

Novotel Cikini Resilience as One of The Hotel Businesses in Jakarta

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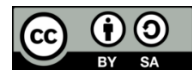
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ABSTRACT

Novotel Cikini is a four-star hotel located in South Jakarta. During the Covid- 19 pandemic, Novotel was one of the hotels affected by covid. Therefore, Novotel must strive to maintain its business in the covid era with a special strategy. The strategy itself is a plan that is prepared with the aim of achieving something that has been determined. One of the existing strategies is marketing strategy. Marketing strategies are usually used by corporate companies with the aim of one of which is to survive in Covid-19. The method used in this research is a research method with a qualitative approach, the analysis method used is the SWOT analysis method. The results of this study indicate that Novotel had a strategy before Covid-19 in the form of implementing targeting, positioning, segmenting strategies. While the strategy during the pandemic is to use a pivoting strategy, positioning strategy, contact experience. For strategies after covid are short-term, medium-term, and long-term strategies.

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1. INTRODUCTION

Hotels are places that have many guests and various activities, so maintaining their security and resilience is very important. One of the main threats that must be anticipated is fire, but also includes natural disasters, terrorism, crime and other emergency risks. Hotel resilience plays an important role in maintaining the hotel's reputation and image in the eyes of the public. Hotel managers need to take proactive steps to reduce the risk of these detrimental events occurring. Business hotels are a type of hotel that is usually located close to business centers or office areas, designed to meet the needs of business people who frequently travel on business. They provide facilities such as meeting and conference rooms, business center with internet access, 24-hour room service, free WiFi, fast laundry service, gym, or swimming pool for relaxation. Novotel Cikini is one of the hotel businesses in Jakarta that has good resilience. Located in the center of Jakarta, close to business centers, shopping and tourist attractions, this hotel attracts many guests from home and abroad. The best infrastructure and facilities, high quality service, and professional and dedicated management are factors that support the resilience of this hotel.

During the Covid-19 pandemic, Novotel Cikini has demonstrated good resilience by implementing strict health protocols, including increased cleanliness, measuring body temperature, providing hand sanitizer, and using masks in public areas. Focus on guest safety and cleanliness, as well as strict access controls, provide a sense of security and comfort for staying guests. In facing the Covid-19 pandemic, Novotel Cikini's marketing strategy focuses on online promotions, cleanliness campaigns and flexible cancellation policies. It is important to evaluate marketing strategies to ensure their success and effectiveness, by evaluating the performance of online promotional campaigns and the effectiveness of risk mitigation steps that have been taken. Even though the prospects for the world of hospitality are very promising, this sector has been hit hard by the Covid-19 pandemic. Hotel management must adapt and innovate to respond to these new challenges, including recognizing the company's strengths and weaknesses and establishing suitable marketing strategies to

continue generating income. Do you want me to summarize this material? PHiyaChatGPTThe summary of this material is about the importance of maintaining hotel security and resilience, especially in facing threats such as fire, natural disasters, terrorism, crime and other emergency risks. Business hotels, such as the Novotel Cikini in Jakarta, are designed to meet the needs of business travelers who frequently travel for business, by providing appropriate facilities.

Novotel Cikini is considered to have good resilience due to its strategic location, the best infrastructure and facilities, high quality of service, and professional management. During the Covid-19 pandemic, Novotel Cikini has demonstrated good resilience by implementing strict health protocols and focusing on guest safety and cleanliness. The hotel's marketing strategy focuses on online promotions, cleaning campaigns and flexible cancellation policies. It is important to evaluate marketing strategies to ensure their success and effectiveness. Even though the prospects for the world of hospitality are very promising, this sector has been hit hard by the Covid-19 pandemic. Hotel management must adapt and innovate to respond to these new challenges, including recognizing company strengths and weaknesses and establishing suitable marketing strategies to continue generating revenue.

2. LITERATURE REVIEW

2.1 Hospitality Industry

According to the Oxford Dictionary, hospitality has the equivalent meaning of friendly, which means friendly. Meanwhile, in the Merriam Webster online dictionary, hospitality has two meanings, namely, hospitable, which means welcoming, treatment and behavior, and also means business activities with a focus on service for guests (Septayuda, 2019). In general, hospitality is an activity that causes host interaction. or host with guests or guests at the same time by providing accommodation services as well as food and drinks. Hospitality can be viewed from various points of view, such as social, personal, commercial, industrial, corporate and venue. For example, with a social approach, hospitality is an activity to build relationships and symbolically between hosts and guests so that

guests feel comfortable with the presentation offered in hospitality services (Septayuda, 2019).

2.2 Accommodation

Aminuddin et al., (2016) explain that accommodation is something that is provided to meet needs, for example a place to stay or a temporary place to stay for people who are traveling. In tourism, accommodation is an industry, so the definition of the accommodation industry is a component of the tourism industry, because accommodation can be a place or room where people/visitors/tourists can rest/stay/sleep, bathe, eat and drink and enjoy services and entertainment available. Accommodation can generally be divided into 3 types, namely:

- 1) Commercial Accommodation, namely accommodation that is built and operated solely to seek maximum profit.
- 2) Semi-Commercial Accommodation, namely accommodation that is built and operated not solely for commercial purposes, but also for social purposes (underprivileged communities).
- 3) Non-Commercial Accommodation, namely accommodation that is built and operated solely for non-commercial purposes, that is, not seeking profit or solely for social purposes or free assistance, but specifically for certain groups/groups and also for certain purposes. Non-commercial accommodation, namely accommodation built and operated solely for non-commercial purposes. Non-commercial accommodation is not for profit, or solely for social purposes or free assistance, but specifically for certain groups/groups and also for certain purposes. The types include:
 - a. Mess (owned by government agencies/departments)
 - b. Guest House (in the Palace area, specifically for state guests)
 - c. Orphanage
 - d. Accommodation
 - e. Villa (privately owned)
 (Aminuddin & et al, 2016)

2.3 Hotel

2.3.1 Definition of Hotel

Hotels are a business that is managed commercially and aims to provide the best service for guests or tourists who stay at the hotel. The service provided by the hotel to guests is the main task and responsibility, because this is closely related to the comfort of the guests while staying at the hotel. Because guests really expect the best quality service provided by the hotel, so guests can be satisfied or dissatisfied with the service provided by the hotel. If the service provided by the hotel to guests is very satisfying, then guests will stay longer (long stay) or even plan to come back to stay overnight and stop by at another time. Therefore, whether a hotel's image to guests is good or bad depends on the hotel service provided to guests. Satisfactory service to guests will certainly create a good hotel image in the eyes of guests who are staying and guests who want to visit at another time. In general, the entire hotel industry has basic principles in serving guests, namely being polite, courteous, friendly and attentive to guests' needs when staying at a hotel (Noviastuti, 2020).

2.3.2 Types of Hotels

Several hotels can be grouped according to the location where the hotel was built, including:

1) City Hotel

City Hotels are usually located in urban areas, which are usually used by people for short-term temporary stays. City hotels are also called transit hotels because city hotels are usually occupied by business people who take advantage of the business services and facilities provided by the hotel.

2) Residential Hotels

Residence hotels are usually located in suburban areas of large cities that are far from the hustle and bustle of the city, but easy to reach places of business activity. Usually these hotels are located in quiet areas, especially because they are intended for people who want to stay for a long period of time. The hotel residence is equipped with complete living facilities for all family members.

3) Resort Hotels

Resort Hotels are hotels located in mountainous areas or on the beach, on the edge of a lake or on the edge of a river. This hotel is intended for families who want to rest on holidays or for those who want recreation.

4) Motel (Motor Hotel)

Motels are located on the outskirts or along highways that connect one city to another big city or on the edge of a road near the gate or boundary of a big city. This hotel is usually intended as a temporary resting place for those who travel using public transportation or their own car.

2.4 Marketing Strategy

A marketing strategy is a plan that is outlined in the field of marketing, with a scope that includes strategies for facing competition, product, price, place and promotion. This is the marketing logic that a business uses to achieve its marketing goals. Marketing strategies must be interrelated, integrated, and become a unified effort to achieve general marketing goals and objectives. The implementation of marketing activities must be directed so that the company's long-term success can be achieved. Therefore, setting marketing objectives must be strategic based on long-term marketing in the marketing strategy plan. According to another definition, a marketing strategy is a comprehensive, integrated and unified plan that provides guidance on the activities that will be carried out to achieve a company's marketing goals. A marketing strategy will not be beneficial for the company if the strategy is not managed well. Marketing strategy is not just a decision or plan, but must be implemented, evaluated and controlled. This is very necessary so that the marketing strategy chosen is in accordance with the company's capabilities and opportunities, so that it can improve company performance and consumer satisfaction. Marketing strategy is a fundamental tool planned to achieve company goals by balancing sustainable competitive advantages through the markets entered and marketing programs used to reach these target markets.

2.4.1 Segmentation

The market has many types of customers, products and needs. Consumers are grouped and served in various ways based on geographic, demographic, psychological and behavioral factors. The process of market division is a group of market divisions that have different needs, characteristics and behavior, which may require separate products or marketing programs, called market segmentation (Kotleir and Armstrong,

2008) in (Tjiptono & Chandra, 2018). Another definition by (Triisiia & Nugraha, 2022) is the process of dividing the market into groups with the aim of knowing the market and analyzing the market.

2.4.2 Targeting

After carrying out a strategy, the company then selects the target or target segment and is also called targeting and implementing this target means an effort to optimize the company's resources in an efficient manner, because of this, this target is called a fit strategy or core performance. ing, 2011) in (Hamiid & et al, 2023).

2.4.3 Positioning

Thus, the company's targeting and marketing must ensure its presence in the minds of customers in the target market. Because of that, this strategy called beiiing strategy or strategy of non-existence Swastha, 2013) in (Hamiid & et al, 2023). So, marketing strategy is a company's planning process in marketing and introducing products or services offered to consumers to achieve a goal with all the risks that will be faced. Marketing strategies also enable companies to optimize the use of their resources to achieve marketing and corporate goals.

2.4.4 Promotion

Promotion according to (Kotleir, Kartajaya, & Seitiawan, 2021), namely a fundamental component of marketing activities, with the aim of communicating to consumers so that consumers can carry out marketing campaigns. The company's goal is to convey information that the company is launching a new product so that the market can know about it. (Tjiptono & Chandra, 2018) explain that promotion is the activity of conveying and disseminating information to surrounding people so that people are influenced and persuaded to carry out promotions. As described above (Deimoliingo, Eimeiliia, & Diigdowiiseiso, 2022). Seimeintara (Kotleir, Kartajaya, & Seitiawan, 2021) defines promotion as a core part of marketing, by implementing "Promotion Miix". Another definition by (Musliichah & Bahrii, 2021) describes promotion as a marketing activity by means of spreading information about the product or service being offered until it is used. (Agustin & Maranisya, 2022) explains that promotion is a tool that can be used by marketers that defines the

characteristics of services and is offered to customers.

3. METHODS

In this project, the object of the project is the Novoteil Cikini Jakarta strategy. The results of using sampling techniques are more profitable than using population alone. Therefore, these considerations need to be taken into account by the researcher so that in carrying out his information search, he can produce reliable information so that his research can be identified as valid research. This research uses a sample of one manager, two supervisors and five staff. The data collection technique in this research is carried out using data collection instruments through the distribution of questionnaires to respondents. Interviews in this type of research are data collection in the form of a list of statements in the form of closed questions (closed statements). Peneliti carries out data collection through the distribution of questionnaires, documents in Novoteil Ciikiinii Jakarta regarding the number of products available and products with high sales and beauty, besides that peineiliitii also collects data from literary studies in the form of books, journals and websites. reismii. Once all the data is produced, the resulting data is processed using SWOT. SWOT analysis is carried out with the aim of assessing the level of readiness of each function of all the functions required to achieve the targets that have been set. Since the level of functional readiness is determined by the level of readiness of each factor involved in each function, a SWOT analysis is carried out on all factors in each function, both internal and external factors (Atmoko, 2018).

4. RESULTS AND DISCUSSION

4.1 *Comparison of Marketing Strategies Before and After the Covid-19 Pandemic*

4.1.1 **Implementation of Marketing Strategies in the Pre-Pandemic, Pandemic and Post-Covid-19 Pandemic Eras.**

Marketing strategy is a whole system that includes business activities designed using the methods: targeting, targeting, positioning. to satisfy guests' needs.

a. Targeting

In implementing marketing strategies in the pre-pandemic, pandemic and post-Covid-19

pandemic eras, changes in customer behavior and needs need to be well understood. Effective targeting will help businesses to focus on relevant customer segments, reduce costs, and increase marketing effectiveness. Changes in customer behavior are a key factor in targeting strategies. The pre-pandemic, pandemic and post-pandemic eras of Covid-19 have changed customer habits and preferences. For example, customers may be more inclined to shop online than physically. Additionally, brands that show concern for health and hygiene will be more highly considered by customers. Therefore, targeting must consider these changes to achieve maximum results.

The use of data and technology is also a key factor in an effective targeting strategy. Customer data can be analyzed and used to understand their behavior, so messages can be tailored to their preferences. Technology can be used to optimize the right marketing channels for target customers. Along with that, businesses must also be responsive to change. The situation and conditions continue to change as the Covid-19 pandemic develops. Therefore, businesses need to keep communicating with customers regularly and track market movements to adjust their targeting strategies as needed. With a flexible targeting strategy, businesses can adapt to changes and remain effective in achieving their marketing goals.

b. Positioning

At Hotel Novoteil Ciikiinii, market position selection is carried out to balance the company's image. This is the result of the author's interview with the management of Hotel Novoteil Ciikiinii, Mr. Raka Sanjaya:

"The strategy that we implement returns to its rules, Hotel Novoteil Ciikiinii aims to implement positioning through methods; Every time a guest checks in, the reception officer always checks for an ID card or proof of marriage certificate which indicates that the couple is a couple who has officially married. Likewise, in other product attributes, such as food products, as well as marketing sales packages, the management has designed such ideas so that the products are varied, the prices are cheap in the sense that they can be affordable by various economic groups of society, as well as The management side routinely sells discounts, especially at the beginning of the

year, namely January and February, and in terms of marketing, the management side routinely carries out marketing through daily advertising media."

c. Segmeling

Implementing marketing strategies in the pre-pandemic, pandemic and post-Covid-19 pandemic era requires a deep understanding of the target market segment. Segmenting is the process of dividing a market into heterogeneous groups based on consumer characteristics, needs, preferences, or behavior. In the context of the Covid-19 pandemic, several aspects need to be considered in market segmentation. First, demographic factors remain relevant, such as age, gender, geographic location and fixed income. Second, changes in consumer purchasing intentions need to be considered. Some consumers may have strong purchase intent on products or services related to the pandemic, such as face masks, sanitation, or health supplements. Third, changes in purchasing behavior are also important to pay attention to. During the pandemic, more and more people are turning to online purchases. Understanding whether consumers prefer online or offline purchases will help in determining effective marketing strategies. Fourth, consumer psychographics need to be considered. Some consumers may be more inclined to choose products that provide a sense of safety and cleanliness, while others may focus more on affordability. Understanding consumers' psychographic needs and preferences will help in tailoring marketing messages. Fifth, changes in consumer behavior patterns during the pandemic also have an impact. The increased use of social media can be an opportunity for an effective digital marketing strategy. Additionally, consumers may be more inclined to support local brands or have different consumption preferences than before.

4.1.2 Novotel's Strategy During the Covid-19 Pandemic

The pandemic has hit the hospitality industry with a vengeance. Thousands of hotels in Indonesia have been forced to prioritize their operations, whether temporary or private. Meanwhile, businesses that survive must balance new strategies so that they can continue to innovate, while trying to meet the ever-changing needs of customers. The innovation strategy will

help Indonesian hospitality industry players survive during the pandemic, or at least until the situation returns to normal, including New Zealand. In an effort to maintain the Novoteil Ciikiinii seindiirii, the hotel parties adhere to the recommendations provided by the Keimeinteirriian Pariiwiisata and the Ekonomii Kreiatiif/Badan Pariiwiisata and Kreiatiif Eikononii (Keimeinpareikraf/Pareikraf) which provide three strategies that can be implemented in this sector. tourist accommodation options during the pandemic, namely:

a. Strategy Pivoting

Novoteil Ciikini strategy is to carry out a liimiiteid option to carry out or collaborate with the weiddiing organization to organize the wedding in the light of the pandemic, in accordance with strict health protocols. Apart from that, Ciikiini Novoteils can also provide other services needed by the community. Seipeirtii cateiriing or even paid yoga classes as one of the facilities.

b. Strategy Positioning

The next strategy is positioning. During the pandemic Novoteil Cliki is positioning the hotel instead of being just a place to stay. However, it has become a comfortable place for tourism and work: as a place for staycation and work from hotel (WFH). Apart from the hotel also providing special promotions and packages, the hotel also has to provide CHSEi characteristics (Cleanliness, Safety, Safety, and Security Sustainability) so that tourists who come and want to stay will feel safer and more comfortable.

c. Contactless experience

Novoteil Ciikiinii aims to create a minimally immersive stay experience, and is starting to utilize digital technology, namely the existence of online booking access. For food services, you can also start providing grab and go facilities for visitors to make them more comfortable. Additionally, the hotel also provides more outdoor space, or a private pool if possible. Remember, the pandemic has made people feel safer in areas that have good air circulation.

4.1.3 Strategy Marketing After Covid

In saving Novoteil Cikini after Covid-19. Based on the results of interviews with the hotel, three strategies can be formulated as follows:

a. Short term strategy

All of the department's efforts at the hotel financially or as a stimulus for operational costs, creating SOP for mitigating epidemic disasters Covid-19 will create health protocols especially in the normal new era, strengthen information regarding environmental safety and health, strengthen management destination in organization (DMO), especially regarding hotel management, improve the operational process of management, improve management information through providing feedback from visitors, carry out product innovation with the aim of creating a digital tourism program and improving the value chain, namely how to manage internal customers (employees to be satisfied) and make them loyal so that they can provide the best service.

b. Medium Term Strategy

The long-term strategy is carried out by Novoteil Cikini through a retail strategy which is a collaboration strategy between Academic, Business, Government, Costume and Media (ABGCM). The implementation of this strategy will be optimal if each of them has balanced parties in their respective fields so that they can collaborate well and produce extraordinary strengths. For greater effectiveness and efficiency, this digital era will ideally increase the media for socialization regarding policies and especially those related to the tourism industry as well as strengthening tourism promotion programs.

c. Long Term Strategy

This strategy can be carried out by implementing the operational management system. In a management system operation, it is necessary to pay attention to several key elements, namely input, process, output and outcome. From the input side, what needs to be paid attention to is the delivery of service quality, the quality of human resources (employees), with the implementation of competency standards and the provision of adequate support facilities that meet standards of safety and comfort. From the side of the process that needs to be paid attention to is; support of government policy towards the tourism industry, good quality of internal services (facilities for workers), good quality of internal services (facilities provided for tourists), improvement of integrated marketing programs with the aim of involving stakeholders.

4.2 Implementation of Marketing Strategy before Covid-19, during Covid-19 and after Covid-19

4.2.1 Strength

a. Strategic location

The location of Novoteil Ciikiinii is on Jl. Ciikiinii Raya No.107-109, RT.10/RW.4, Ciikiinii, Keic. Meinteing, Central Jakarta City, Special Region of the Capital City of Jakarta. Novoteil Jakarta Ciiki's strategic location in the heart of Jakarta offers a brilliant business experience for both business and leisure. The Welcome Monument is 2.4 km from Novoteil Jakarta Ciikiinii, while the Grand Indonesia Mall is 2.7 km away. The closest airport is Haliim Peirdanakusuma Airport, 9 km from the hotel.

b. Spacious ballroom and meeting room facilities

Meimiilikii 17 The perfect meeting room for business and meeting needs is able to accommodate many people (Ballroom can accommodate 1,066 people/person).

c. Ample parking

As a 4-star hotel, Novoteil has an adequate parking area to accommodate quite a lot of vehicles. Ample parking is one of the facilities that supports hotel activities. This is because many visiting guests who use vehicles can feel safe and comfortable parking their vehicles in the hotel area.

d. Large number of rooms

Novoteil ciikiinii meimiilikii (245 rooms) includes deluxe king rooms, executive king rooms, suites executive king. The large number of rooms means that the hotel can accommodate more visits. So this has an impact on Novoteil Ciikiinii Jakarta's revenue.

e. Implementing CHSE

CHSE is cleanliness, Health, Safety, and Environmental Sustainability (CHSE) in the tourism sector and creative economy. SNI approval CHSE is a development process related to tourism businesses, other businesses/facilities related to tourism, as well as the definition of tourism that meets standards. In Novoteil Ciikiinii implementation of CHSE. CHSE functions as a guarantee to tourists and the public that the products and services provided comply with safety, soundness, safety and environmental sustainability protocols.

f. Have A Platform ALLSAFE

- Strict hygiene standards
- Regularly administer disinfectant to all areas that are touched by humans.
- Improve room cleaning programs
- Wash curtains, bed sheets and carpets at high temperatures
- All employees will go through a training and education program related to health and hygiene aspects
- Training and education regarding health and hygiene aspects applies to both online and in-person classes

g. The hotel staff is professional and has a tourism education background

In Novoteil Ciikiinii has a professional attitude. A professional attitude is something that is very important for us hoteliers, and is a reflection of our attitude and behavior in the world of work. Hopefully you future hoteliers can implement these things in your life and be successful in your career dreams.

4.2.2 Weakness

a. Ballroom locations/locations that are not easy access must be accessed using the lift and taking turns with other hotel guests.

Locate a ballroom that is less accessible because it does not have private access to the ballroom so that guests who are holding an event and so on in the ballroom will take time to get to the ballroom, but because they still have to change with other guests who don't just want to go to the ballroom.

b. Lack of availability of smaller meeting room facilities

If the living space is not enough to accommodate many people, this can cause guests to think again about staying in the hotel, but if the capacity is large because the location is less than adequate.

c. Hotels can only host large events

The Hotel can only organize large events because the Novoteil Hotel provides a ballroom that can accommodate up to 100 pax.

d. Missing the potential for smaller scale events and event requests that require split meeting rooms

This hotel offers potential advantages by not receiving small expenses and also not receiving requests for events that require the distribution of meeting space.

4.2.3 Opportunity

a. Potential to host large events

As a 4-star hotel, Novoteil certainly has a room that is quite suitable as a location for event venues. There are already quite a lot of activities that are organized, for example weddings or weddings, company work meetings, birthday events, or other events such as: musical events, cultural events and exhibitions.

b. Accommodates many market segments due to the large number of rooms and strategic location

Novoteil's market segment consists of many market segments including entrepreneurs, employees and tourists from abroad, therefore the hotel must balance its business so that it continues to run.

4.2.4 Threats

a. The large number of new hotels has created an oversupply of rooms

The large number of rooms means a lot of operational burdens, it will feel very heavy if there are activity restrictions (such as pandemic situations).

b. The large number of new hotels has created an oversupply of rooms

The emergence of competitors near the Novoteil Ciikiinii hotel has resulted in the supply room supply being offered to guests who are more interested in the presence of new hotels or competitors in the Novoteil Ciikiinii area.

c. The large number of rooms results in a large operational burden because even if the rooms are not used

This room must be maintained continuously to maintain and maintain the comfort and well-being of the guest room. So it would seem very difficult if there were restrictions on activities such as the Covid-19 case that recently occurred, Hotel Novoteil Ciikiinii only relies on income from cooperation with the government to accommodate Covid-19 patients who have to be quarantined.

Table 1. SWOC

Strenght a. Location that is strategic	Weakness
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b. The ballroom and seating room facilities are spacious and can accommodate many people (the ballroom can accommodate 1,066 people/person) c. Spacious parking d. Large number of rooms (245 rooms) e. Implement CHSE f. Own ALLSAFE platform g. The hotel staff is professional and has a background in tourism development	a. Location/location of the ballroom which is not easy to access must be accessed using a lift and change with other hotel guests b. Lack of provision of facilities providing a smaller sized room c. Hotels can only organize large events d. Pay attention to the potential for smaller investment scales and demand for events that requires space expansion
Opportunity a. Potential to host large events b. Accommodates many market segments due to the large number of rooms and strategic location	Challenge a. The large number of new hotels has changed the condition of the supply of rooms b. The large number of rooms means a lot of operational burdens, it will feel very heavy if there are restrictions on activities (such as the Pandeimii situation).

The promotional activities carried out by Novoteil Ciikiinii in marketing its products and services during this pandemic period are by carrying out advertising activities (adveirtiisiing) which are carried out in digital media and social media. Promotions announced by the hotel in social media and websites are always being updated by the hotel, so the hotel must be able to adjust to the increasingly decreasing "market" prices so that they are always making changes to various kinds of promotions which are good promotions. daily, weekily or monthly which aims to let customers know that Novoteil Ciikiinii is still worthy of being

a source of accommodation during the pandemic. In addition, Novoteil Ciikiini continues to carry out environmental safety activities together with all employees to maintain the environmental health of the current Covid-19 pandemic. Seipeirtii carries out geineiral cleaning by periodically spraying disinfectant liquid carried out by Novoteil Ciikiinii employees which is coordinated by hotel leadership), Proseis (actions given to customers in providing services by Hoteil 100 Sunseit Kuta.

Table 2. Evaluation of marketing strategies before Covid-19, during Covid-19 and after Covid-19

No	Strenght	Total	Rating	Bobot	Bobot x Rating
1	Location that is strategic	20	4	0,08	0,32
2	The ballroom and seating room facilities are spacious and can accommodate many people (the ballroom can accommodate 1,066 people/person)	22	5	0,10	0,5
3	Spacious parking	19	4	0,07	0,28
4	Large number of rooms (245 rooms)	23	5	0,09	0,45
5	Implement CHSE	25	5	0,10	0,5
6	Own ALLSAFE platform	22	4	0,09	0,36
7	The hotel staff is professional and has a background in tourism development	23	5	0,09	0,45
No	Weakness	Total	Rating	Bobot	Bobot x Rating
1	Location/location of the ballroom which is not easy to access must be accessed using a lift and change with other hotel guests	20	4	0,08	0,32

2	Lack of provision of facilities providing a smaller sized room	21	4	0,08	0,32
3	Hotels can only organize large events	22	5	0,09	0,45
4	Pay attention to the potential for smaller investment scales and demand for events that requires space expansion	23	5	0,09	0,45
	Hasil	243			4.0

Based on the results of the matrix analysis above, the researcher can conclude that the internal evaluation factors of Novoteil Ciikiinii exist in

class 4.0. This category is a category that is very much a step that can be maintained and improved by Novoteil.

No	Opportunity	Total	Rating	Bobot%	Bobot x Rating
1	Potential to host large events	18	4	0,25	1,00
2	Accommodates many market segments due to the large number of rooms and strategic location	18	4	0,25	1,00
No	Challenge				
1	The large number of new hotels has changed the condition of the supply of rooms	16	3	0,22	0,66
2	The large number of rooms means a lot of operational burdens, it will feel very heavy if there are restrictions on activities (such as the Pandeimii situation).	18	4	0,25	1,00
		70			3,66

Based on internal evaluation factors, it can be explained that the internal evaluation factor of Novoteil Cikini is 3.66. This means that it can be

concluded that overall strength is also very good and has the potential to be improved.

5. CONCLUSION

Novotel Cikini has undergone a change in strategy before, during and after the Covid-19 pandemic. Previously, the focus was on segmentation, positioning and targeting. During the pandemic, moving to pivoting, positioning and contact experience strategies. After the pandemic, adopt short-, medium- and long-term strategies. In marketing its products and services during the pandemic, Novotel Cikini carries out promotions through electronic media, such as websites and social media, with information that is always updated. This hotel has the advantage of a strategic location, spacious ballroom and meeting room facilities, ample parking, and a large number of rooms (245 rooms). Implementing CHSE and the ALLSAFE platform for safety and health. However, this hotel also faces several challenges,

such as the location of the ballroom which is difficult to access and the lack of smaller meeting room facilities. However, Novotel Cikini has the potential to hold large events because it is able to accommodate many market segments and has a strategic location. However, you must be careful about the risk of oversupply of rooms and increased operational costs, especially if there are activity restrictions such as in a pandemic situation.

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Based on the results of the research carried out, suggestions can be made to management, namely to improve the quality of service to create consumer satisfaction, more aggressively carry out promotions in the right media and take advantage of government policies that provide convenience

for entrepreneurs, especially hotels. Each member is consistent in implementing health protocols so as to make people comfortable interacting in the hotel. Despite the current pandemic, the hotel continues to welcome the transition and continue to implement the strategy through media benefits.

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