External (IE) matrix, the next step was formulate the right alternative strategy to be implemented by The Kayon Jungle Resort to be able to increase the number of room occupancy during the Covid-19 pandemic, by used the SWOT matrix.

In the SWOT matrix, there are four groups of alternative strategies. The alternative strategy grouped contained ²³ the SWOT matrix are: SO (Strength-Opportunities) Strategy, which is to use strengths to seize and take advantage of the greatest possible opportunities, ST (Strength-Treath) strategy, which is use the strength of the company to overcome threats, WO (Weakness-Opportunities) Strategy, this strategy is applied based on the use of existing oppor-tunities by minimizing existing weaknesses and WT (Weakness-Treaths) Strategy, this strategy try to minimize existing weaknesses and avoid threats. The alternative strategy in SWOT matrix can be seen in table 6 below.

Table 6. SWOT Matrix

IFAS / EFAS	STRENGTHS	WEAKNESSES
OPPORTUNITIES	- SO1 - Adding new types of stay packages with special prices during the Covid-19 pandemic by taking advantage of the complete facilities of the hotel and local culture.	- WO2 - Utilizing technology to make it easier to find acces of the hotel location.
	- SO2 - Maintaining and expand cooperation with several online and offline travel agents.	- WO2 - Maintaining the building, computer, and electricity in hotel.
	- SO3 - Taking advantage of the developed technological by actively and consistently carry out promotions through online media to expand market reach.	- WO3 - Increasing the number of members by providing attractive price information on social media.

THREATS	<ul style="list-style-type: none"> - ST1 - Making a list of competitors to determine competitive prices during Covid-19 pandemic, the price that set must match the quality of the product so that the interest of the customer in buying the product can be high. 	<ul style="list-style-type: none"> - Strategy WT1 - Carrying out offline promotions while still complying with health protocols according to government regulations.
	<ul style="list-style-type: none"> - ST2 - Improving the quality of services and health protocols according to government regulations in every hotel activity. 	

From the result of the SWOT Matrix, there were 9 alternative strategies that can be implemented by management of The Kayon Jungle Resort in order to increase the room occupancy during Covid-19 pandemic. The following is an explanation of the alternative strategy:

1. SO (Strengths – Opportunities) Strategy

- SO1 – Adding new types of stay packages with special prices during the Covid-19 pandemic by taking advantage of the complete facilities of the hotel and local culture.

The addition of a new variant of the stay package at The Kayon Jungle Resort can be added by taking advantage of the various facilities available at The Kayon Jungle Resort. Creating new support or additional packages for guests it make guests have more choices, so that guest are more interested to stay at the hotel.(Bithara et al., 2020). With this package the guest who stay will not only get room benefits for staying, but can also enjoying the several facilities of the hotel. Hotel can also take advantage of the local culture around the hotel which is famous for its traditional dulang craft making area, so it can be use in package creation by making a new stay package with additional activities, for example the guest can join traditional dulang making activities. This is certainly one of the interesting activities that guests can do during their holiday.

- SO2 - Maintaining and expand cooperation with several online and offline travel agents.

Cooperation with travel agents is an important thing that must be done by a hotel so that the promotion becomes more developed. To increase sales, it can be done by adding media channels so that it can expand promotions (Nugraha et al., 2020). Therefore cooperation can be done with online travel agents and offline travel agents, this is done to be able to expand the market that can be reached by the hotels. Because travel agents will definitely do promotions about The Kayon Jungle Resort.

- SO3 - Taking advantage of the developed technological by actively and consistently carry out promotions through online media to expand market reach.

The use of social media is very positive impact for the sale of the company and also established close relations with customers (Silalahi et al., n.d. 2015). With the development of technology in this time, it can be used to maximize the promotional activities carried out by the Sales and Marketing Department at The Kayon Jungle Resort. Promotion can be done with online media such as Instagram, TikTok, Facebook, Tripadvisor, and Youtube, so that by doing online promotions it can follow the current trend.

2. ST (Strength – Threat) Strategy

- ST1 - Making a list of competitors to determine competitive prices during Covid-19 pandemic, the price that set must match the quality of the product so that the interest of the customer in buying the product can be high.

One way that can be done to be able to survive and compete among competitors especially during the Covid-19 pandemic is to make a list of competitors and prices from competitors, it need to be considered by management to determining the price of room sales. The price of the rooms must be adjusted to the quality of the rooms so that the guests who stay are still satisfied and the interest of the customer in buying the product can be high. Adjust prices with competitors on similar products, this strategy aims to make guest have the perception of hotel products at least have the same quality as competitors (Nugraha et al., 2020)

- ST2 - Improving the quality of services and health protocols according to government regulations in every hotel activity.

The quality of service provided to guests must continue to be improved so the guests feel satisfied staying at The Kayon Jungle Resort. During the Covid-19 pandemic, all activities must comply with health protocols in accordance with government regulations (Diayudha, 2020), that needs to be done to make the guests feel safe to stay at The Kayon Jungle Resort during the Covid-19 pandemic.

3. WO (Strength – Opportunities) Strategy

- WO1 - Utilizing technology to make it easier to find acces of the hotel location. To make it easier for guest to find the location of the hotel, hotel can take advantage of technology by always including the link adress of the hotel in every opportunity. Technological advances must be followed because whatever is popular in the society, the company must be able to follow it so that the company continues to exist in the community (Bithara et al., 2020).

- WO2 - Maintaining the building, computer, and electricity in hotel.

Every building in The Kayon Jungle Resort, especially the rooms of course must be very well maintained and cared for so the guests who stay feel comfortable. Building maintenance needs to be done so that guests can feel comfortable and it will be a plus value for the hotel (Putu et al., 2019). Beside that the electricity and computers that are used in the sales and marketing

department need to be well maintained because it greatly affects the performance of employees in the sales and marketing department, these things need to be maintained and considered so that employee performance can run smoothly.

- WO3 – Increasing the number of members by providing attractive price information on social media.

Because there are still not many customers who become members, so there needed an effort that could be made by the Sales and Marketing Department to be able to increase the number of members of The Kayon Jungle Resort. The ways that can be done, by utilizing technology such as providing interesting information to customers through social media, and hotels can give special prices and additional benefits for members of The Kayon Jungle Resort. This is in accordance with the results of the research of (Wulandari et al., 2020) Hotel can offering a reasonably low price that has been considered and adjusted to the desired profit.

4. WT (Weakness – Opportunity) Strategy

- WT1 - Carrying out offline promotions while still complying with health protocols according to government regulations.

Every activity must continue to follow the health protocols that has been set by the government (Diayudha, 2020). Offline promotions must also comply with health protocols such as installation of billboards or sales call also can be done while still complying with health protocol, for the installation of billboards on the road, the design of the billboards must be considered so it can attract customer attention and make customer interested and want to stay at The Kayon Jungle Resort.

CONCLUSION

Based on the results of this research about marketing mix strategies that can be implemented by sales and marketing department to increase room occupancy at The Kayon Jungle Resort during the Covid-19 pandemic were carried out through IFAS, EFAS, IE matrix, and SWOT Matrix, it can be concluded as follows: The Kayon Jungle Resort has total 15 strengths with 3 main strengths, namely promoting through online media, having CHSE certification, and having three level swimming pool. The total weakness of The Kayon Jungle Resort are 5 weaknesses with the main weakness is promotion through offline media. Then the total opportunities are 5 opportunities, with 2 main opportunities, namely the area of the hotel surrounded by forest and valley views and the development of technology, while for the threats faced by The Kayon Jungle Resort during the pandemic, there are 3 threats faced and the main threats are government regulations in handling Covid-19 pandemic and hotel competitors in Ubud area during Covid-19 pandemic.

The position of The Kayon Jungle Resort marketing strategy is in cell II of the internal-external matrix, this strategy designed to achieve growth in sales and profit also to increase the types of products and services. The Marketing mix

strategies can be implemented to increase room occupancy at The Kayon Jungle Resort During covid-19 pandemic, included: Adding new types of stay packages with special prices during the Covid-19 pandemic by taking advantage of the complete facilities of the hotel and local culture, maintaining and expand cooperation with several online and offline travel agents, actively carry out promotions through online media, making a list of competitors to determine competitive prices during Covid-19 pandemic, improve the quality of services and health protocols, maintaining the building, computer and electricity in hotel, and increasing the number of members by providing attractive price information on social media and carrying out offline promotions while still complying with health protocols according to government regulations.

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