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“Leveraging Innovativeness Towards Sustainability”

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Editor

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BUSINESS STRATEGY FOR JHON’S PARDEDE INTERNASIONAL HOTEL AFTER COVID 19 PANDEMIC IN BUILDING A SUSTAINABLE BUSINESS

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ABSTRACT

Central Jakarta the location of this hotel is also a densely populated area and is a business center. Covid 19 forced the hotel to close operations in March 2020. The occupancy rate of Jhon's Pardede International Hotel has decreased. Qualitative research approaches the ways used to collect, analyze, and interpret data. The study used in-depth interviews and observations. The cost leader strategy in cost savings and low pricing and the hotel is in a defensive strategy position, the partnership strategy can be a strong choice for hotels to compete in the industry. Jhon's Pardede International Hotel can immediately implement GCG and Develop KPIs. Researchers gave some suggestions on hotels according to the results of Jhon's research Pardede International Hotel can immediately plan investment in Phase I Renovation. The goal is to improve the quality of hotel services and customer satisfaction so that hotels can plan for greater profits in the future.

Keywords: Business Strategy, Hospitality Business

1. INTRODUCTION

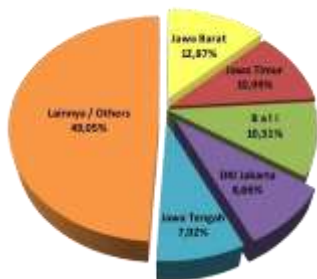


Figure 1: Distribution of the Number of Accommodation Business Rooms by Province in 2022

The hotel industry is an industry engaged in accommodation or lodging services. This industry includes businesses that provide lodging services such as hotels, motels, resorts, apartments, and the like. The hotel industry focuses on providing lodging facilities and services related to guest needs, such as food and drinks, meetings and events, cleanliness, comfort, and security (Statistics Center, 2022).

Of the total hotel and accommodation businesses in Indonesia, the province of Bali has 3,528 businesses (11.86%), West Java has 3,353

businesses (11.86%), Central Java has 2,124 businesses (11.86%) and D.I Yogyakarta has 1,709 businesses (5.75%). In 2022 the number of hotel rooms and other accommodations in Indonesia will be 788,982 rooms. 5 Provinces The number of hotel rooms and other accommodations is West Java 12.87%, East Java 10.99%, Bali 10.51%, DKI Jakarta 8.66% and Central Java 7.92%, while other provinces are 49.09 % (BPS, 2022).

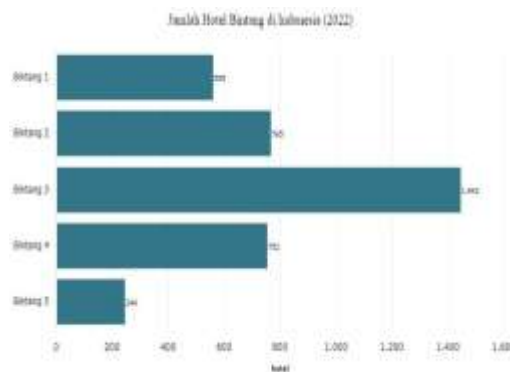


Figure 2: Graph of the Number of Star Hotels in Indonesia (2022)

1.1 Covid 19 Pandemic in Indonesia in 2020-2022

The COVID-19 outbreak in 2020-2022 has had a significant impact on the Indonesian economy, which forced the government to respond with various economic policies. Impact on the Tourism Sector: The tourism sector is one of the sectors most affected by the COVID-19 pandemic, as international and national travel restrictions and restrictions on social activities discourage tourists from traveling. The government has taken steps to support the tourism sector, such as allocating special stimulus funds, providing tax incentives, and relaxing visa policies (Iksan, 2018).

Impact on the Employment Sector: The COVID-19 pandemic has also had an impact on the employment sector, including increased unemployment, decreased income, and job loss. To overcome this, the government has issued pre-employment card programs, social assistance programs, and skills training (Vebby et al., 2021).

COVID-19 has had a significant impact on the hotel business in the world in general and in Jakarta in particular, as it has in other major cities in Indonesia and around the world. Travel restrictions and lockdowns imposed by the government to control the spread of the virus have reduced the number of tourists and business travelers which has affected hotel occupancy rates in Jakarta. The decline in hotel occupancy rates also had an impact on hotel revenues. Many hotels in Jakarta have experienced a significant drop in revenue during the COVID-19 pandemic (Gusriza et al., 2023).

Many large events and gatherings in Jakarta have been canceled or postponed due to the pandemic, which has reduced the revenue generated by hotels. Many hotels in Jakarta have reduced staff numbers to reduce operational costs and maintain business continuity. Several hotels in Jakarta have changed their business model, for example by focusing on room service and food and beverage delivery to the room, in response to.

The occupancy rate or the occupancy rate at a hotel is the average percentage of rooms occupied by guests over a certain period of time, usually calculated per day or per month, changes in consumer behavior during a pandemic (Srimulyani et al., 2021).

$$\frac{\text{Number of rooms sold}}{\text{Number of rooms available}} \times 100\%$$

Figure 3: Formula 0—1 Occupancy rate

In the hospitality industry, *occupancy rate* used as one of the main indicators to measure hotel performance. The higher it occupancy *rate*, the

better the hotel's performance because it shows that more guests are staying at the hotel. However, occupancy rates that are too high can also be a problem because they can lead to limited room availability and increased room prices. Therefore, the optimal target occupancy *rate* usually varies depending on factors such as the location of the hotel, time of year, and the type of guests being targeted (The Impact of Covid on the Occupancy of the Jb Marriot Hotel, 2020).

During occupancy rate sufficient variable costs and contribute to covering fixed costs (wages, salaries, asset depreciation, rent, electricity, and other costs), On the other hand, if the demand for hotel services exceeds hotel capacity, this means that the occupancy rate of the hotel reaches a level maximum.

1.2 After the Covid 19 Pandemic in Indonesia in 2022

Post COVID-19, hotel businesses in Jakarta must be able to adapt to changes in consumer behavior and stricter safety and hygiene requirements. Consumers may prefer to travel domestically rather than internationally and may pay more attention to cleanliness and safety when selecting hotels. Therefore, hotels in Jakarta must pay attention to the needs and preferences of consumers and adapt their services and facilities to meet these requirements Baiq Febri Izzati Isnaini et al., 2023).

Technological developments will continue to influence the hotel business in Jakarta. For example, advanced technologies such as online booking, digital services, and artificial intelligence technologies can help hotels improve efficiency and the consumer experience.

More stringent hygiene and safety requirements will continue to apply, so hotels in Jakarta must continually update their cleaning and safety protocols to ensure the safety and health of guests and staff. Health and fitness are becoming more important to consumers, so hotels in Jakarta have to adapt their services by offering facilities such as gyms, spas, and healthy food and drinks.

The hotel business model may change after COVID-19, with a focus on room service and food and beverage delivery to rooms, as well as attractive holiday or staycation package offers. In the long run, hotel businesses in Jakarta must be able to continuously adapt to changing trends and consumer needs, as well as take proactive steps to increase efficiency, reduce costs, and improve the quality of their services to maintain, develop and win business competition in the hotel industry. Following the COVID-19 pandemic, many hotels have had to adapt their marketing strategies to

cope with changes in consumer behavior and changing markets (Bisnis et al., 2018).

The lack of quality human resources, the condition of hotel buildings and facilities which are 60%, the world economic conditions which are experiencing a recession, the hotel's not good financial balance, and the tight competition of competitors did not weaken the owner's decision to continue to run his hotel business again. This decision motivated researchers to make research materials (Rafliani, 2023).

As the researchers have described in the background. The formulation of the problem that the researcher wants to examine is:

1. What business model is right for Jhon's Pardede International Hotel to carry out its business decisions?
2. What marketing strategy is Jhon's Pardede International Hotel to win the competition?
3. How can Jhon's Pardede International Hotel develop a sustainable business?

2. RESEARCH METHODS

This research method is used to understand social phenomena or human behavior through the collection and analysis of descriptive data. Qualitative research methods include data collection techniques such as interviews, observation, documentation, focus groups, and case studies. This research method is used to understand the meaning given by individuals to their life experiences through data collection through in-depth interviews (Creswell 2015).

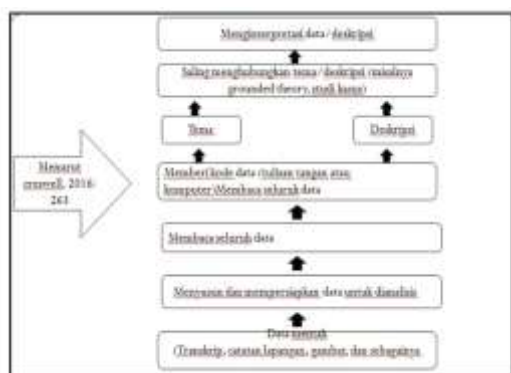


Figure 4: Data Analysis in Qualitative Research John W. Creswell

The qualitative research approach refers to the methods used to collect, analyze, and interpret data in qualitative research. The qualitative research approach used depends on the objectives and research problems to be answered.

Qualitative research approaches used by researchers in the thesis are interviews,

observation, and documentation. The reason is that researchers have a close relationship with hotel stakeholders and marketing partners at the hotel, so the research approach chosen has a great chance to be implemented (Wijaya, 2018).

2.1 Research Locations

Research Location Data:

1. Company name: Jhon's Pardede International Hotel
2. Address: Jl.Raden Saleh I No.9-11 Central Jakarta, Menteng, Jakarta, Indonesia, 10430



Figure 5: Research Locations

Some things to consider in choosing a research location include:

1. Accessibility: Research locations are easily accessible and reachable by researchers and research participants.
2. Compatibility with research objectives: The research location is in accordance with the objectives and focus of the research to be carried out.
3. Social context: The research location represents the social context associated with the phenomenon being studied. This can enrich the understanding and interpretation of research results.

Safety: The research location is safe for researchers and research participants.

2.2 Research Time

Qualitative research time can take place in a short period of time or in a longer period of time. Short qualitative research is usually done over a few weeks or months, while longer qualitative research can take up to several years.(Creswell 2015.)

Activity	Febr uary	Mar ch	Apr il	M ay	Ju ne
Proposal Making					

Seminar Proposal					
Proposal Revision					
Field data collection					
Data processing					
Data verification					
Post Field Guidance					
Research session					

Table 1: Research Roadmap

2.3 Research Data Sources

Here are some research data sources that researchers used:

1. Interviews: The primary data source used in this research is interviews. Interviews are conducted in person or over the phone and the types of interviews can be conducted, such as structured, semi-structured or unstructured interviews.
2. Observation: The next source of primary data is obtained by observing, involving the researcher's direct observation of the behavior or phenomenon being studied. Observations are carried out in a participatory or non-participatory manner and last for a short period of time.
3. Documents: Documents are an important secondary source of data in this research, such as reports, letters, journals or business records, and quantitative. Secondary Data: Secondary data is data that has been collected by others and is available for research use. This secondary data can come from public sources such as the government, statistical agencies, or research institutions, or from private sources such as companies or non-profit organizations.
4. Digital techniques: Digital techniques are also used by researchers in research, such as digital data analysis, text analysis, or analysis of social networks owned by hotels (Creswell 2015).

2.4 Profile of Sources

The researcher has determined the criteria for interviewees to be interviewed. The criteria are based on the characteristics of the participants that are relevant to the research question. The number of informants who were successful in

participating in the study was 15 people who were stakeholders from Jhon's Pardede International Hotel. The number of sources is sufficient to produce the data needed for the analysis (Wijaya, 2018).

No	No	Gender	Age	Last Education	Narrator's Description
1	ev. John Pardede	LK	70 Thn	S1	Owner
2	Jonathan Horsede	LK	41 Thn	S1	Owner
3	Hamza	LK	47 Thn	S2	GM
4	Henri Sitorus	LK	49 Thn	D3	Manager
5	Yeve Deception	LK	42 Thn	S1	Legal Officer
6	Rulli Manik	LK	45 Thn	D1	F&B Officer
7	Madon g br Sitorus	Pr	26 Thn	SMK	Front Office
8	Burhan	LK	50 Thn	SMK	Technician
9	Sugiarto	LK	47 Thn	SMA	Securities
10	Alam Samual	LK	50 Thn	S2	Hotel guests
11	Well	Pr	46 Thn	S1	Hotel guests
12	dr. Tres	Pr	65 Thn	Sp. Skin	Mitra
13	Let go	Pr	38 Thn	S1	Mitra
14	Adit	LK	34 Thn	S1	Supplier
15	Fadli	LK	42 Thn	S2	Industry Member

Table 2: Resource Person Jhon's Pardede International Hotel

2.5 Data Analysis Techniques

The following are the steps taken by researchers in data analysis techniques (Wijaya, 2018):

1. Data preparation: The first step is for researchers to prepare data to be analyzed. This involves transcription of interviews, collection, and organization of documents, or pre-coding if needed.
2. Thematic analysis or pattern search: After preparation is complete, the researcher starts looking for patterns, themes, or concepts that emerge from the data. This involves reading and

comparing processed data to identify emerging relationships and linkages.

3. Interpretation of findings: This step involves interpreting the findings of the analysis. The researcher analyzes and gives meaning to the emerging themes or patterns, and relates them to relevant theoretical frameworks or literature.
4. Writing a report: Finally, the researcher writes a research report that describes in detail the analytical findings, interpretations, and conclusions of the qualitative research.

2.6 Data Validity Test

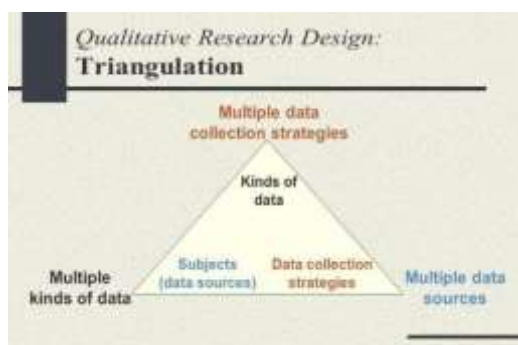


Figure 6: UHI Data Triangulation Method

The steps in the triangulation data test are as follows (Dzwigol, 2020):

1. The triangulation validity test involves collecting data from several sources or methods and then comparing the results from these sources or methods to evaluate the validity of the data. In the triangulation validity test, data collection can be done using interviews, observation, questionnaires, or other methods.
2. After the data is collected, the researcher then compares the results from each data source to ensure suitability and compatibility between the data. If the results from each data source are in line and produce similar findings, then the validity of the data is considered high and can add to the researcher's confidence in the research findings. Conversely, if the results from each data source are different, the researcher must evaluate whether there are errors or biases in data collection and implement strategies to correct them. (ASHOUR, 2018)

3. RESULTS AND DISCUSSION

3.1 Company Profile

No	Data	Amount	Information
1	Hotel Name	1 head office	- Jhon's Pardede International Hotel - Don't have branch yet
2	Address and telephone		- Jln. Raden Saleh I No.9-11, Central Jakarta, Menteng, Jakarta, Indonesia, 10430. - (021) 3146270 - Operational hours: 24 hours
3	Owner		ev. Jhoni Pardede
4	Land & Building Size, Electricity	- Lt 3000m2 - Lb 30.000m2 - 40,000 Watts	- Industrial Land and Building Tax Scale - Electric power scale for industry
5	Number of Floors	6 Floor	- Ground floor: <i>Penthouse</i> , meeting hall, and laundry <i>Office</i> - 1st floor: <i>Font Office, Lobby, Cafe Medan Coffee, Restaurant & Kitchen, Drug Store & Souvenir, Management Office, Safety Box</i> , prayer room, toilets, <i>Junior Suite Room, President Suite Room</i> - 2nd floor: 23 guest rooms, <i>Housekeeping room</i> - 3rd floor: 25 guest rooms, <i>Housekeeping room</i> - 4th floor: 22 guest rooms, <i>Housekeeping</i> - 5th Floor: <i>Employee Mess, Warehouse, Elevator</i> , and electrical machine control room - Lantai 6: <i>Rooftop Lounge & Bar, Mini Swimming pool</i>
6	Number of rooms	73 Room	Divided into 7 types of rooms: 1. <i>Standard Room</i> (room area 16 m) 2. <i>Deluxe Twin Room</i> (Luas kamar 20 m2)

			<p>3. <i>Deluxe Double Room</i> (Luas kamar 20 m2)</p> <p>4. <i>Penthouse</i> (Room area 276 m2, 3 bedrooms and 2 bathrooms)</p> <p>5. <i>Junior Suite Room</i> (Luas kamar 30 m2)</p> <p>6. <i>President Suite Room</i> (Room area 45 m2, 2 bedrooms)</p>
7	Room Facilities		<p>3-star hotel room facilities:</p> <ul style="list-style-type: none"> - Bathroom (<i>Shower/bathtub</i>, hot and cold water, sink, towels, toiletries) - <i>Bedsizes king</i>, pillows, blankets, and blankets - Sofa, table, wardrobe, luggage compartment, refrigerator, air conditioning, LCD TV, water heater, decorative glass, luggage and shoe storage, decorative lighting, windows, hairdryer and hotel sandals, free wifi and 2 bottles of mineral water
8	Hotel facility		<p>1. Parking lot for cars and motorbikes, security post. Has a pick-up and drop-off service from the airport</p> <p>2. Theresia Restaurant (Western, local, and Arabic food and beverage menu)</p> <p>3. Medan Coffee Cafe (western, local, and Arabic food and beverage menu)</p> <p>4. <i>Rooftop Lounge and Bar, Mini Swimming pool</i></p> <p>5. 24-hour front desk, luggage storage, service concierge, and Language services (Arabic, English, and Indonesian)</p> <p>6. <i>Drug Store and Souvenir</i></p> <p>7. <i>Laundry/dry cleaning, Daily housekeeping</i></p> <p>8. Mosque</p> <p>9. <i>Business Center</i></p> <p>10. Meeting Hall</p>

			<p>11. CCTV, <i>Safety Box, Lift</i>, nonsmoking floor and smoking floor</p> <p>12 Free WIFI</p>
9	Average Occupancy	- 20% - 30% - 80%	<p>From the number of rooms on a normal day</p> <p>From the number of rooms on holidays</p> <p>NB: Conditions Post Covid 19</p>
10	Total Management	4 People	<p>Consist of</p> <ol style="list-style-type: none"> 1. Commissioner 2. Director 3. General Manager 4. Manager
11	Number of employees	12 People	<p>Consist of:</p> <ol style="list-style-type: none"> 1. Front Office :2orang 2. F&B :1 orang 3. House Keeping :2orang 4. Technicians: 3 people 5. Marketing : 1orang 6. Security: 3 people
12	Hotel Legality		<p>Have legality:</p> <ol style="list-style-type: none"> 1. 3 Star Hotel Permit 2. Hotel Restaurant Permit 3. PERDA PERDA PEMPROV DKI
13	Affiliate		T.D Pardede Family Business
14	Marketplace		<ol style="list-style-type: none"> 1. Traveloka.com 2. Tiket.com 3. Pegipegi.com 4. Google Partner
15	Social Media		<ol style="list-style-type: none"> 1. Instagram 2. Facebook
16	Web address	Landing page	https://jhons-pardede-international-hotel.business.site/
17	Customers	60% Middle Eastern tourists	<ul style="list-style-type: none"> - Middle Eastern tourists, the majority of whom are Jordanian and Yemeni nationals - The average guest occupation is businessmen and office workers.
18	Hotel Policy		<ul style="list-style-type: none"> - <i>Check-in</i>: starting at 13.00, no later than 18.00 - <i>Check out</i>: before 12:00. - Access method: <i>Staffed Front desk</i> - It is forbidden to bring pets - Prohibited from Carrying Drugs

			<ul style="list-style-type: none"> - Payment methods: Cash, Transfer, <i>Credit Card</i> - Comply with the Covid 19 Health Protocol
19	Room Rate and Meeting House		<ul style="list-style-type: none"> - Starting from Rp. 250,000 – Rp. 1,300,000/ night - Medium meeting hall Rp. 400,000/hour (building rental only) - Small meeting hall IDR 300,000/hour (Building Rent only)

Table 3: Profile of Jhon's Pardede International Hotel

3.2 SWOT Analysis

Key Success Factors (KSF)	Resource Interview Results
Strength	<ol style="list-style-type: none"> 1. The shares, land, and building of the hotel are owned by Mr. Jhon Pardede and his family. 2. The hotel has been established and operating since 1994 (29 years) 3. Do not have bank debt and other parties. 4. Do not have legal problems 5. The hotel has facilities: Consisting of 6 floors with 70 bedrooms, there are restaurant facilities complete with kitchen and equipment, have complete laundry and housekeeping equipment, have a Medan coffee cafe, lounge and bar in rooftop, 2 meeting halls and ample parking

Weaknesses	<ol style="list-style-type: none"> 1. The building is old and needs to be renovated a lot 2. Furniture and AC that are old and need to be replaced upgrade 3. Operational systems still rely on conventional methods and are not yet computerized or digital. 4. HR performs multiple tasks and there are no KPIs 5. Organizationally there is no implementation of GCG in management
Opportunities	<ol style="list-style-type: none"> 1. Strategic location in Central Jakarta and close to offices and shopping centers 2. Revocation of PPKM restrictions due to Covid 19 which has decreased. 3. Economic and governmental activities have started to return to normal 4. The increase in the number of foreign tourists from the Middle East by 47,000 people. 5. Complete hotel facilities that can provide opportunities for collaboration and holding events
Threats	<ol style="list-style-type: none"> 1. Many new 3-star hotels have sprung up in Central Jakarta. 2. Policies that are still gray from the government regarding Covid 19

	<p>3. Hijacking human resources from competitors</p> <p>4. The paradigm of society that believes more hotel chains</p> <p>5. The development of information technology is increasingly fast and disruptive</p>
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Table 4: SWOT Analysis

3.3 Canva's Models Business

Business Model Canvas		<i>Designed for</i> Jhon's Pardede International Hotel		<i>Designed by:</i>	<i>Date:</i>	<i>Version:</i>
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments		
<ol style="list-style-type: none"> F&B supplier Supplier and Events Mitra Lounge and Bar Roof top Mitra Laundry Partners of the Church Meeting house Tena Mitra Marketing Agency 	<ol style="list-style-type: none"> Quality Control Holding Promos and Events Building Web Portals and Digital Marketing 	<ol style="list-style-type: none"> Providing Arabic and English-speaking staff services Has Arabic TV programs and Arabic food menu Has 5 types of rooms: Standard, Superior, Deluxe, Suite and Pent House Has Restaurant Facilities, Wifi, Rooftop Lounge and Bar, Medan Coffee, Laundry, a parking lot, and a small and medium-capacity meeting hall. Our hotel has a prayer room, drugstore, souvenir shop, and business center 	<ol style="list-style-type: none"> Give a discount on room rates to guests who stay long term Giving F&B Vouchers to guests who rent more than one room 	<ol style="list-style-type: none"> Foreign tourists from the Middle East Office workers Members of the Church 		
Key Resources		Channels				
<ol style="list-style-type: none"> HR who are experts in Arabic and master hospitality Supplier of choice for F&B and Chemical 		<ol style="list-style-type: none"> Market Place: Tiket.com, Traveloka and Pegipegi.com Social media: Instagram, WhatsApp and 				

	3. Own Building and Land		Facebook. <ol style="list-style-type: none"> Email Marketing Marketing Agency Google Business 	
Cost Structure		Revenue Streams		
<ol style="list-style-type: none"> Labor Costs Cost of electricity and maintenance Cost of purchasing F&B Other Operational Costs Promotion and marketing expenses 		<ol style="list-style-type: none"> Room Rental Prices F&B revenue from Medan Coffee Price of meeting hall rental Rental cooperation and profit sharing from restaurant, laundry, and Lounge and Bar partners 		

Table 5: BMC

3.4 Model Change 7s McKinsey

	Structure	Strategy	System	Skill	Shared value	Style	Staff
Before the Change	The structure is simple, the number of employees is too large and the leadership is only in the hands of a director.	The company's old strategy is to use a survival strategy.	Does not have a performance appraisal system and recruitment system according to industry stan	Not everyone understands digital work.	Build efforts to advance the family.	Leadership is limited and not situational	Rewards to staff are less strategic

			standards.				
Action change?	KPIs adopted require re-evaluation and streamlining and implementing and nurturing human resource development strategies	Digital transformation in all organizational divisions including implementing a KPI system and fair work.	Investment in an integrated hotel operational system and implementation of KPI applications.	The desktop KPI application requires that the entire organization is trained to work digitally and according to SOPs.	Develop new corporate values which are Professional, best service quality, and integrity	System KPIs require situational leadership and transformation.	Set rules to comply with the KPI system and reward exemplary employees.
Expected outcome of the change?	Developed structure with two top management positions and a balanced and productive staff.	The organization has a growing business strategy, and is able to be competitive in the industry	Corporate governance is getting better and right.	Work becomes faster, controlled, and organized.	Work culture becomes faster, obeys rules, and serves professionally	Organizations that are led are more democratic, scalable, and trustworthy	All staff build good cooperation to achieve the company's target of profit.

Table 6: KPI Change Minor

4. CONCLUSION

No	Variable	Conclusion
1	Marketing Strategy	- . Cost leader on the results of the analysis five forces is a competitive strategy. (Goyal & Goyal, 2020) - ST – WT is a strategy resulting from the results of

		<p>the SWOT analysis in quadrant IV, namely survival (Puyt et al., 2020)</p> <ul style="list-style-type: none"> - The Alternative Strategy from the results of the SWOT Analysis is Turn Around Strategy (Sony Tambunan, 2020) - Strategy Focus in the old market segment extend market in STP Analysis (Gusriza et al., 2023) - In Kotler's 7P marketing mix analysis, you can get a pricing strategy that takes the lower middle segment or cheap price (Larréché, n.d.) - According to PESTEL Analysis results. Strategy analysis for focus on Threats and Opportunities on the influence of Technology
2	Business Models	The business model found from the research results is that 14.3% of hotels implement a partnership strategy, where the benefits of operating costs can be shared and strengthened performance finance (Zou et al., 2021)
3	Sustainable Strategy	- deep Agile analysis management found the need for competent human resources and the

		<p>company must be able to change the work culture with designing KPIs. (Fernandez & Fernandez, 2008)</p> <p>- OnStakeholder Engagement in conclusion the company must have informal and Collaborative strategy with customers or clients (Rasnacis & Berzisa, 2016)</p> <p>- Planning Phase 1 Renovation with an estimated time of 39 days and 5 critical activities (Slack & Brandon-Jones, n.d.)</p>
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Table 7: Conclusion

Covid 19 is over, and changes in consumer behavior and the business world have occurred and require an appropriate strategy in responding to the challenges of the changes that have occurred. The growth of the accommodation business in the city of Jakarta in particular has made the competition increasingly fierce.

Jhon's Pardede International Hotel has a long experience in the world of hospitality. By studying past management mistakes or deficiencies, during the pandemic the owner and top management evaluated and formulated the right strategy in dealing with change.

Jhon's Pardede International Hotel with existing resources to decide on a strategy cost leader and business strategy partnership. These two strategies form the basis of a business model to deal with changes and competition in the industry. The financial structure is becoming healthier and most of the variable costs are the responsibility of cooperation partners.

A more streamlined organization makes the hotel a hotel category independent It has more agile space and more flexibility in developing and innovating in its business scope.

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Surat kami : 700-KPK (PRP.UP.1/20/1)

Tarikh : 20 Januari 2023

Prof. Madya Dr. Nur Hisham Ibrahim
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Kelulusan daripada pihak tuan dalam perkara ini amat dihargai.

Sekian, terima kasih.

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Saya yang menjalankan amanah,

Setuju.

27.1.2023

SITI BASRIYAH SHAIK BAHARUDIN
Timbalan Ketua Pustakawan

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