



Strategic Hotel Management Planning: A Study from a Local Hotel Chain Following the COVID-19 Pandemic

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Abstract

Purpose of the study: This study aims to analyze management planning and strategies implemented by local chain hotels post-COVID-19 pandemic.

Design/methodology: This study uses a descriptive qualitative case study method, with two research instruments in data collection: documentation and interviews. Data reduction, data presentation, and data verification, as well as SWOT analysis, were used to analyze data. Regarding testing validity data, the technique used by researchers is a triangulation technique source.

Findings: The Local chain hotel has implemented a competitive strategy well, proven with properties that can last for more than 28 years in the hospitality industry, and is still relevant in the competition between hotels today. Management can also maintain hotel operations during the COVID-19 pandemic without closing all their properties.

Research limitations/Implications: This research can be used as a reference for study in time coming related strategy compete, could give recommendations for the management of local chain hotels in implementing competitive strategy, and able provide information related to competitive strategies implemented by another small and independent local hotel.

Novelty/Originality of the study: This study has discussed formulating a hotel strategy implemented by local chain hotels post-COVID-19 pandemic for facing competition, covering four pillars of the hospitality industry, including operational, marketing, finance, and human resources.

INTRODUCTION

Competition in the hotel business has increased over time, and this causes companies to innovate in order to sustain themselves. Each company determines the competitive strategy to maintain well the company itself, as well as competition with competitors. Of course, winning business competition requires a method to create a uniqueness that can make a business superior to another. By because that, in the world, businesses need a strategy for applying with destination to win the competitive market.

Companies need excellence to create differentiation in the business world so that a uniqueness emerges that distinguishes one company from another. Strategy is generally used to dominate the existing competition, and strategy can be defined as a method or set of plans used to compete (Magretta, 2012). In own competition, a company's advantage in business can strengthen its position in the world of business competition, so each company is expected to have its method of applying strategy compete. Strategy competition could support the company to succeed in business competition, where the company's method of implementing the competitive strategy itself is determined independently. Implementing a competitive strategy can make the company's position more potent in reaching profit business as big as possible (Tanwar, 2013).

Implementing the strategy in the business can increase profits and maintain the business itself. The strategy focuses on how a company can see a phenomenon that will occur in the future based on events that occur in the present (Sedarmayanti, 2014). In principle, strategy refers to an activity observation environment, internal or external, formulating an arrangement plan, applying strategy, evaluating, and supervising the previously implemented application strategy. Strategy competes, which leads to superior competition needed by each company to create uniqueness in gaining its market share, thus so profit could achieve optimally (Porter, 1998).

Strategy business on Hotel created by Hotel that alone in step-by-step planning and realization that can have an impact on the company's position in world competition together with para competitors. Strategy competition, which is applied in scope hospitality, specifically in industry hospitality, refers to Porter's Generic Strategy, which was founded in 1980, and consists of focus, differentiation, and cost leadership (Magretta, 2012). The company has a competitive advantage compared to other companies, whereby the company have a strategy to compete; the company they have superiority from side profit compared to the competitor (Barney & Hesterly, 2015). Using one of the models from "Porter's Generic Strategy" is expected to encourage hotels to compete in the market and win the competition.

Management strategy is defined as arrangement or Suite decisions on the managerial level and activities that have a direction in determining a company's long-term success. In the implementation, management strategy consists of action and decision-making that creates planning and implementation that is carried out to achieve company goals, especially in business competition. In business competition, there is a term referred to as strategy competition, which is the search for a position in a competitive business that benefits the company when the company successfully reaches the position aimed. Study this organized in The Jayakarta Suites Bandung, which is one of the 4-star hotels in the city of Bandung that has been standing up For more than 28 years and is still relevant in the competitive business industry hospitality, although the number of competitors has increased in line with the along the time

The Jayakarta Suites Bandung is a hotel classified as a 4-star hotel in Bandung under the management of Pudjiadi and Sons, Tbk. The Jayakarta Suites Bandung has been around for over two decades and still endures competition in the hospitality industry. During three year final, staff at The Jayakarta Suites Bandung stayed and remained, so it has a low turnover rate. Despite the COVID-19 pandemic, The Jayakarta Suites Bandung continues to operate for the public without any reduction measures on the amount of staff through layoffs (Termination Connection Work) on employee permanent although in time which is problematic. Based on the existence of The Jayakarta Suites Bandung, which has stood and survived for more than two decades, it can be concluded that the management of The Jayakarta Suites Bandung strategy competes, which could guard the company's permanent walk. Things that could be classified as superior competitive from The Jayakarta Suites Bandung Hotels.

This research was held to achieve two objectives: First, to analyze the management planning strategy in The Jayakarta Suites Bandung, and second, to the management strategy implemented by The Jayakarta Suites Bandung. Analysis of planning management strategies conducted with destination to find indicators taken into consideration by the management of The Jayakarta Suites Bandung so that a decision is made regarding what kind of strategy will be implemented. On the other hand, analysis related to the implementation of strategic management aims to find alignment between planning and implementation. It can be seen whether management is implementing strategic management based on a predetermined plan or if there are any changes in its implementation.

LITERATURE REVIEW

Strategic Management

Strategic management is a series of managerial-level decisions and activities that determine a company's success over time (Wheelen et al., 2010). Management strategically focuses on observing and evaluating opportunities and threats from the external environment based on the strengths and weaknesses of the internal environment company. The series of activities in strategic management include planning, implementation, and evaluation of strategy. Strategic management can be formulated and implemented at levels within the organization and activities carried out by the company because strategic management is flexible with the condition company and destination want to be achieved.

Figure 1 shows a strategic management model with four essential elements according to Wheelen & Hunger in Rahman (2014), which the researcher translated into Indonesian. The four elements Among other: Observation Environment, which is the Step observation realm of the internal and external company; Formulation Strategy, which consists of the mission, objective, strategy, and provision which want applied company; Strategy Implementation, namely the implementation of the strategy formulation; and Evaluation and Control, where control is carried out so that it can be taken into consideration for the company in determining future strategy future.

Strategy is interpreted as a formula action organization with a destination that could reach the company's mission (Hasan, 2011). Strategy acts as a fulcrum along with overall goals and long-term plans that the company wants to achieve (David, 2011). Strategy is defined as an arrangement of plans that can capture and combine all resources and capability period long with destination for win competition (Sagala, 2013). The strategy defined as a tool for reaching superiority competes, which is means together for an organization to

achieve long-term goals that have been planned to be achieved by the company (Porter, 1998). Strategy is essential for an organization to survive and achieve its goals effectively and efficiently. The implementation of the strategy requires the company to be able to deal with problems or obstacles that come internally or externally. The strategy is several critical choices that can be used to plan and implement from every source owned, which could be used to reach the goals to be considered competitive for a long time.

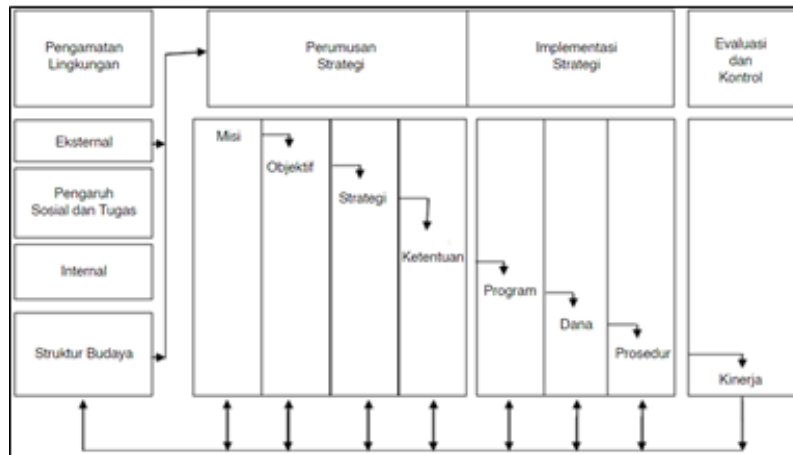


Figure 1: Model Management Strategic (Source: Rahman, 2014)

Competitive strategy is a search for a position in a competitive business that provides an advantage in competition in an industry. The meaning of competition itself is the essence of a company's success or failure in the face of competition. The progress of a company depends on how the method applied by the company in faces competition. The concept alone spelled out as a method for looking for linkages company with the environment (Porter, 1998). The definition of competitive strategy is then reinforced by Hubbard & Beamish (2011) with the statement that strategic competition is the effort company so that could position the business in the direction with scores competition higher than competitors.

Strategy compete companies have a scope which interesting for conducting the observation. Competitive strategy is related to company direct planning so that it can reach success in between efforts genuine for the face market, strengthen the company position in the competition market, face para competitor, respond directly to market conditions, and gain a specific advantage (Thompson et al., 2014). According to Amirullah (2015), two strategy types could be based on the determination strategy company: the Grand Strategy and Generic Strategy. Grand Strategy is defined as the primary strategy by line extensively referred by the company to determine the strategy which will be implemented in the present and future. The company implements a generic strategy in line with the target market, and product differentiation is applied (Porter, 1998), made by Michael E. Porter in 1980 called *Porter's Generic Strategies*.

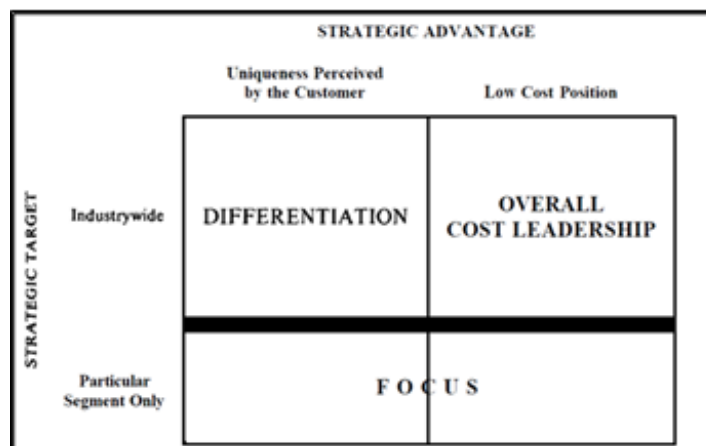


Figure 2: Porter's Generic Strategies (Source: Porter, 1998)

Figure 2 shows Porter's Generic Strategies, in which three different strategies exist. The first is to differentiate the product, which has its uniqueness and has a large target market. Second is cost leadership, where a

company produces a product with low capital. The third is the focus when the company has a specific target market, which is an indirectly direct divided return. It Becomes two that is Differentiation Focus and Cost Leadership focus, so that strategy allows the company to put focus development of the product on the market, which already specific.

METHODOLOGY

This study will apply a qualitative approach method, which is a research method that aims at understanding the emergence of phenomena or facts obtained from the thinking stage inductively (Basrowi & Suwandi, 2008). The qualitative approach aims to understand each phenomenon that occurs in the object of research, including behaviour, motivation, and perception (Moleong, 2017). Qualitative methods make the philosophy of post-positivism the basis, which is implemented to research something natural (Sugiyono, 2022). Study descriptive qualitative research is defined as the study aspect social and cultural, which limited imagine one or more from one variable that has relationships with problems and factors that are the object of research, without the need for a search for relationships between variables. The approach by qualitative strive to give data intact, which needs a level of accuracy so that the results study can be understood by the whole (Bungin, 2011).

The Jayakarta Suites Bandung became the object of research that was set to be investigated further, which is hotel star 4 in the City of Bandung. The Jayakarta Suites Bandung is a hotel under the auspices of Pudjiadi and Sons, Tbk. It has been competing for approximately 28 years in the hospitality industry by applying traditional Indonesian concepts consistently since its inception. The data collection period starts from March until July 2022. Regarding data collection, the researcher uses two instruments: documentation and Interview.

Documentation is a data search instrument related to the variables studied, which can be an agenda, recap, transcript, and media recording other (Arikunto, 2011). The definition is strengthened by Sugiyono (2022) states that documentation is a method used to obtain information through files, documents, and form reports, which could make document supporter fact in the study. This study applied documentation to get data like vision, mission, history standing, and general information from The Jayakarta Suites Bandung. Documentation is done by reviewing the *Annual Report & Sustainability Report 2021* published by Pudjiadi and Sons, Tbk as Jayakarta hotel owner company, in which there is detailed information regarding all properties in Jayakarta in Indonesia, including aspects of the four pillars of the hospitality industry.

Next is the Interview, in which communication and interaction are addressed so that the researcher can obtain all the details needed for the research. The interviewer is required to be able to provide exposure-related knowledge and Skills in which; submitting questions and listening to informants' responses is one example of exposure to the interviewer's ability (Creswell, 2013). Interviews were conducted directly by researchers at The Jayakarta Suites Bandung; interviews were conducted with three informants capable of giving response related to four pillar aspect of industry hospitality, which consists of Sales & Marketing (Marketing), Human Resources (Human Resources), Operational (Operations), and Finance (Finance). The three speakers are the President Director of The Jayakarta Hotels & Resorts, the General Manager of The Jayakarta Suites Bandung, and the Human Resources Manager of The Jayakarta Suites Bandung. Interviews with three informants could represent aspects researched. To study this, the researcher organized an interview focused on a strategy to compete with The Jayakarta Suites Bandung, which consists of 4 pillar aspects of the hospitality industry. Informant 1's response will represent the marketing and financial aspects, informant two will represent all aspects except finance, and informant three will represent aspects of human resources and operations. The results obtained from the interviews with every informant will be helpful for the researchers in getting the primary data from credible sources (Sugiyono, 2022)

Table 1: Information Informant

Informant	Position
1	President Director the Jayakarta Hotels & Resorts
2	General Manager
3	Human Resources Manager

In this study, researchers used data analysis techniques, namely: data reduction, where the research data are summarized by the researcher so that the exposure can be better clear; data presentation, that is, with the use of media supporter exposure data, like table and diagram; and Data Verification, which is concluding the results that have been reduced and presented previously (Miles and Huberman, 2018). The researcher also uses the

SWOT analysis technique as an additional supporting technique. SWOT analysis is used in the stage of identifying a series of indicators in a structured manner to develop a strategy to be implemented by the company based on the logic that could optimize strength and opportunity, as well as minimize existing weaknesses and threats on the company. Related to testing the validity of the data, the researchers used the triangulation technique as a form of testing credibility from complete information obtained by the researcher. Triangulation if the data source has been adapted in this research. Triangulation of data is a technique used to test the credibility of the data obtained by comparing responses from every informant. Triangulation has some purposes, including finding common ground for research results, finding the correlation of each result obtained, finding different points of view, and explaining that the combination of responses obtained could expand the space scope study (Creswell, 2013).

Triangulation of the data source will be used for the validity, which involves three informants, where the answers from each informant are compared with each other as a form of testing credibility from data obtained. Interview questions designed by researchers consist of four pillars of industry aspects hospitality: Marketing, Human Resources, Operational, and Finance. Added with aspect general, SWOT, and strategy marketing STP (Segmenting, Targeting, positioning) from The Jayakarta Suites Bandung. In the presentation of the discussion, the researcher will discuss the general aspects, SWOT, and marketing strategy, before entering the four pillars of the hospitality industry.

FINDINGS AND DISCUSSION

This research aims to determine how The Jayakarta Suites Bandung implements a strategy to compete in the hospitality industry so that it can endure during 28 years operated and through 2 years of the COVID-19 pandemic structurally. In line with the data collection design, the researchers used instruments in the form of documentation by reviewing the company's archives and official documents; and interviews with three informants, which could represent the aspect researched. Researchers will discuss and analyze every aspect of The Jayakarta Suites Bandung from secondary data analysis (Annual and Report 2021 published by Pudjiadi and Sons) and results from the Interviews session.

The Jayakarta Hotel Condition in the Year 2021

The documentation data is coming from the Annual Report 2021 published by Pudjiadi and Sons, Tbk, the holding company of Jayakarta Hotel. The researcher gets to the official documents through Pudjiadi and Sons, Tbk webpage, which could access and downloaded for free.



Figure 3: Vision, Mission, and Company Philosophy (Source: Pudjiadi and Sons, Tbk., 2022)

Figure 3 describes the vision, mission, and philosophical values of The Jayakarta Group, which apply to all the properties. The Jayakarta Hotel Group is a hospitality company that focuses on developing national hotel chains run on an international standard. The Jayakarta hotel group's vision is "to become an Indonesian hospitality company on a global scale that is continuously growing to benefit stakeholders".

This vision is supported by five Missions, which are 1. Prioritize a positive attitude and good performance; 2. Become the best; 3. Grow and innovate with the market; 4. Uphold and implement the company's core values; and 5. Socially responsible to the community. To achieve their goals, Jayakarta Hotel group also adopted

seven core values into the company philosophy: honesty, discipline, transparency, commitment, consistency, creativity and innovation, and perseverance and tenacity.

From the sales record, all Pudjiadi and Sons, Tbk. Properties have experiencing dropped compared with sales in the year 2020. However, The Jayakarta Suites Bandung alone experience enhancement sales. From the operational aspect, Pudjiadi and Sons, Tbk. Some of the hotel properties are closing some of the rooms sold to make cost efficiency due to restrictions by the Government because of the COVID-19 pandemic. There are many adjustments conducted by management from every property to obey the government regulation, wrong the only one is with readjusting facilities and changing the flow of services following health protocol guidelines based on CHSE (Cleanliness, health, safety, Environment sustainability), which has designed by Ministry of Tourism and Creative Economy. Operational losses have been minimized with set policy operational and strategy continuity, like closing part rooms, managing employee schedules following Government regulations, and postponing activities marketing by maximizing technology information.

Related aspects of Human Resources, Pudjiadi and Sons, Tbk. Continuously increasing the competence of the human resources owned to realize business growth. In managing and developing its human resources, the company held a *Human Resources Workshop* attended by all HRM (*Human Resources Managers*) of all Jayakarta properties to develop staff competence in the properties. The company conducts many efforts to develop HR, which is owned, with To do training by periodic on the whole employee. To do evaluation SOP (*Standard Operational procedures*) periodically, To do *cross-exposure training*, provide training related to health protocols, as well as make adjustments to the day all employees during the COVID-19 pandemic. Before and during the ongoing pandemic, The Jayakarta Suites Bandung management joined doing Suite training to develop potency among its employees, which naturally impacts operations.

In marketing aspects, the pandemic has pushed on the war on price because happening a drastic drop in demand. All Jayakarta properties experienced a decrease in ARR (*Average Room Rate*) or average room rate. However, The Jayakarta Suites Bandung is one of the properties which experienced enhanced price average room, though the increase is insignificant. Property owners can only reach the target or *budget* in 2021 and drop prices on almost every property except Jayakarta Bandung, Anyer, and Yogyakarta. Maintaining *branding activities* for the hotel image can be embedded in the public's mind by maximizing social media to increase *brand awareness* and maximizing all *digital platforms* owned to perform activity promotion products during the pandemic, in line with the suggestion from Government. The average room price per night in one year on the whole property owned by Pudjiadi and Sons, Tbk. Aspect final is aspect finance, which covers income effort from the whole property owned by Pudjiadi and Sons, Tbk. which consists of income room, food and drink, and other income.

In consolidated operating income of 10 properties owned by Pudjiadi and Sons, Tbk. With the partial closing of rooms and the level of room demand, which was followed by a decrease in the average price average room, operating income also decreased. It is shown that there is a decrease in income in the year 2021 around Rp. 7,451 billion compared with the year 2020. The Jayakarta Suites Bandung experience an increase in all aspects of income, which is an achievement because most of the properties belong to Pudjiadi and Sons, Tbk. decreased income. Enhancement income efforts only occur at Hotel Jayakarta Bandung, anyer, and Yogyakarta. In the year 2022, Pudjiadi and Sons, Tbk. has arranged a plan strategic which expected capable to increase productivity and efficiency cost, as well as share market, Among other with permanently implementing the CHSE health protocol in operations, improving the implementation of savings programs with no reduce right visitor, maximizing digitization means support for making it easy consumer To do booking room, and continue scheme payment wages as big as 50% from wages until state improve.

General Aspect of Jayakarta Suites Hotel

Researchers have interviewed three informants as representatives of The Jayakarta Suites Bandung. The results of the interviews are presented in the summary (Tables 2 and 3). The results that have gone through the data reduction stage by using destination for get results which easier for understood. The researcher organized an Interview that started with aspect general, SWOT, and strategy marketing, then 4 pillar aspect in the hospitality industry.

Related to the competitors of The Jayakarta Suites Bandung, third informant have answer which enough different however have similarities in several things, the three informants stated that Grand Tjokro is one of the competitors from The Jayakarta Suites Bandung, then informant 1 and informant 3 have similarity response others are El Royale and Marbella Suites, although in fact Marbella Suites is affiliated with The Jayakarta Suites Bandung. As for determination competitors based on by classification star and facility, segmentation market, and location hotel.

Regarding the company's goals, the three informants had the same response, which in essence was to provide benefits for stakeholders and generate revenue. The last question asked by researchers from aspect general is regarding system method composing strategy and taking decision, third informant have different response.

Informant 1 stated that in formulating strategies and making decisions referring to business trends and developments, informant 2 argues that by making a marketing plan, while informant 3 said that in formulating the strategy, it was discussed first between HOD and employee.

Strength, Weaknesses, Opportunity and Threats (SWOT) Analysis

From all the responses of the three informants related to the SWOT aspect of The Jayakarta Suites Bandung, the following researchers summarize the SWOT aspects of The Jayakarta Suites Bandung:

a. Strength

1. Have draft traditional which unique.
2. Have lobby which large and open so that circulation air Becomes fluent.
3. Have pool swimming which is large and no too cold because surrounded by building so that children Becomes comfortable.
4. Have balcony and bathtub in every room.
5. Is at in location which strategic with air which cool.
6. Have facility land parking which large.

b. Weakness

1. Exterior and interior from facility hotel too old and need renovation.
2. Majority employee has age more than 45 years and need alternation.
3. Is at in location which vulnerable congestion, specifically on end week.

c. Opportunity

1. Management already enough experienced in compete in business hospitality.
2. Location hotel close with area tour, the place shopping, and the place tour culinary.
3. Atmosphere hotel which is known with the image which warm make visitor happy for stay overnight, specifically segment family.

d. Threat

1. Presence competitors new with draft which far more modern.
2. Change trend and shift demographics, in where now child young tend more many to do activity tour.
3. Development access Street toll which potential cause expansion scatter tour, make activity tourist not only focused on City Bandung just.

There are quite a lot of differences in the responses given by the informants regarding the SWOT aspect, however every response the still have correlation which clear so that no make response no valid.

Marketing Strategy

Starting from planning, researchers ask questions about *segmenting*, namely how management group segmentation market, whole informant have similarity answer, in where on the main thing is istype of industry. Furthermore, regarding who is the market segmentation for The Jayakarta Suites Bandung, all informants also have the same general answer. Next about *Targeting*, namely base management in determine target market, informant 2 and informant 3 have similarity response that by referring to *Guest History*, on the other hand, informant 1 and informant 2 also have the same responsethat is with see development business or opportunity business which there is. Whole response informant completeone same other and have correlation which clear.

Researcher continue question related who which Becomes target The Jayakarta Suites Bandung market, although they are different, the three informants have different responses same by line big. Enter aspect strategy marketing which final that is *positioning*, regarding image whichThe Jayakarta Suites Bandung was about to be established by the public, the three informants had a positive response varied, but in essence is a hotel known for its image full of hospitality in serving with a traditional Indonesian concept. Lastly, regarding the marketing strategy planning that What is proposed is what efforts are applied by management to be able to form the expected image, informant 1 and informant 2 have the same response, namely by conducting training to all employees, with informant 2 respond with corner look marketing product. The second research focus, about the implementation, the researcher asked whether there were changes to the aspects of Segmenting, Targeting, and Positioning than previously planned. All informants have the same answer to the three questions that have been asked, The Jayakarta Suites Bandung does not experience change good from side segmentation market, target market, and image which want to be exposed to the market.

From marketing planning aspect researcher study related base consideration management in plan differentiation. According to para informant, that is with monitor trend and *demand* public for couldperform differentiation. Furthermore, regarding management considerations in using promotional media, *traffic* and the effectiveness of the promotion platform are management considerations in choosing mediapromotion to be used. The next researcher discusses the indicators that are taken into consideration in determining the price of the product, where the determination of the room price is based on the total *cost & expenses* used, and how much *profit* to be achieved. The last of the planning aspects of marketing, namely regarding the plan to provide a limited offer during the pandemic. Limited offer given in accordance with *budget* which owned by

management the month, in where whole information will be delivered through media social or *digital* platform owned by The Jayakarta Bandung Suites.

Switching to focus on the implementation of the marketing aspect, related to the uniqueness of the product lies in the hotel concept traditional and not focused on one *market*, as well as the facilities owned by The Jayakarta Suites Bandung is like a *bathub in all rooms, not only in suite* types like its competitors. About efforts to reach the target market, the efforts used are by maximizing promotional activities, good by direct or with use media supporters. Furthermore, in to do price adjustments and the provision of limited offers during the pandemic, adjustments are made according to plan, that is with based on budget every month, is will lower price rooms, or not lowering room rates but providing additional benefits for guests. The researcher continue the question regarding the effect of granting limited offers on public demand in the future pandemic, para informant think that gift discount give influence positive to demands.

Human Resources Aspect

Entering the planning of the HR aspect, in considering the determination of the number of employees, The. management Jayakarta Suites Bandung make needs every department or *outlets*, and not quite enough answer from every position as the basis. Regarding the factors that are considered in preparing employee policies during pandemic, the current difficult situation and the targets to be achieved by The Jayakarta Suites Bandung become factor which considered in arrange policy to employee.

The researcher then continued to focus on the implementation of the HR aspect, starting with the condition of the number of employees at this time, where management did not reduce employees at all during the pandemic, but currently the number of employees is considered less when referring to normal conditions. Regarding the policy implemented during the COVID-19 pandemic, management implemented a work schedule division into two, namely WFO (*Work from Office*) and WFH (*Work from Home*). The last question asked by related researchers the implementation of the HR aspect is an effort made by management to survive during the pandemic without reduction of employees. The two informants have different perceptions in responding to questions, where informant 2 said that the efforts implemented were to maximize sales and *cost reduction*, while informant 3 said by inviting and providing understanding for para employee for understand condition which difficult so that employee no only demand right just.

Operational Aspect

In planning fulfill health protocol based CHSE, management The Jayakarta Suites Bandung adding some facilities and making changes to the *flow* of service to guests in accordance with guidelines CHSE, then effort which applied The Jayakarta Suites Bandung in plan operational adjustment is to maximize *revenue potential* and perform some closures room based on restrictions which has set by Government for minimize expenditure.

Entering the implementation of operational aspects, The Jayakarta Suites Bandung received CHSE certification by Ministry of Tourism and Creative Economy in November 2020. CHSE certification has a significant impact positive impact on hotel operations, including being able to make guests feel safe and comfortable stay, while at the hotel occupancy rate, CHSE certification has a lesser impact significant because the restrictions led to a much larger reduction in *demand* public. Overall, from all the efforts implemented in the operational section of The Jayakarta Suites Bandung, the second informant state that adjustment run effectively so that The Jayakarta Bandung Suites during the pandemic not closing their properties.

Financial Aspect

In planning aspect finance, effort which conducted for minimize expenditure During pandemic is to exercise control over *cash flow* (cash flow) by determining the priority of expenditures must come first more formerly by *Accounts payable*. Then To do control on accounts receivable by *Accounts Receivable* that is attempted can be fulfilled with a period of less than 30 days, because: Accounts receivable is very helpful in maintaining a stable cash flow. Management also does *cost saving* by performing power cuts on unused facilities and reduce *guest amenities*. In minimize expenditure, for management, which most important is no reduce right visitor. The implementation of the financial aspect, informant 1 stated that of all the strategies that have been implemented, planned and then implemented, all these strategies have a huge impact big for The Jayakarta Suites Bandung, making financial condition very healthy because it can achieve target which has determined.

Implication Study

In determining competitors, The Jayakarta Suites Bandung makes classification and location as the basis for consideration in determining competitors, it can be seen from competitors which be delivered by para informant that hotels the is hotel star four and hotels that are located close to The Jayakarta Suites Bandung. Apart from producing revenue, the core of the purpose of the company itself is to provide benefits to the stakeholders. In terms of SWOT, the strength of The Jayakarta Suites Bandung for informants is the concept, strategic location, and facilities owned. The traditional concept is a distinct advantage for the company because enough seldom

Hotel which apply draft the. Related weakness, draft traditional which Becomes superiority in side other could categorized as as weakness, because building hotel has been established in 1994, making the exterior and interior of the building look old-fashioned and in need renovation.

Despite having a strategic location, The Jayakarta Suites Bandung is located in the which have level congestion which tall, specifically on end week. Final that is from side HR (Source Human Resources), the majority of employees at The Jayakarta Suites Bandung are more than 45 years old, which naturally need change power work so that service prime permanent could give by consistent. Related opportunity business, The Jayakarta Suites Bandung which has stand up During 28 year naturally has have considerable experience in dealing with markets, both foreign and domestic markets. Locations that strategically close to tourist areas also provides a very high opportunity for companies to bring in as many guests as possible, and the image that has been formed creates a warm hotel image so that guests are sure to stay, specifically family guests who are indeed wrong one target market from The Jayakarta Suites Bandung. The threat business, presence competitors with modern concept has the potential to endanger The Jayakarta Suites Bandung in the competition business, in line with existence shift demographics in time now, which dominated by child young.

The first research objectives that have been set, namely analyzing planning strategic management of The Jayakarta Suites Bandung. Planning for every aspect starts with strategy marketing STP until 4 pillar aspect industry hospitality, which formulated with basics which clear indetermination. In the aspect of STP's marketing strategy, most of the decisions are based on developments trend business, except *positioning* which determination based on with desire company for embed image on public. Entering the 4 pillars of the hospitality industry, starting from the marketing aspect, The Jayakarta Suites Bandung take the trend into consideration in determining product differentiation, providing limited offers, and the promotional media to be used, where traffic from the platform is used as the basis for determining media promotion which want used. From aspect HR, in planning amount employee based on with the needs of each department, with other considerations such as the area and the ability of supporting tools operational. On the other hand, in determining policy, management considers employee welfare and business continuity during a difficult pandemic. From the operational aspect, management plans to do adjustment based on to protocol health based CHSE, like plan additional facilities needed to meet health protocols in accordance with CHSE guidelines which has designed by Kemenparekraf. In minimize expenditure, management to do closing part room and facility in accordance with restrictions from Government. Aspect final that is aspect finance, as a form of minimizing expenses during the pandemic, management has plans to do control on current cash flows and accounts receivable, as well as reduce energy cost. Management also to do subtraction on the working hours, so that wages not given 100% to employee.

In accordance with the second objectives of this study, namely analyzing implementation strategic management of The Jayakarta Suites Bandung. In the implementation of the STP marketing strategy, all of proceed according to a predetermined plan. For 28 years The Jayakarta Suites Bandung was established, segmentation market no experience change, for target market, management on basic of course flexible related determination target market, and image which formed on public also already in line with plan for para informant. Enter implementation aspect marketing, draft and facility which owned by The Jayakarta Suites Bandung is a uniqueness that is not owned by competitors. Then in reaching the target market, management maximizes existing platforms and participates in trade fairs abroad as well as in Indonesia. In adjusting product prices and providing limited offers during the period pandemic, The Jayakarta Suites Bandung refers to the budget that is owned every month. The second pillar is HR aspects, during the pandemic, management did not reduce employees at all, but the current number of employees is considered to be less if the business is positioned in a normal era. Management apply distribution timetable work Becomes two, in line with Regulation Government, as well as carry out various efforts to stay afloat in the era of the COVID-19 pandemic. Entering aspect operational, The Jayakarta Suites Bandung received CHSE certification in November 2020, the certification has a positive impact on demand, although it is slightly hampered by government restrictions. Meanwhile, regarding the effectiveness of operational adjustments, all adjustments are effective. The last aspect is the financial aspect, all strategies implemented by The Jayakarta Suites Bandung in minimizing expenses during the pandemic a very large impact, making The Jayakarta Suites Bandung's financial condition very healthy because capable reach target which has determined.

CONCLUSION

The results of the study explain that The Jayakarta Suites Bandung has been able to survive in the hotel industry business competition with its relatively traditional concept, where the traditional concept This Indonesian specialty has been used consistently for more than 28 years of the property's existence. The Jayakarta Suites Bandung has never closed and reduced employees for a long time the COVID-19 pandemic has been going on since 2020, which is a competitive advantage separate because quite a lot of hotels closed at the beginning of the pandemic, even 5-star Hotel. The results of this study are used practically as material for consideration for the management of The Jayakarta Suites Bandung in determining the efforts that must

be made to maintain and improve the quality, good quality service, and product quality.

From whole aspect which analyzed by researcher related formulation and implementation from management strategic in The Jayakarta Suites Bandung, it can be concluded that the application of marketing strategy and competitive strategy proceed in harmony. This is evidenced by the position of The Jayakarta Suites Bandung which has been from 28 years until now still relevant in competition industrial business hospitality. In overall, The Jayakarta Suites Bandung in operate the business until capable endure During morethan 28 years in the competitive hospitality industry business without closing, despite being hit by pandemic since 2 year final, when there is many Hotel which To do closing because management was unable to maintain the business at the beginning of the COVID-19 pandemic. So,from that, it can be concluded that the management of The Jayakarta Suites Bandung has implemented the strategy compete which appropriate in maintain business and permanent relevant in competition business hospitality

In an effort to improve the quality of The Jayakarta Suites Bandung's products and services, the management should revitalize the building, with the aim of increasing the beauty of the physical appearance buildings that are able to have a long-term impact on business continuity, because buildings that looks fragile and old will create a negative impression in the minds of guests. As a series of revitalization building, should management also could consider for renew facility visitor. Researchers also recommend management to be able to recruit new workers, even though previously PT. Pudjadi and Sons, Tbk. has committed not to recruit new employees, However, recruitment is a form of maintaining consistency in service delivery and also as a form of preparing businesses to face increased demand like before the pandemic. Furthermore, recommendation final for management is prepare marketing plan with position business on time normal, with consideration that state moment this already far more conducive compared previous years. The designed marketing plan should be able to maximize business momentum which there is on period the, so that revenue could obtained with maximum

The limitations of this study are researchers only used a SWOT analysis tool to analyze environment internal and external company, in where actually still many tools which could use in data analysis that is able to produce more reliable output. For future research, The researcher recommends for further researchers in order to maximize the use of tools that can support analysis data, so that data which obtained Becomes more regular and valid, like with use tool analysis VRIO (valuable, rare, inimitable, Organized to Capture Values), and PFF (Porter Five Forces) to assess internal resources that can be used as a company's competitive advantage, as well as evaluate intensity of competition something industry.

CONFLICT INTEREST AND STANDARD ETHICS

This research was conducted without any conflict of interest with any party, either The Jayakarta Suites Bandung as well as PT. Pudjadi and Sons, Tbk.

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