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“The Hospitality Industry in Post-Pandemic Era: What’s Next ?”

Bali Tourism Polytechnic  
April 14<sup>th</sup> , 2022

## Proceedings

The 2<sup>nd</sup> InHEIC 2022

*The 2<sup>nd</sup> INTERNATIONAL HOSPITALITY ENTREPRENEURSHIP  
AND INNOVATION CONFERENCE 2022*

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# Proceedings of The 2<sup>nd</sup> International Hospitality Entrepreneurship & Innovation Conference 2022

Volume 1, Issue 1, 2022

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*“The Hospitality Industry in Post - Pandemic Era: What’s Next?”*

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## PREFACE

Warmest Greetings from Bali,

We are honored and pleasure to welcome each of the participant and presenter to this event, The 2<sup>nd</sup> International Hospitality Entrepreneurship and Innovation Conference (InHEIC) 2022.

The first InHEIC was successfully conducted in 2021 and in this year 2022 we raised a theme “The Hospitality Industry in Post Pandemic Era: What’s Next?”. Theme selection is aimed for the state of the hospitality industry in the post-pandemic era and how the next step should be taken or what can be called "what's next?" in the face of volatility, uncertainty, complexity, and ambiguity in the post-pandemic era.

In The 2<sup>nd</sup> InHEIC 2022, we have prepared competent speakers; 5 keynote speakers and 3 invited speakers that expert in their field, with 85 papers presented in 11 parallel sessions. We also provide an opportunity for scholars and industry professionals to meet and share their contemporary research, as well as get their paper published. All papers presented will be published in a conference proceeding book with the ISBN number. Special for 5 best papers will be published in JARTHY (Journal of Applied Research in Tourism and Hospitality).

The conference conducted with a hybrid concept to reducing the spread of Covid-19. This concept is a combination between online system with zoom meeting and offline systems for invitation at MICE Building of Bali Tourism Polytechnic. Although in this year we could not make the conference full offline, but hopefully it will not decrease the value of this conference.

In this great occasion we would like to give our highest appreciation to our International Partners are Republic Polytechnic Singapore, Universiti Teknologi MARA Cawangan Melaka, and Victoria University, then our national Partners: Bandung Tourism Polytechnic, Makassar Tourism Polytechnic, Medan Tourism Polytechnic, Palembang Tourism Polytechnic, and Lombok Tourism Polytechnic, thank you for your corporation to collaborate with us. Thank you to all presenters, participants, organizing committee, sponsors, media partners and others who cannot be mentioned one by one, to make this conference happen.

We add our best wishes The 2<sup>nd</sup> InHEIC 2022 will be used as a forum for exchanging opinions, thoughtful discussions and becoming an interesting experience for all participants. Thank you!

Sincerely,




Putu Rio Satria Mahadhita  
Chairman of The Committee The 2<sup>nd</sup> InHEIC 2022



# Proceedings of The 2<sup>nd</sup> International Hospitality Entrepreneurship & Innovation Conference 2022

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### Abstract

*The purpose of this study is to find out the application of a marketing mixed strategy to increase room occupancy rates and determine the strengths, weaknesses, opportunities and threats at Karma Kandara Resort Bali during the Covid-19 pandemic. Data collection techniques in this study were interview studies and documentation. The collected data were analysed using qualitative descriptive analysis techniques supported by SWOT analysis. The results of this study are SO strategy (strength opportunities) by utilizing the Karma brand as a benchmark to promote the latest products, maintaining and improving distribution channels as well as maintaining good relationships and service quality with customers to help promote through word of mouth. WO (weakness opportunity) strategy by accelerating CHSE (Cleanliness, Health, Safety, Environment Sustainability) certification. ST strategy (strength-threat) by maintaining competitive prices with competitors, expanding and increasing promotional activities that have been carried out. WT (weakness-threat) strategy by holding promos at restaurants and spas to be added to room sales, cooperating with events or wedding organizers. Therefore, it can be concluded that the right SWOT strategy to increase room occupancy rates is seen from the indicators in the 7P marketing mixed elements are ST (strength threat) strategy and the WT (weakness threat) strategy.*

**Keywords:** Covid-19 pandemic, marketing mix, room occupancy rate, SWOT analysis,

### Introduction

The finding of a new pneumonia outbreak in Wuhan, China shocked the world at the end of 2019 (Okada et al., 2020). This outbreak was named coronavirus disease 2019 (COVID-19) caused by Severe Acute Respiratory Syndrome Coronavirus-2 (SARS-CoV-2). The impact of this epidemic, various countries experienced economic instability, including Indonesia. The coronavirus (COVID-19) has decreased the willingness to travel and paralysed the industry such as airlines, hotels and restaurants (Karabulut et al., 2020.)

Hospitality is an industry that plays a role in providing lodging services, food, beverages, and various other services that are managed commercially (Sulastiyono, 2007 in Setiyati, 2019). It takes a fairly important position in supporting the tourism sector itself. Many tourists who stayed for a long period in a tourist destination certainly have a positive impact towards hotel room occupancy rates. Research conducted by Susanto, et al. (2015) concluded that hotel room occupancy rates indirectly affected income and profitability, therefore hotels were trying to increase room occupancy rates so that hotel sustainability was guaranteed. Since the pandemic started, cancellation of the number of

tourists visiting Bali has resulted in hotels and accommodation being temporarily closed. During 2018 to 2020 quoted in the Central Statistics Agency of Bali Province, the highest occupancy rate was in July 2018 reaching 74.4%, while the lowest figure was in May and June 2020 which both reached 2.07%. The overall average room occupancy rate has decreased over the past three years. The highest decline occurred in 2020 where this drastic decline was due to the corona virus which had spread to Indonesia so that flight activities had to be closed and community activities were limited. The overall average room occupancy rate has decreased over the past three years.

As one of the tourism epicenters of Bali, hotel occupancy in south kuta district would be able as indicator of general hotel business condition in Bali. One of famous hotel in south kuta district is Karma Kandara resort. The decline in hotel occupancy rates due to pandemic was also experienced by Karma Kandara Resort Bali. Karma Kandara Resort Bali is a five-star hotel located in the Ungasan. The average room occupancy rate of Karma Kandara Resort Bali in 2018 was 71.16% and increased by 2% in the following year to 73.18%. In 2020, the room occupancy rate was 22.15% with a decrease of 51.03% which raised fears of another decline in the following year if this pandemic continued. In April 2020 to July 2020, there was no hotel occupancy due to the hotel closing during the start of the pandemic. Choosing this hotel as case study will represent hotel business situation nowadays.

The condition of the lack of tourists visiting and competition with several hotels that decided to stay open during the pandemic, prompted hotels to make strategies that were used to attract the remaining market potential. The agility and implement proper business strategies of the company during a crisis has a bigger chance to survive than the lower ability to adapt (Chan and Muthuveloo, 2020). The main concern in this current situation is marketing activities. Rollins et al. (2014) noted that during tough times such as a crisis, firms must always be moving forward with adopting appropriate marketing programs, developing innovative products and services, identifying the new customer needs and wants, and providing new values to the customers rather than relying on past strengths. Implementing effective marketing strategies and practices has a high effect on the success of the firms in facing the business risks and challenges brought upon by the COVID-19 crisis (Fuciu, 2020). Marketing mix is a set of controllable marketing tactics including product, price, place, and promotion that the company combines to create a response from its target market (Kotler and Armstrong, 2008: 48). Alma (2011) stated that the implementation of the 4P marketing mix (product, price, promotion, and place) in the service business is considered no longer effective. It is recommended that other 3Ps be added, namely people, process and physical evidence, because the characteristics of services have an intangible element, inseparable, varied, and not durable. This statement was supported by Sreenivas and Rao (2013) who stated that innovative marketing strategies are adopted to sell services and try to explore the marketing process with the help of the 7Ps, namely product, price, place, promotion, people, physical evidence and process.

Karma Kandara Resort Bali has implemented a marketing mix strategy especially in pricing strategy. Price is very important in determining a person's decision

whether to choose a particular product or service (Kotler, 2009). During the pandemic, Karma Kandara Resort Bali made a price adjustment to the sale price of the villa. In 2019, all types of villas can be sold at the lowest price of Rp. 7,650,000 with the type of one bedroom garden view and the highest price is Rp. 55,050,000 with a five-bedroom cliff front type. In 2020, four-bedroom ocean view, three-bedroom cliff front, three-bedroom ocean view villa types will not be available during the pandemic. There are price adjustments for all types of villas for sale. The lowest price is Rp. 5,000,000 and the highest price is Rp. 28,000,000. As customers' buying behaviours have been changed due to the COVID-19 crisis, firms need to change the way they conduct their business to meet customers' new preferences Nikbin et al., (2021). For instance, during a financial crisis, the customers emphasise the durability of the products, become more price-sensitive, reduce their expenditure by purchasing lower priced items, and focus on purchase cheap and affordable products (Calvo-Porrall et al., 2016; Hampson and McGoldrick, 2013).

The obstacle faced during this pandemic period is that the application of the marketing mix must be given sufficient attention so that it can be maintained in a stable manner. This situation creates the Sales and Marketing department have to implement a good marketing mixed strategy in selling and marketing its products during the pandemic and competing with competitors. Accordingly, reviewing previous studies on successful marketing strategies and practices during recessions enables us to determine marketing strategies that firms should adopt to survive during the pandemic. Thus, the present study aims to analyse and describe the marketing mixed strategy to increase the room occupancy rate at Karma Kandara Resort Bali during the COVID-19 pandemic and to find out what are the strengths, weaknesses, opportunities and threats as a result of the COVID-19 pandemic at Karma Kandara Bali Resorts. To answer the above research questions, the literature on strategies and practices during the economic crisis was used and structured based on the marketing mix tool. The marketing mix tool was selected as it is a set of essential marketing decision elements that the firms blend to gain competitive advantages (Abedian et al., 2021; Goic et al., 2021).

## Literature Review

### Definition of Marketing Strategy

Every company has a goal where these goals can be achieved through efforts to maintain and increase the level of company profits or profits by maintaining and increasing sales. Marketing strategy is a way designed by companies to be able to market their products and win the competition to achieve company goals by taking into account the external opportunities and threats faced and also by utilizing its resources as much as possible in an environment that is fickle (Budi (2013) in Nuberti (2020).

### Definition of Marketing Mix

The marketing mix is a combination of four variables or activities that are the core of the company's marketing system (Swastha, 2014). The concept of the traditional marketing mix consists of the 4Ps, namely product, price, promotion and place. Meanwhile, for service marketing, it is necessary to expand the marketing mix with the



addition of non-traditional marketing mix elements, namely people, process and physical evidence, so that it becomes seven elements (7P).

### Marketing Mix Elements

After the marketing strategy is established, the company is expected to plan and then implement the marketing mix. The concept of the marketing mix in Kotler and Keller (2016) which consists of product, price, promotion, place, people, physical evidence, process.

#### 1. Product

Product is anything that a producer can offer to be noticed, requested, sought, purchased, used, or consumed by the market as a fulfilment of the needs or desires of the relevant market (Wangko in Marlius, 2017). Indicators that a product must have, are: product variation, product quality, product design, brand, size, service (Kotler and Keller, 2012:25)

#### 2. Price

Price is a critical point in the service marketing mix because price determines the income of a business or business. The price has 4 indicators, there are: price list, discount, payment period, terms (Kotler and Keller, 2012:25)

#### 3. Promotion

The main purpose of promotion is to inform, influence and persuade, and remind target customers about the company and its marketing mix. In general, there are 4 activities that can be done (Daryanto 2011:95) namely: advertising, personal selling, sales promotion, publicity and public relation.

#### 4. Place

The decision about the location of the service involves considering how the service will be delivered to the customer and where the process will take place. The place element has several indicators, including: distribution channels, coverage, location, transportation (Kotler and Keller, 2012:25)

#### 5. People

People are all actors who have a role in the presentation of services so that they can influence buyer perceptions (Zeithaml, Bitner, and Gremler, 2006).

#### 6. Physical Evidence

Physical evidence is evidence owned by service providers that are shown to consumers, significantly influencing consumer decisions to buy and use the products and services offered (Kotler, 2009). The elements included in physical evidence, namely the physical environment which includes the physical building, equipment, supplies and other items that are integrated with the service.

#### 7. Process

The process includes how the company serves the demands of each customer (Kotler, 2009). This process can include various existing mechanisms, such as the existence of service mechanisms, procedures, activity schedules, and routines.

### Definition of Room Occupancy Level

Room occupancy rates are occupied rooms that are rented out to guests compared to the total number of available rooms, which are calculated on a daily, monthly or yearly period (Damardjati in Anisa, 2015). The high room occupancy rate of a hotel will be able to provide high profits and income for the hotel. The occupancy rate is a measure of the success of a hotel (Sugiarto, 2002:10). A successful hotel will be seen from the room occupancy rate (Sulistiyono, 2008:269).

### **Factors Affecting Room Occupancy Rate**

Factors that need to be considered in increasing room occupancy rates, including hotel location, hotel facilities, room service, room prices and promotions (Suarthana, 2006:5)

1. Location plays a big role in successfully attracting guests to visit. A strategic location can provide the advantage of offering a better position in setting room rates so that a strategic location makes guests stay longer.
2. Hotel facility. Hotel facilities can be anything that makes it easier for consumers to get satisfaction. Consumers who want to find comfort during the process of waiting for the implementation of services will feel more comfortable if the facilities used by customers are made comfortable and attractive.
3. Room service. Setting service standards to guests so that guests feel cared for are getting special service. Service standards must be unique so that they can provide an impressive touch for staying guests
4. Room price. Room pricing is basically done to get the maximum profit. The hotel as a company engaged in the service sector in determining room prices must be balanced with the provision of quality services and adequate facilities so as to provide satisfaction for staying guests.
5. Promotion. Promotion aims to inform many people about the products offered. Promotion is very important in determining the success of selling rooms at a hotel, villa, or resort through promotional media so that prospective guests can see the advantages and disadvantages of the products offered.

### **Research Methodology**

This study used qualitative data, namely the marketing mixed strategy during the pandemic. Sources of data used in this study were primary and secondary data. Data collection techniques used in this study were interviews and documentation. Two informants in this research are assistant director of sales & marketing and assistant human resources manager to completed the information about people aspect. The document to support the data consist of room sales report, competitor report, actual room occupancy report and data related to product and service in Karma Kandara The data analysis technique in this study was descriptive analysis with a qualitative approach and was analysed as well as identified using SWOT analysis.

## Results and Discussions

### Data Description

The marketing mixed strategy at Karma Kandara Resort Bali during the covid-19 pandemic, refers to the marketing mixed concept by Kotler and Keller (2016) which consisted of product, price, promotion, place, people, physical evidence, process.

#### 1. Product

Product is one of the important factors that affect the number of guests staying at the hotel.

##### a. Product Variations

Karma Kandara Resort Bali only sell 25 villas out of 49. The product variations sold during the pandemic were 4 room category including one-bedroom villas, two-bedroom villas, three-bedroom villas and five-bedroom villas. All villas included breakfast and free access to Karma Beach Club. The selection of villas' type is based on the current market, namely the domestic market.

##### b. Product quality

Karma Kandara Resort Bali offers quality products. Reducing the number of villas sold does not reduce the facilities offered. All villas are equipped with complete facilities plus a terrace and infinity pool in each villa.

##### c. Brand

Karma Kandara Resort Bali is included in the Karma Group which has quality standards applied according to the brand it carries, namely 5-star luxury resorts.

##### d. Service

The services provided at Karma Kandara Resort Bali include butler service, turndown service, laundry service, inhouse clinic, and concierge service.

#### 2. Price

Strategies based on price variables at Karma Kandara Resort Bali are as follows.

##### a. Price List

Karma Kandara Resort Bali already has a price list for each room product that is sold. Room rates in 2020 have been adjusted. Price adjustments were made by looking at competitors and market trends so that the prices offered are in accordance with the desired target market, namely the domestic market. and able to compete with competitors.

##### b. Discounts

Discounts at Karma Kandara Resort Bali are applied for travel agents, government, event and wedding organizers, as well as guests. Discounts for travel agents, government, event and wedding organizers remains the same, namely in accordance with the agreement between the two parties and for guests who want to stay at least 3 nights, they are given a discount of up to 10% or with added value in the form of lunch or dinner vouchers.

##### c. Payment Period

Guests make reservations through the hotel's website or direct message, then guests will be sent a link to make payment. The payment period is valid for 3 days after the reservation sends a booking confirmation via email.

d. Requirements

Travel agent has a credit facility where payment is made one month after the guest stays. Credit facilities apply to travel agents who have established cooperation and mutual trust and the credibility of travel agents has been reviewed before providing credit facilities.

3. Place (Place and Distribution)

The following are indicators of the place element that is already owned by Karma Kandara Resort Bali.

a. Distribution channel

In marketing hotel products, Karma Kandara Resort Bali utilizes online travel agents, offline travel agents, hotel websites, and social media. The distribution channel owned by Karma Kandara Resort Bali is believed to be used to promote products which can be used as a reference so that the room occupancy rate can be increased and according to the desired target.

b. Scope

Karma Kandara Resort Bali chooses social media and online marketing during the pandemic, as well as printed media such as Kompas and Jakarta Post which has its own platform in marketing products so that it can reach bigger customers.

c. Location

Karma Kandara Resort Bali is located on Jalan Villa Kandara, Banjar Wijaya Kusuma, Ungasan. The distance to Karma Kandara Resort Bali from I Gusti Ngurah Rai International Airport is about 40 minutes. Founded on a cliff, Karma Kandara Resort Bali has a beautiful view and has a different form of villa because it was built according to the structure of the land.

d. Transportation

Access to Karma Kandara Resort Bali can be seen through “waze” mobile application and google maps. Its location jutting inward, along the road to Karma Kandara Resort Bali, is equipped with directions that make it easier to be visited by the guests. All information about the resort can be seen on the website and the hotel hotline.

4. Promotion

There are not many promotional activities carried out during the pandemic. The promotional activities carried out in the following strategies.

a. Advertising

Karma Kandara Resort Bali uses social media and print media as advertising media. The social media used are Instagram and Facebook, while for printed media, Karma Kandara Resort Bali collaborated with five printed media, namely Kompas, Jakarta Post, Now Bali and Now Jakarta, What News Indonesia and The Jak. The use of social media aims at increasing room occupancy rates and increase brand awareness.

b. Sales Call

Sales call activities during the pandemic cannot be carried out as usual. Promotional activities are only carried out twice, namely in April 2021 and June 2021.

c. Telemarketing

All sales and marketing staff conduct telemarketing every day with the aim of reminding former guests and travel agents that Karma Kandara Resort Bali is still operating, and offering various promotions. There are three main promotions offered, namely last-minute offer, which can get a discount of up to 25% from the website price, monthly rental and long stay promotion.

The obstacles experienced during this pandemic such as international flights were closed so that they only focus on the domestic market where domestic guests usually travel on weekends and long national holidays. Regulations from the government are also an obstacle for Karma Kandara Resort Bali in carrying out promotional activities, such as PSBB (Pembatasan Sosial Berskala Besar), which can be said to hamper the optimization of promotional activities.

5. People (Human Resources)

The people factor is the attitude and actions of employees starting from the way employees dress and appearance in delivering their products and services. Karma Kandara Resort Bali makes maximum service as one of the strategies in marketing its products and services.

a. Recruitment Process

In the employee recruitment process, the things that are taken into consideration for Karma Kandara Resort Bali in selecting candidates are loyalty to the hotel, the candidate's understanding of the desired position and the concept of the hotel as well as the experience and expertise possessed by the candidate.

b. Employee Training

Training activities at Karma Kandara Resort Bali are carried out by providing training on product knowledge, standard operational procedures (SOP), and other training that can increase the knowledge and skills of employees such as first aid training. The training is provided by the manager or head of the department, and usually the developer manager of the Karma Group. During the pandemic, employee training was carried out individually and not in groups as before. The training was carried out due to the lack of employees working so that when the training conducted in groups it would hamper operations.

c. Competency Certification

All employees' competency at Karma Kandara Resort Bali certified in which this certification is always renewed every three years.

d. Performance Appraisal

Each department conducts a performance appraisal which aims to assess employee performance. Performance appraisal is carried out every 6 months and is assessed by the manager or department head regarding the work performance of the employees.

The number of employees who worked during the pandemic did not reduce the quality of the services provided because many employees who worked were always adjusted to hotel conditions. Every department at Karma Kandara Resort Bali has provided maximum service to staying guests. This is evidenced by the review on the TripAdvisor site in Figure 1.

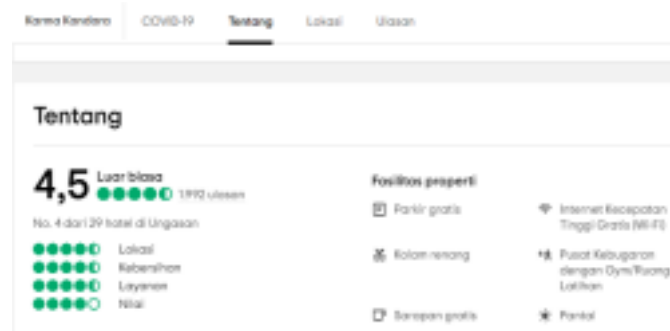


Figure 1: Guest Ratings on the TripAdvisor site  
[Source: TripAdvisor Year 2021]

## 6. Physical Evidence

The concept carried by Karma Kandara Resort Bali is a private resort with a tropical touch and a little Balinese accent. Public facilities provided such as lobby, pool, gym, spa, restaurant, library, WIFI, buggy, toilets for public areas, parking lots are all in good and well-maintained condition, usually for renovations carried out every 5 years.

### a. Exterior Appearance

The concept promoted at Karma Kandara Resort Bali is tropical. This is reflected in the buildings that are dominated by wood, the arrangement of the garden, the bales in the swimming pool area.

### b. Entrance

The entrance to Karma Kandara Resort Bali is limited which is only enough for 1 car to pass. The entrance is closely monitored by security. There is a hotel signboard located at the side of the entrance. The entrance is provided with bright lighting at night and is equipped with surveillance cameras to support hotel security.

### c. Parking lot

The available parking area is limited because Karma Kandara Resort Bali implements a private concierge where guests will be directly picked up at the airport or pick-up point as determined by the guest and also when guest's check-out they will be escorted to the airport or desired destination using hotel transportation.

### d. Lobby Area

Lobby area at Karma Kandara Resort Bali is designed outdoors with a tropical touch. The lobby area can only accommodate about 5-7 people and is also equipped with 3 sofas so that the lobby is not occupied a large number of people.

e. Guest room

The condition of all types of villas at Karma Kandara Resort Bali is generally in good condition of old building with the last renovation in 2015. The room decorations with tropical garden concept combined with Balinese style can be seen from the layout of the villa. This type of villa building allows air circulation and is equipped with good lighting. The furniture in the room is very complete and in good condition due to routine maintenance.

f. Food and Beverages Area

Karma Kandara Resort Bali has 2 restaurant outlets, namely Di Mare Restaurant and Karma Kandara Beach Club. Both outlets have a very beautiful ocean view enjoyed at sunset. The lighting in all outlets is very good because the design of the restaurant is an open space and at night the lights in the restaurant is well-functioned to illuminate all corners of the building.

7. Process

The process is a combination of all activities, consisting of procedures, work schedules, mechanisms and other routine matters, where services are produced and delivered to consumers.

a. Reservation Process

Room reservations can be made online or offline travel agents. Room orders receive at the reservation via email. Apart from online and offline travel agents, room reservations can be made via telephone calls directly from guests. The reservation process continues via email until the confirmation stage containing order details so that room reservations are recorded accurately and clearly.

b. Check-in and check-out process

Check-in time at Karma Kandara Resort Bali is 14.00 WITA. The check-in process is carried out at the reception in the lobby. Guests arriving at the lobby then go directly to reception to provide identification cards or passports and credit cards. Then guests directly escorted to the villa by a butler. Karma Kandara Resort Bali check out time is 11.00 WITA. The check-out process is done carefully and quickly. If at the specified check out time the guest has not been able to leave the hotel, guests can leave their luggage in the bell storage which is equipped with a surveillance camera so that its safety is guaranteed.

c. Payment Process

Room payments are made using a BCA (Bank Central Asia) payment link, bank transfer, or virtual account. Most of the room payment processes are carried out in full payment at the time of confirming the room reservation in order to avoid hotel losses and speed up the check-in and check-out process so that guests do not have to spend longer time in the lobby.

d. Implementation of CHSE (Cleanliness, Health, Safety, Environment Sustainability)

In accordance with government regulations, each hotel must be certified CHSE (Cleanliness, Health, Safety, Environment Sustainability), Karma Kandara Resort Bali is currently still preparing for the CHSE certification, but Karma Kandara Resort Bali has obtained the new normal certification since June 2020. The implementation of CHSE at Karma Kandara Resort Bali is in accordance with government regulations such as providing hand washing facilities, hand sanitizers, after a room is used, it is sprayed with disinfectant both in public facilities and employee rooms by housekeeping, items at the front office, guest luggage sprayed using disinfectant before being brought to the villa and for maintenance in the villa sprayed and emptied for a day. Every time the guest enters outlets in hotel area such as spa, gym, or restaurants they have to wash hands and their body temperature is checked. Employees also have to implement health protocols such as wearing masks, those who frequently interact with guests are required to use masks and face shields and in restaurant area has to wear hand gloves when serving food to guests.

### SWOT Matrix Qualitative Approach

The results of data collection explained specifically into the analysis phase by using information into the strategy formulation model, namely the SWOT matrix proposed by Rangkuti (2014). Therefore, it emerged into SO (strength-opportunity), WO (weakness-opportunity), ST (strength-threat), and WT (weakness–threat) strategy, as follows.

Table 1. SWOT Matrix  
[Source: Processed data (2021)]

IFAS	<p><b>Strength</b></p> <p><b>1. Product</b> Variants of room products with complete facilities with guaranteed quality and have a nice villa view</p> <p><b>2. Price</b> Get a discount or added value if stay more than 3 nights</p> <p><b>3. Place</b> - Access to Karma Kandara Resort Bali which is easy to find and has directions to the resort</p>	<p><b>Weakness</b></p> <p><b>1. Place</b> The location of the resort that just into</p> <p><b>2. Physical Evidence</b> Limited lobby area Limited parking area</p> <p><b>3. Process</b> Not yet CHSE certified</p>
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	<p>- Collaborated with travel agents and have a website that is easily accessible and can book rooms through the website</p> <ol style="list-style-type: none"> <li><b>Promotion</b> Advertising promotions through social media such as Facebook and Instagram that are consistent in updating information, new activities, and promotions at Karma Kandara Resort Bali</li> <li><b>People</b> Competent employees</li> <li><b>Physical evidence</b> Complete public facilities</li> <li><b>Process</b> Already certified new normal and applying CHSE</li> </ol>	
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li><b>Product</b> Brand Karma provide wider opportunities because it is a brand that is already known by many people.</li> <li><b>Price</b> The room discount or discount given can be used as an opportunity to sell room products</li> <li><b>Place</b> Distribution channels through websites and online travel agents have the opportunity to be used by tourists who want to book rooms instantly.</li> <li><b>Promotion</b> <ul style="list-style-type: none"> <li>Promotional opportunities through advertising or advertising through social media that reach more tourists</li> </ul> </li> </ol>	<p><b>SO Strategy</b></p> <ol style="list-style-type: none"> <li>Utilizing the Karma brand as a benchmark to promote the latest products</li> <li>Maintain and improve distribution channels</li> <li>Maintain good relationship and quality of service with consumers to help promote through word of mouth</li> </ol>	<p><b>WO Strategy</b> Accelerate CHSE (Cleanliness, Health, Safety, Environment Sustainability) certification</p>

<p>and make it easier to offer products</p> <ul style="list-style-type: none"> <li>- Maintain communication with several customers who have used Karma Kandara Resort Bali products and services, which have the opportunity to promote product information to relatives, friends and colleagues.</li> </ul> <p><b>5. Process</b> The implementation of CHS (Cleanliness, Health, Safety, Environment Sustainability) such as health protocol and supporting facilities provide opportunities for guests to visit Karma Kandara Resort Bali</p>		
<p><b>Threats (Threat)</b></p> <p><b>1. Price</b> Competitive prices for hotels offering the same product</p> <p><b>2. Place</b> Having a protruding location affects the guest's decision to stay at Karma Kandara Resort Bali Since the pandemic, many offline travel agents have decided to close</p> <p><b>3. Promotion</b> The pandemic situation has hampered the promotion process, such as sales calls, cannot be done too often. Unable to participate in exhibitions that can hinder the expansion of the target market.</p>	<p><b>ST strategy</b></p> <ol style="list-style-type: none"> <li>1. Maintain competitive prices with competitors.</li> <li>2. Expand and improve the promotion activities that have been carried out.</li> </ol>	<p><b>WT Strategy</b></p> <ol style="list-style-type: none"> <li>1. Holding promos at restaurants and spas to be added to room sales.</li> <li>2. Collaborated with event or wedding organizers.</li> </ol>

## The Right Strategy for Karma Kandara Resort Bali

SWOT strategies that can be implemented in the near future and can be implemented as seen from the 7P indicators are the ST (Strength Threat) strategy and WT (Weakness Threat) strategy. ST strategy (Strength Threat) is a strategy carried out by strengthening the strengths possessed to overcome external threats such as price competition and promotions carried out by competitors. The WT (Weakness Threat) strategy is a strategy that is carried out by reducing or improving the weaknesses of Karma Kandara Resort Bali in order to avoid external threats such as the implementation of Large-Scale Social Restrictions (PSBB) and negative customer reviews that can damage the image of Karma Kandara Resort Bali and brings negative impact on sales made by Karma Kandara Resort Bali. As the result, the room occupancy rate cannot meet the desired target. Based on the results of interviews, Karma Kandara Resort Bali has strength in all marketing mix variables that can be utilized to overcome existing threats.

### Conclusions

Based on the results of data analysis that has been carried out by analysing the indicators of the 7P marketing mix elements analysed through the SWOT (Strength, Weakness, Opportunity, Threat) qualitative analysis technique, it can be concluded as follows.

#### Strength, Weakness, Opportunity, Threat Karma Kandara Resort Bali

##### a. Strength

Karma Kandara Resort Bali already has internal strength, namely in all marketing mixed variables that can help to increase room occupancy rates. It has complete products and facilities that are quality guaranteed. The quality standard is adjusted to market trends that occur, have competitive room prices and supported by promotions carried out through social media and competent resources in their fields.

##### b. Weakness

The internal weaknesses of Karma Kandara Resort Bali are in the place, physical evidence, and process variables, namely the location of the resort that juts into, the parking lot is limited, and has not been certified CHSE.

##### c. Opportunities

Karma Kandara Resort Bali has opportunities in product, price, place, promotion, process variables including hotel brands and facilities supported by the provision of room price discounts which are marketed through websites, online travel agents, and social media. Promotion through advertisements on social media can reach more tourists and the implementation of CHSE such as health protocols and supporting facilities provide opportunities for guests to visit Karma Kandara Resort Bali.

##### d. Threat

Karma Kandara Resort Bali has a threat on price, place, promotion variables so it is necessary to anticipate price competition with hotels that offer the same product and because it has a location that protrudes inward so that it affects the guest's

decision to stay at Karma Kandara Resort Bali. Other threats are some offline travel agents were closed, the promotion process is hampered and cannot participate in exhibitions which can hinder the expansion of the target market caused by government regulations such as PPKM and borders that have not been opened.

### **Karma Kandara Resort Bali Marketing Strategy**

The marketing strategies that have been formulated in the SWOT matrix in the form of SO strategies, ST strategies, WO strategies, and WT strategies are applied to increase the room occupancy rate at Karma Kandara Resort Bali as follows.

#### 1. SO Strategy (Strength Opportunities)

The strategy that can be done at Karma Kandara Resort Bali is to use the Karma brand as a benchmark to promote the latest products, maintain and improve distribution channels, maintain good relationships and service quality with customers to help promote through word of mouth.

#### 2. WO (Weakness Opportunities) Strategy

The WO strategy that can be carried out at Karma Kandara Resort Bali is to accelerate the CHSE (Cleanliness, Health, Safety, Environment Sustainability) certification.

#### 3. ST Strategy (Strength Threat)

ST strategies that can be carried out at Karma Kandara Resort Bali are maintaining competitive prices with competitors, expanding and increasing promotional activities that have been carried out.

#### 4. WT (Weakness Threat) Strategy

The WT strategy that can be done at Karma Kandara Resort Bali is to hold promos at restaurants and spas to be added to room sales and collaborate with event or wedding organizers.

#### 5. SWOT Strategy (Strength, Weakness, Opportunity, Threat) The right SWOT strategy to increase room occupancy is seen from the indicators in the 7P marketing mix elements, namely the ST (Strength Threat) strategy and WT (Weakness Threat) strategy.

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