

# The hotel X-belitung marketing strategy evaluation in the Covid-19

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## Abstract

Belitung island was one of the areas allowed by the central government to reopen the tourist sector of the Covid-19. During Covid-19, the number of living rooms in the Hotel X Belitung was still very low, even though the marketing and health protocols had already been carried out. This research took place in Hotel X as one of 4 stars hotels in Belitung. Data collection techniques are documentation, interviews, and observations. The data analysis technique is using swot analysis. This research was conducted to evaluate the marketing strategy by the Hotel X Belitung in the Covid-19 and the form of marketing strategy innovations that can be done.

## Keywords:

Marketing strategy, evaluation

## 1 Introduction

Over a year now, people around the world have covid-19 viruses and have had a huge impact on people's economies and the decline in tourist movements in particular. Even though the country's economy suffered a rapid decline, it did not recede the passion to lift and revitalize the economy of the normal new era. Under the direction of the central government and local governments, the open tourist sector is allowed to resume operation. As for the opening of the tourism sector in the new era normal should be by implementing covid-19 health protocol. Belitung island was one of the areas allowed by the central government to reopen the tourist sector of the pandemic. One of the reasons for the reopening of the tourism sector was because of the condition of Belitung island entering the green zone and having the highest healing rate in handling covid-19. It corresponds to an article written by a compas.com where Belitung island is one of the provinces with the lowest covid-19 case. And a number of hotels by July 1, 2020, have begun operating, of course, by applying a strict number of health protocols. With the government's policy to reopen the tourist industry on Belitung island, an accommodation business began operating at one of them, an x Belitung island hotel. During the pandemic, the number of living rooms in the Hotel X Belitung was still very low, even though the marketing and health protocols had already been carried out. This is seen from the number of living quarters in the Hotel X Belitung in 2020 as follows:

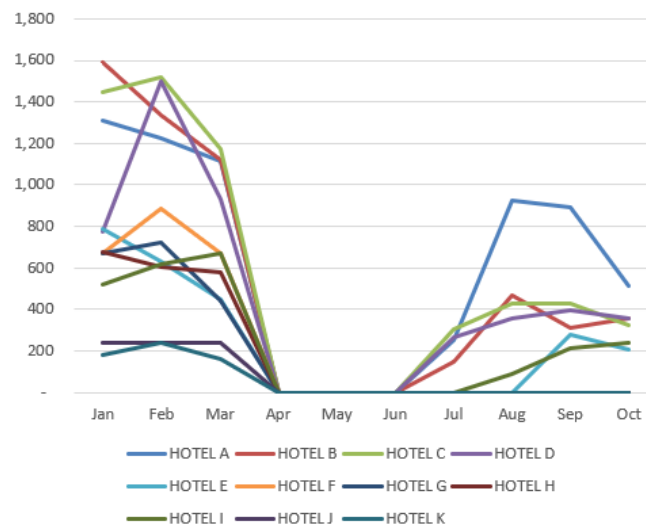


Figure 1: Number of Living Quarters at the 2020 Hotel X Belitung  
 Sources: Front Office Manager Hotel X Belitung, (2020).

From the foregoing data, the living room suffered a dramatic decline in the spread of the covid-19 case from early February to April 2020. And for nearly two months this condition remained silent until a change in government policy opened up the tourism sector in some areas with the lowest covid-19 levels. With the increase in the number of visitors coming in June to October 2020, however, the condition remains unstable.

The Hotel X Belitung has done many marketing strategies to still increase the living room level, but it has not been successful enough to evaluate hotel x's marketing strategies for the current covid-19.

## **2 Literature Review**

### **2.1 Hotel**

A hotel is a place that provides lodging, food and drink and other services where such facilities and services are reserved for the public only temporarily. According to Webster, a hotel is a building or an institution that provides room for lodging, food and drink and other public services.

### **2.2 Evaluation**

Evaluations are often used to review and assess what is already there. In accordance with Arikunto's statement (2010) which wrote that evaluation was a series of processes. Data collection or information to compare with criteria, then can be drawn to a conclusion for improvement. Statement. It is supported by Wirawan's (2012) opinion in which the evaluation refers to the act of collecting, analysing and presenting useful information about the object of evaluation, and then assessing and comparing it with the evaluation indicator and using the results as a basis for decision making.

### **2.3 Marketing Strategies**

There is some sort of strategy understanding from experts. According to Marrus in Umar (2005) the strategy is defined as a process of forming the plans of the top leaders that focuses on the organization's long-term goals, along with the arrangement of a way or effort to make those goals attainable. Strategies are specifically defined as mental (ever-increasing) and continuous action, and are done in view of what future customers hope for (Prahalad in Umar, 2005).

According to Chandra (2002:93), marketing strategies are a plan that describes the company's expectations of the impact of various activities or programs on demand for its products or products in a particular target market. Marketing programs include marketing actions that can affect demand for products, including that of changing prices, modifying advertising campaigns, designing specialized promotions, selecting distribution channels, and so on.

The marketing strategy consists of five interconnected elements (Tjiptono, 2008:7-8) there are:

#### **a. Market Selection**

Start by adopting market segments and choosing the target markets that are most likely to be served and profitable for the company. The decision to choose the market to be served is based on a number of factors, such as resource limitations, experience

and special abilities, perceptions of the products, the function of the products and the technologies used.

b. Product Planning

Includes product benefits, brand names, product specifications (shape, design, size, color, smell, taste, etc.), assurance and availability of products. Technical assistance, the connection between the buyer and the seller.

c. Pricing

Determining prices that can reflect the quality of the product, reaching the consumer on a certain segment and generating maximum profits.

d. Distribution System

The channels through which the product reaches the final consumer associated with the effort to provide the product in the right amount and location.

e. The marketing communications include advertising, sales promotion, personal connections and public relations that inform, caution, and seduce and seduce consumers.

## 2.4 Strategy Formulation

Marketing formulates a marketing strategy means managing a three-step procedure systematically, starting with market segmentation strategies, target market identification strategies, and market-positioning strategies. All three strategies are key in marketing management:

1. It is the process of dividing the market into different consumer groups based on needs, characteristics, or behaviors that require separate product and marketing. Or in other words, market segments provide the basis for knowing that each market is made up of several different segments. Market sectors are the process of putting consumers in subgroups in the product market, so the buyers have a response that is about the same as the marketing strategies in the company's positionings. (Setiadi, 2003).
2. Target market identification strategy. That is, a large election or segment size would fit a company's ability to enter the segment. Most companies enter a new market serving a single segment, and if successful is proven to be, then they supplement the segment and then expand vertically or horizontally. In studying the target market must evaluate by studying three factors (Umar, 2005): a. the size and growth of segment b. the structural segment of segment c. target and resource.
3. The target market strategy for positioning is a strategy for regaining a position in the mind of consumers, so it concerns building confidence, confidence, and competence for customers.

According to Philip Kotler, positioning is an activity of designing images and positioning yourself in the consumer's mind. As for Yoram wind, positioning is how to define a company's identity and personality in a customer's mind. The concept of marketing mix is grouped in four aspects often known as marketing mix. According to Kotler and Armstrong (2013) marketing (marketing mix) is a collection of restrained tactical marketing tools used by companies to produce the desired response in the target market. The baseline are four such as :

1. Product. The product means the combination of goods and services that companies offer to the target market. The elements included in the product's grade include products, qualities, design, features, brand names, packaging, and services.
2. Price is the amount of money customers have to pay to get the product. Price is the only ingredient in marketing that produces revenue, while other elements bring costs. Prices are the most easily adjusted and time-sensitive baseline products, distribution channels, even promotions take more time.
3. Place or marketing channel includes company activities that make products available to target customers. The distribution channel is an interdependent organizational chain that is involved in the process of making a product or service ready to be used or consumed. Distribution channels may be defined as sets of companies and individuals who take over rights or assist in the transition of rights to certain goods or services as long as they move from producer to consumer (Kotler, 2005).
4. Promotion. Promotion means activities that deliver products and persuade customers to buy them. Kotler's definition of promotion (2005) is the activity carried out by producers to communicate the benefits of the product, persuade, and remind consumers to buy the product. Specifically, the goal of promotion according to Tjiptono (2008: 221-222) is as follows: a. informing b. persuading customers target c. reminding competition is at the core of success or failure of the company. Competition determines the precision of company activity that can support its performance, such as innovation or good execution. According to Wahyudi (1996), there are several advantages that companies can use in: 1. Price of 2. Market share 3. Brand 4. Product quality 5. Consumer satisfaction 6. Distribution channel

### **3 Methodology**

This research is descriptive qualitative research with data collection using the interview method and observation. Interviews were conducted as data collection techniques to find out things related to research from informants in more depth. In this study, the determination of informants who used in this study is to use non-probability sampling, which is a sampling technique that does not provide equal opportunities / opportunities for each element or members of the population to be selected as samples.

Technique used is purposive sampling, namely the sampling data sources with consideration certain. In this study, interviews were conducted with both informants from Hotel X Belitung, the General Manager and Marketing Manager from Hotel X Belitung. This interview is used to determine the segmentation, targeting, and positioning conducted by Hotel X Belitung. In addition to interviews, this study also conducted observation activities. In qualitative research, it often combines participatory observation techniques with in-depth interviews. During the observation, the researcher also conducted interviews with the people in it. In this study, observations were made to observe customer behavior and customer characteristics at Hotel X Belitung. The data obtained will be analyzed using the swot analysis.

#### **4 Findings**

Hotel X Belitung was first built in 2018. This hotel is the first international standard hotel in Belitung. Hotel X is located in Tanjungpandan, which still has a few luxury and classy hotels. Hotel X Belitung product is very suitable for family holiday destinations for honeymoon, meeting corporate events such as outing, gathering, and outbound. Each Hotel X room is facilitated by AC, Satellite TV, and minibar, and also each room has a living room and bathroom with shower and bath up. Hotel X Belitung offered a tropical garden, swimming pool, or beach for each room. Hotel X also provided laundry facilities and traditional massage. Hotel X Belitung has a 24 hours restaurant and room services. Hotel X restaurant serves a variety of Indonesian food and BBQ facilities. This minimalist concept hotel has a smoking room and non-smoking room, so the guests can still enjoy food without being troubled by the cigarette smoke.

To increase guest's comfort and security, hotel X Belitung offered tour packages to Pulau Belitung tourism destinations such as Lengkuas Island, Tanjung Kelayang Beach, Museum Kata Andrea Hirata, Kaolin Lake and others. The guest can also enjoy car rental facilities if they want to enjoy a culinary and coffee tour in Pulau Belitung's city center. This hotel also has Airport pick-up facilities based on guest requests. Besides modern facilities, this hotel also has 24 hours fitness central facilities. Hotel X Belitung also has a swimming pool designed for the kids to make it easier for their parents to watch them.

Although it has very attractive products and services, after the emergence of the Covid-19, the occupancy rate at this hotel has decreased drastically. From the data obtained by the author, the occupancy rate of this hotel with an average revenue rate of 11% per month, Investment Hotel on Belitung Island is added to the number of 125 rooms with 2 meeting rooms with a capacity of 50 pax and a total ballroom filled in a year maybe only 15% only. The impact of Covid-19 has forced the hotel to continue to look for efforts so that Hotel X Belitung can continue to operate. Various efforts have been made, ranging from suppressing the operational budget to changing marketing strategies. Based on the results of interviews with the General Manager of Hotel X Belitung, it was found that Covid-19 had a real impact, especially the position of Hotel X Belitung which was near a tourist attraction so that the implementation of work from

home (WFH) policies and restrictions on social interaction also had an impact on the decline in target achievement. hotel management set income.

To offer the products and services owned by Hotel X Belitung, a strategy is needed to market them. However, before carrying out a marketing strategy, it is necessary to identify the segmentation, targeting and positioning of Hotel X Belitung first. The following is data related to segmentation, targeting and positioning as well as evaluating the strengths and weaknesses of the 4P marketing mix at Hotel X Belitung.

#### **4.1 Segmentation, Targeting and Positioning at Hotel X Belitung**

##### **a. Segmentation**

Based on the results of interviews with the General Manager and Marketing manager, the market segmentation by Hotel X Belitung are:

- Hotel X Belitung's market segmentation by demographic, the guests are under 50 years old. The guests are traveling for 2 purposes, leisure or business. Mostly the guest spends almost 4 days staying at this Hotel. On the other side they also have business inquiries with the clients at this hotel.
- Hotel X Belitung's market segmentation by geography, the guests are from Jakarta, Bangka, and Palembang. It is very necessary because the location of Belitung Island is very close to Jakarta and Palembang. Also there are direct flights to come to this Island such as Sriwijaya, Citilink, Garuda, Nam Air and Lion.
- Hotel X Belitung's market segmentation by psychology is, for now, obeying health protocol which has consistently become a top model for hotel X Belitung. Hotel X Belitung is very concerned to implement health protocol in every area at the Hotel. Because it will build trust in every guest who comes to this hotel.
- Hotel X Belitung's market segmentation by behavior still has buying power such as government and mining companies.

The strategy that hotel X Belitung does to make sure the sales are right on target in this pandemic era is to target the market that the budgeting program is less affected like the health ministry. This strategy makes Hotel X Belitung a market leader compared to another competitor. Besides the facilities and location, the price is also suitable for the product. And also, the Hotel X Belitung promotion application is adjusting to current conditions and following the newest trend in the new normal era by transforming all the platforms to the digital era.

##### **b. Targeting**

From the results of the interviews it can be concluded that Hotel X Belitung wants to focus more on family and corporate meetings. This is also supported by observations and surveys, where on observation, researchers see Hotel X Belitung have facilities that can be attractive to the target market. The survey results also show that most of the respondents are guests who want to return to Hotel X Belitung, which means that you have been to Hotel X Belitung more than once. From these data, it can be concluded

that Hotel X Belitung is doing target market choosing patterns selective specialization or selecting several segments objective, for family and corporate meetings.

c. Positioning

According to the results of research on positioning, Hotel X Belitung is a hotel that is located close to family tourist destinations, hotel facilities that can meet the needs of families and hotel facilities that can meet the needs of corporate meetings.

## 4.2 Marketing Strategy Carried Out by Hotel X Belitung

a. Product

Based on the results of interviews with the General Manager and Marketing manager, for selling their product, Hotel X Belitung is doing marketing strategies focused on the domestic market from Bangka Belitung, Jakarta, Palembang, and West Java. Most of the guests who stayed in the Hotel X room enjoy a family holiday, visiting family, or having a corporate meeting. Hotel X Belitung is still focusing on brand awareness while focusing on health protocol implementation. This can be seen by the security and concierge's presence, who always check guest's and employee's body temperature who are about to enter the building. This employee is always using a face shield and hand glove whenever they are checking the temperature. And to always spray disinfectant liquid on guest's and employee's luggage. The social distancing tag is pinned in every public corner and a plastic divider in the receptionist area to avoid Covid-19 transmission. And also, every public facilities area like a fitness center and restaurant always has hand sanitizer and antibacterial wet tissues.

For serving the guests food, the waiters will help them put the food on their plates. The guest can only point the menu they wish to the waiters and sit on the table that the employee already sets, in which 2 people table capacity is only used by 1, and 4 people table capacity only used by 2.

The housekeeping employee will set "this room clean, sterilized, and ready to use" label outside the guest room door. This thing is done to grow guest's trust of guests who stayed in Hotel X Belitung that the room is cleaned according to health protocol by using the disinfectant in every corner of the room and making sure the complete amenities and the linen is clean and new.

Implementing the health protocol, Hotel X Belitung wishes to increase guest's trust in applying cleanliness, health, safety, and environment. The efforts made by this hotel to achieve hotel's success are

- Adding health protocol application products to assure guest's comfort and safety. This is important in this pandemic era for the guest activity in hotels. When the guest reserves a hotel's website, guest's sanity and security is hotel X Belitung's priority. And to increase guest security in a public area, the guest wishes to obey the rule, like social distance at least 6 or 2 meters from other guest or roommate and use a face shield whenever in a public area.



- Every health protocol is being used consistently. Inspection on health protocol tools every day to make sure it works properly. Each in charge employs consistency to make sure the health protocol is done to break the Covid-19 chain. Every employee is in the guest entrance even for the guest or for the employee is from the back door.

b. Price

The price strategy used is an adjustment to the capacity of market share, as well as the purchasing power of local people, such as providing a 30% reduction in room prices to guests starting at 400,000++ per night which includes breakfast for 2 people. The hotel product offerings that are offered are quite affordable for Food and Beverage products such as variations of bento at a price of 35,000nett per serving, Pizza at a price of 100,000nett per serving which includes postage costs or 85,000nett without shipping.

Creating competitive prices, like the 3 nights 2 nights pay only promotion. Adding a tourism Holiday Escapes #DiIndonesiaAja promotion, to attract tourist interest to visit hotels in Indonesia and already include room with breakfast hotel.

c. Location

The location of the hotel X Belitung is very strategic, close to tourist attractions which are famous for their white sand and only 5 minutes away from the Belitung City icon, namely the Satam Stone replica. For the guests who stay at Hotel X Belitung also get facilities in picking up and dropping off from the airport to the hotel.

d. Promotion

Promotion through social media is using Hotel X Belitung's market distribution. Hotel X Belitung's target market can easily access every hotel product, price, and facilities in the hotel with security and comfort in the pandemic era. Hotel X Belitung uses Instagram, Facebook, and Website as their social media to use hotel's activity like facility, guest room cleaning process, sports activity, Belitung food, and tourism destination.

## 5 Discussion

### 5.1 Evaluation of the Strengths and Weaknesses of the 4P Marketing Mix at Hotel X Belitung

The following is a table of Strengths and Weaknesses of the 4 P's Marketing Mix at Hotel X Belitung.

Table 1: SWOT Matrix Marketing Mix of Hotel X Belitung

IFAS/EFAS	STRENGTHS (S)	WEAKNESS (W)
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	<ul style="list-style-type: none"> <li>● Implementation of Health protocol in each product</li> <li>● Oceanfront hotel's architectural design is reminiscent of traditional "Rumah Panggung" stage houses yet incorporates modern sensibilities with sleek, spacious accommodations and lavish amenities.</li> <li>● Affordable prices</li> <li>● Number of rooms 125 rooms with 4-star service standards</li> <li>● Has 2 meeting rooms.</li> <li>● Overlooking the beach</li> <li>● Wifi around the hotel area and has adequate parking facilities.</li> <li>● Close to tourist attractions and 5 minutes from Satam . Stone Replica</li> </ul>	<ul style="list-style-type: none"> <li>● Branding of Hotel X Belitung products that seem expensive and makes people reluctant to consume.</li> <li>● Hotel X Belitung building's that looks exclusive</li> </ul>
<p><b>Opportunities (O)</b></p> <ul style="list-style-type: none"> <li>• Decreasing room rates to attract customers</li> <li>• Having international branding to attract domestic and foreign tourists</li> <li>• New trendy and minimalist building</li> </ul>	<p><b>STRATEGI (SO)</b></p> <ul style="list-style-type: none"> <li>● Provide services with quality sterile rooms during a Covid-19.</li> <li>● Promotion through social media, website, Facebook and twitter</li> <li>● Cooperate with travel agents for room promotions.</li> <li>● Make information on the implementation of the health protocol carried out by Hotel X Belitung to increase guest comfort.</li> </ul>	<p><b>STRATEGI (O)</b></p> <ul style="list-style-type: none"> <li>● Optimizing marketing to always promote room and food and beverage products.</li> </ul>
<p><b>Threats (T)</b></p> <ul style="list-style-type: none"> <li>● The emergence of competition from other hotels that market the same product.</li> </ul>	<p><b>STRATEGI (ST)</b></p> <ul style="list-style-type: none"> <li>● Giving trust to the public about Hotel X Belitung's products</li> <li>● Implementing a Health protocol so that people are comfortable</li> </ul>	<p><b>STRATEGI (WT)</b></p> <ul style="list-style-type: none"> <li>● Adding more types of Food and Beverage product variants</li> </ul>

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- Many other hotels offer cheap rates for rooms. interacting with the Hotel X Belitung Team
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*Source : Data Source Processed By Researchers, (2021).*

## 6 Conclusion and Recommendation

Based on the discussion that the author has conveyed above, it can be concluded that :

1. The market share at Hotel X Belitung is based on demographic, geographical, psychological, and behavioral divisions such as the average guest staying under 50 years old with the purpose of staying for vacation and business matters. Guests who come from outside Belitung and from Belitung. Outside Belitung, guests come from Jakarta, Palembang, etc. Guests who come are guests who are concerned about the health protocol. The guests who came were also dominated by those from government institutions whose budgets did not experience a decrease or drastic changes. Then in the market selection, Hotel X Belitung chose family and corporate meetings. As for the positioning, Hotel X Belitung is a hotel that is located close to family tourist destinations, hotel facilities that can meet the needs of families and hotel facilities that can meet the needs of corporate meetings.
2. From the results of the analysis, it is known that Hotel X Belitung has advantages where this hotel has an international brand that offers modern concepts as well as consistency in maintaining the implementation of Health protocols and the weakness of Hotel X Belitung is the branding of this hotel which seems expensive.
3. The strengths of Hotel X Belitung are Implementation of Health protocol in each product, Oceanfront hotel's architectural design is reminiscent of traditional "Rumah Panggung" stage houses yet incorporates modern sensibilities with sleek, spacious accommodations and lavish amenities, Affordable prices, Number of rooms 125 rooms with 4-star service standards, Has 2 meeting rooms, Overlooking the beach, Wifi around the hotel area and has adequate parking facilities and close to tourist attractions and 5 minutes from Satam Stone Replica.
4. The weakness of Hotel X Belitung are Branding of Hotel X Belitung products that seem expensive and makes people reluctant to consume and Hotel X Belitung building's that look exclusive.
5. The opportunities of Hotel X Belitung are decreasing room rates to attract customers, having international branding to attract domestic and foreign tourists and new trendy and minimalist buildings.

6. The threats of Hotel X Belitung are the emergence of competition from other hotels that market the same product and many other hotels offer cheap rates for rooms.

And the recommendations for the hotel are :

1. Create a marketing feature in the form of a shoppable video, so that consumers can easily click and buy the products offered without leaving the video displayed. The process that prospective guests go through has also become more efficient, starting from seeing the advertisements delivered to the payment process.
2. Using influencer marketing services where the hotel invites influencers to work together in increasing brand awareness and sales according to the specified target market.
3. Cooperating with the local tourism office to contribute in organizing tourism events on the island of Belitung.
4. Keep maintaining the promotion through social media, website, Facebook and twitter and also can cooperate with travel agents for room promotions.
5. To give trust to the public about Hotel X Belitung's products and this hotel also can show the Implementing a Health protocol so that people are comfortable interacting with the Hotel X Belitung Team.
6. Also the Hotel X Belitung can add more types of Food and Beverage product variants.

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