



Marketing Strategy to Increase Occupancy Rate at The Jayakarta Lombok Beach Resort & Spa, West Nusa Tenggara

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Abstract

Purpose: This research aimed to determine the strengths, weaknesses, opportunities, and threats of marketing strategies in increasing occupancy rate at the Jayakarta Lombok Beach Resort & Spa, West Nusa Tenggara, Indonesia.

Research methods: The analysis techniques used were quantitative Descriptive Analysis, Qualitative Descriptive Analysis, Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, Internal - External (IE) Matrix, SWOT Analysis, and Quantitative Strategic Planning Analysis (QSPM) Matrix.

Findings: Based on the results of IFAS matrix analysis, the main strength was obtaining benefits from room usage in line with the reality from which room sales could increase hotel revenue. Based on the results of EFAS matrix analysis, the main opportunity was the government's policy related to the COVID19 pandemic with use the hotel as a place of isolation.

Implication: The results of IE Matrix analysis put the company in the position of Growth Strategic (Cell II).

Keywords: hotel, occupancy rate, SWOT analysis, marketing mix, marketing strategy.

INTRODUCTION

Indonesia is a country that is famous for its cultural diversity and has a lot of natural potential that can be a tourist attraction. Indonesia also has many historical places that can add insight to tourists when visiting Indonesia. One of the islands in Indonesia which is famous for its unique culture and beautiful nature is the island of Lombok.

Lombok is an island with the majority of its people converting to Islam, thus earning Lombok the nickname "The Island of a Thousand Mosques". This title stems from the visit of the Director General of Islamic Community Guidance at the Ministry of Religion Effendi Zarkasih in 1970, when he inaugurated the Jami Cakranegara Mosque. This makes Lombok one of the best destinations in the world, this is evidenced by the inauguration of Lombok Island as a tourist destination of World Best Halal Tourism Destination and the World Best Halal Honeymoon Destination from 19 to 21 October 2015 at The World Halal Travel Summit/Exhibition which was announced in the United Arab Emirates. Halal

Tourism Destinations make Lombok visited by foreign and domestic tourists who continue to arrive throughout the year. This is also supported by the number of foreign and domestic tourists visiting Lombok. Table 1 is the number of domestic and foreign tourist visits according to the Central Bureau of Statistics of West Nusa Tenggara Province (NTB or Nusa Tenggara Barat Province).

Table 1. Number of Tourist Visits to West Nusa Tenggara 2017-2019

Year	Foreign tourists	Domestic tourists	Amount
2017	668,895	826,533	1,465,419
2018	1,204,556	1,607,823	2,812,379
2019	413,847	633,479	1,047,326

(Source: Central Bureau of Statistics NTB Province, 2019).

Based on Table 1, the number of visits by foreign tourists and domestic tourists has increased in 2018. The increase in foreign tourists and domestic tourists was triggered by the confirmation of Lombok as a Halal Tourism Destination so that foreign tourists and domestic tourists continue to arrive throughout the year. In addition, West Nusa Tenggara also has the Islamic Center Mosque, a Middle Eastern-style mosque that stands majestically in the capital city of West Nusa Tenggara Province which is the venue for the 26th national MTQ event which was attended by 5,000 people from 34 provinces in Indonesia.

With the increasing number of events being held, West Nusa Tenggara experienced an increase in tourist visits, with the increase in tourist visits from all industrial sectors, especially from the tourism industry sector, one of which is hotel and restaurant accommodation. The development of the hotel business has increased a lot, but visits have decreased in 2019 due to the COVID 19 pandemic. This makes stakeholders feel threatened, as evidenced by the decrease in the number of hotels with international and national classifications. The following is data on the number of hotels for 2 years in West Lombok.

Table 2. Number of Hotels in West Lombok Regency

Hotel Type	2018	2019
Star hotels	16	24
Non-star hotel	12	12
Total	38	36

(Source: Central Bureau of Statistics, 2019).

Many hotels provide room facilities to take advantage of the COVID-19 pandemic conditions, so hotels that are involved in competition must apply methods and strategies to win the competition. One of the marketing strategies applied is the marketing mix. Marketing mix is a combination of variables or activities that are the core of the marketing system, namely product, price, promotion, and distribution (Sumarni, 2010) .

The marketing mix is a collection of variables that can be used by companies to influence consumer responses. One hotel that uses a marketing mix in Lombok is The Jayakarta Lombok Beach Resort & Spa. The Jayakarta

Lombok Beach Resort & Spa is a four-star hotel that has 171 rooms consisting of various types and facilities that support guest comfort during their stay. The Jayakarta Lombok Beach Resort & Spa is located in a very strategic location. The Jayakarta Lombok Beach Resort & Spa is located in the Senggigi tourism area which is close to Senggigi Beach and access to Gili Trawangan, Gili Air, and Gili Meno.



Figure 1. The Beauty of The Jayakarta Lombok Beach Resort & Spa
(Source: Ramadhanty, 2021).

The sale of rooms at The Jayakarta Lombok Beach Resort & Spa is one of the largest sales revenue at this hotel. The Jayakarta Lombok Beach Resort & Spa offers 5 types of room types, namely Standard, Deluxe, Cottage, Junior Suite, and Jayakarta Suite. The product marketing methods used by The Jayakarta Lombok Beach Resort & Spa are telemarketing, social media and sales calls. Telemarketing by telephone can be used as one of the optimal ways of long-distance marketing to reach travel agents and companies outside Lombok. Sales Calls are made by visiting travel agents, companies, and governments that have domestic and foreign markets.

Data on room sales at The Jayakarta Lombok Beach Resort & Spa in the last three years is as follows.

Table 3. Occupancy of The Jayakarta Lombok Beach Resort & Spa

Month	2018	2019	2020
January	57.88%	12.66%	33.18%
February	71.66%	19.92%	43.09%
March	70.93%	23.54%	30.86%
April	82.98%	23.80%	1.33%
May	54.42%	15.22%	1.40%
June	53.80%	36.00%	2.73%
July	88.04%	40.43%	6.09%
August	22.05%	49.27%	8.77%
September	17.13%	52.22%	16.37%
October	21.01%	61.20%	29.24%
November	24.23%	65.56%	32.11%
December	28.07%	70.46%	46.63%
Total	592.20%	470.28%	251.80%

(Source: The Jayakarta Lombok Beach Resort & Spa, 2021).

Table 3 shows that room sales at The Jayakarta Lombok Beach Resort & Spain the last three years has continued to decline. This shows that the marketing strategy of The Jayakarta Lombok Beach Resort & Spa has not been implemented optimally. Hotel sidemust have a good marketing strategy to achieve a target. Marketing strategy has important rules to be able to beat competitors. This problem must be solved by finding the right marketing strategy that can be applied to increase the occupancy rate by identifying internal and external factors which include strengths, weaknesses, opportunities, and threats at The Jayakarta Lombok Beach Resort & Spa so that the authors are interested in conducting research on "Marketing Strategy to Increase Occupancy Rate in The Jayakarta Lombok Beach Resort & Spa"

Several previous studies were used as references in this study. These studies are as follows. The first research was conducted by Atmoko & Santoso, (2019) entitled the Airport City Area Development Strategy Through Increasing Hospitality and Restaurant Human Resources in Kulon Progo Regency. This study uses a qualitative descriptive by using a SWOT approach in analyzing the situation or state of the object under study.

The second study was conducted by Wibowo, Arifin, and Sunarti (2015) with the title "Analysis of Marketing Strategies to Improve the Competitiveness of SMEs (Study on Batik Diajeng Solo)". This study aims to improve the competitiveness of accommodation in order to remain competitive with batik product producers who are competitors around the market and have similarities in data collection techniques carried out through in-depth interviews, observations, literature studies and documentation. Using a qualitative

descriptive analysis combined with a SWOT analysis and described using a SWOT Matrix.

The third study was conducted by Dwityasari and Pangestuti (2017) with the research title "Analysis of Marketing Strategies to Improve the Competitiveness of Batik Blimbing Malang". This study discusses the strategy in the marketing development of a company.

The fourth study was conducted by Prihartanti & Pradhanawati, (2020) with the research title "Siomay and Batagor Si Boss Semarang (Study on Active Undergraduate Students of FISIP Undip) ". The results showed that Siomay and Batagor Si Boss had implemented a business strategy, but viewed from internal factors (marketing strategy, Segmentation, Targeting, Positioning and competitiveness), external factors (competition, capital, technology, government policies, economy and environment) there were shortcomings. that need to be addressed in order to increase competitiveness.

The fifth study was conducted by Amirullah (2016) with the research title 'Marketing Strategy for Increasing the Competitiveness of Shoe Products at the Wedoro Sidoarjo Shoe Industry Center Through a Swot Analysis Approach'. The results of the study show that the Wedoro Sidoarjo home industry center is in quadrant I (Expansion), the general strategy that can be carried out by the company is to use the company's strengths to take every advantage at the opportunity.

The sixth study was conducted by Warren (2017) with the research title "Occupancy Forecasting Methods and the Use of Expert Judgment in Hotel Revenue Management". This study examines the accuracy of the different time series forecasting methods that were most accurate in previous academic studies of tourist arrivals and earnings per available room.

The seventh study was conducted by Sean (2016) with the research title "A study of large hotel occupancy rates on the island of St. Lucia". This research is a case study to explore the strategies that have been used by the general managers of 3 major hotels on the island in St. Lucia to increase and maintain hotel occupancy rates.

The eighth study was conducted by Viglia et al, (2016) with the research title "The influence of e-word-of-mouth on hotel occupancy rate". This study aims to investigate the effect of e-word of mouth in terms of hotel occupancy rates.

The ninth study was conducted by Andini & Koesrindartoto, (2020) with the research title "Developing a Marketing Strategy to Increase the Occupancy Rate: Case Study Hotel XYZ". This research identifies problems through PEST analysis, competitor analysis, customer analysis and virtual hotel operator analysis and business model canvas. From the results of this analysis, it can be seen that there are conditions that are not ideal, including not maximizing marketing activities, resulting in high direct consumers. Solutions that can be proposed to increase hotel occupancy and revenue are through marketing strategies.

This study aims to analyze the strengths and weaknesses of internal factors, opportunities and threats of external factors Grand Clarion Hotel & Convention Makassar.

RESEARCH METHODS

The Jayakarta Lombok Beach Resort & Spa is located in the tourist area of Senggigi, Raya Senggigi Street, Km 4, Senteluk, Batu Layar District, West Lombok Regency, West Nusa Tenggara. The object of research is the room marketing strategy of The Jayakarta Lombok Beach Resort & Spa. The internal variables in this study are the 7P's marketing mix as an object or guide in marketing by sales & marketing at The Jayakarta Lombok Beach Resort & Spa, while the 7P's marketing mix are: product, price, distribution channel (place), promotion (promotion), people (people), physical evidence (physical evidence) and process (process). External variables are variables that include the marketing environment, namely: competitors (competitors), politics & legislation (policy & legacy), technology (technology), cultural and natural environment (natural & culture environment), vacation budget (travel budget), and sales & marketing department employees (sales & marketing department).

Quantitative data in this study is data on room occupancy rates at The Jayakarta Lombok Beach Resort & Spa in the period January 2018 to December 2020. The qualitative data in this study is an overview of the hotel, a description of the results of research on marketing strategies at The Jayakarta Lombok Beach Resort. & Spas. Primary data obtained from Focus Group Discussion conducted by researchers. Secondary data in this study is a literature review, previous research. The population is all sales employees & consists of General Manager, Sales & Marketing Manager, Sales & Marketing Staff. The data analysis technique uses descriptive analysis qualitative and SWOT analysis. SWOT analysis consists of IFAS (Internal Factor Analysis Summary) matrix, EFAS (External Factor Analysis Summary) matrix, Internal External (IE) matrix and SWOT Matrix.

FINDINGS

The weighting of the indicators of internal and external variables is determined by 7 respondents who come from the Sales & Marketing Department employees of The Jayakarta Lombok Beach Resort & Spa. The weighting is obtained based on the results of the analysis of the distributed questionnaires and it can be seen that each respondent gives a different value. Before conducting the analysis, it is necessary to collect data which consists of four models. The four models are based on the model described by Ranguti (2017).

1. Matrix Analysis of Internal Factor Analysis Summary (IFAS)

The Internal Factor Analysis Summary (IFAS) matrix is used to find out how much influence the internal factors have on The Jayakarta Lombok Beach Resort & Spa. The IFAS matrix shows the internal conditions (strengths and

weaknesses) which are calculated based on the predetermined weighting and rating.

Table 1. Internal Factor Analysis Summary (IFAS)

Strengths	Weight	Rating	Score
Strategic location of the hotel	0.13	3.3	0.429
Has complete and adequate room facilities according to 4-star hotel standards as well as various types of rooms and room layouts	0.11	3.4	0.374
Ability of sales & marketing employees in promoting and selling rooms	0.11	3.4	0.374
Expectations in the form of benefits that customers get when using rooms and other facilities are in accordance with reality	0.11	3.6	0.396
Room sales can help increase hotel revenue	0.12	3.3	0.396
Total	0.58		1969
Weaknesses	Weight	Rating	Score
The ability of employees in foreign languages	0.09	2.3	0.207
Get the right service if you manage to sell the room	0.11	2.3	0.253
Various marketing media are used to reach more guests	0.11	2.3	0.253
Routinely do online marketing through social media	0.11	2.3	0.253
Total	0.42		0.966
Total internal factor weights and scores	1.00		2,935

Based on the results of the analysis of the internal environment as presented in the table, it can be seen that the results of the multiplication of weights and ratings obtained the total number of weighted values of 2,935 for the IFAS Matrix.

2. Matrix Analysis *External Factor Analysis Summary* (EFAS)

Matrix *External Factor Analysis Summary* (EFAS) used to determine how much influence the external factors contained in The Jayakarta Lombok Beach Resort & Spa. The EFAS matrix shows external conditions (opportunities and threats) which are calculated based on a predetermined weighting and rating.

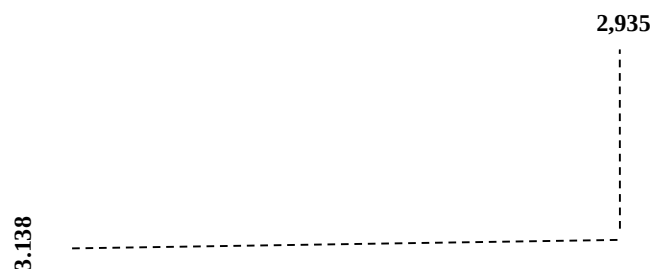
Table 2. External Factor Analysis Summary (EFAS)

Opportunities	Weight	Rating	Score
Rapid technological development	0.12	3.3	0.396
Guaranteed hotel environment safety	0.12	3.3	0.396
There is a local cultural attraction	0.08	3.3	0.264
Opportunity to make sales because many people want to take a vacation to unwind	0.11	3.3	0.363
Government policies related to the COVID19 pandemic by using hotels as isolation places	0.12	3.4	0.408
Technological improvements to facilitate promotional activities to any platform	0.11	3.6	0.396
The ability of sales & marketing staff to carry out promotions to attract customers/potential customers	0.11	3.3	0.363
Total	0.77		2,586
No Threats	Weight	Rating	Score
There is a comparison of the travel budget with other rooms and facilities and the benefits that will be obtained	0.12	2.4	0.288
The number of similar hotels with cheap rates	0.11	2.4	0.265
Total	0.23		0.552
Total weights and scores of external factors	1.00		3.138

Based on the results of the analysis of the external environment as presented in Table 2, it can be seen that the results of the multiplication between the weights and ratings obtained the total number of weighted values of 3,138 for the EFAS Matrix.

3. IE Matrix Analysis (Internal-External)

After analyzing the internal and external environment, the next step is to move the scores into the IE (Internal-External) matrix table (Figure 1). In the previous calculation, it is known that the weighted value in the IFAS matrix is 2,935 while the total score for the EFAS matrix is 3,183, so that the position of the marketing strategy at The Jayakarta Lombok Beach Resort & Spa in the IE (Internal-External) matrix can be seen in Figure. 1.



		Tinggi 3,0-4,00	Rata-rata 2,0-2,99	Lemah 1,0-1,99
Total Skor Faktor Strategi Eksternal	Tinggi 3,0-4,00	I GROWTH (Konsentrasi melalui integrasi vertikal)	II GROWTH (Konsentrasi melalui integrasi horizontal)	III GROWTH BETRENCHMENT (Turn Around)
	Menengah 2,0-2,99	IV STABILITY (Hati-hati)	V GROWTH (Konsentrasi melalui integrasi horizontal) STABILITY (Tak ada perubahan profit strategi)	VI RETRENCHMENT (Captive Company atau Divestment)
	Rendah 1,0-1,99	VII GROWTH (Diversifikasi Konsentrik)	VIII GROWTH (Diversifikasi Konglomerat)	IX LIKUIDASI (Bangkrut atau Likuidasi)
	Total Skor Faktor Strategi Internal			

Figure 1. IE matrix (internal-external)
(Source: Processed research data, 2021)

Figure 1 shows that the position of The Jayakarta Lombok Beach Resort & Spa marketing strategy is in cell II and cell I in the IE (Internal-External) matrix. Cell I and cell II show that the marketing strategy carried out by the sales & marketing department is in the Growth Strategy stage with a concentration through horizontal and vertical integration, both internally by increasing the ability of sales & marketing employees in conducting promotions and selling rooms. Externally by utilizing technological advances to promote and sell their products. The results of the IE (Internal-External) matrix will later be used as consideration in formulating AS (Alternative Strategy) marketing technically in the SWOT matrix analysis.

In the SWOT matrix all strengths, weaknesses, opportunities and threats will be matched. In the SWOT matrix there are four groups of alternative strategies, namely the Strengths Opportunities (SO), Strengths Threats (ST) strategies, Weaknesses Opportunities (WO) and Weaknesses Threats (WT) strategies. The strategies of the four groups can be seen in Table 3.

Table 3. SWOT Matrix

IFAS/EFAS	S: Strength	W: Weakness
O: Opportunity	SO Strategy SO1 – The ability of sales & marketing employees in selling rooms can increase the benefits that the hotel will get from selling rooms considering the number of tourists who want to vacation in Lombok to unwind, especially by staying at The Jayakarta Lombok Beach Resort & Spa. SO2 – The location of The Jayakarta Lombok Beach Resort & Spa is in a strategic location because it is in the Senggigi tourist area, thus the security of the hotel environment is guaranteed to be conducive and well maintained. Treats of natural beauty and local cultural attractions that will be a list of choices for customers who spend their holidays in Lombok.	WO Strategy WO1 – Adding the appropriate service volume when sales & marketing employees succeed in selling rooms so that sales & marketing employees are more enthusiastic and motivated when promoting and selling rooms, especially with the abilities that sales & marketing employees already have to promote in attracting/attracting customer interest. WO2 – Improving the ability of sales & marketing employees in foreign languages, especially English by taking advantage of rapid technological advances and with technological improvements to promote to any platform, make sales & marketing employees able to reach more guests, in order to take advantage of government policies related to the COVID19 pandemic by use the hotel as a place of isolation.
Q: Threat	ST strategy ST1 – Having complete and adequate room facilities in accordance with 4-star hotel standards to anticipate competition. ST2 - The ability of employees to make room sales at The Jayakarta Lombok Beach Resort & Spa helps increase hotel revenue to deal with customers who take into account the travel budget when renting a room because customers with a travel budget are difficult to offer packages of supporting facilities.	WT Strategy WT1 – Make more use of various marketing media to reach more guests to make it easier to promote and sell rooms so that they can win the competition. WT2 - Make a routine schedule in conducting online marketing through social media to provide the latest information on hotel products, especially rooms to attract customers' interest in hotel facilities, be it the main facilities in the form of rooms and other supporting facilities.

(Source: Research data processed, 2021)

Based on the results of the SWOT matrix analysis above, there are eight alternative strategies that can be applied by sales & marketing department employees at The Jayakarta Lombok Beach Resort & Spa in increasing room sales. The following is an explanation of the alternative strategy, namely:

1. Strategy of Strengths - Opportunities (SO)

SO1 - The ability of sales & marketing employees in selling rooms can increase the benefits that the hotel will get from selling rooms, considering that many tourists want to vacation in Lombok to unwind, especially by staying at The Jayakarta Lombok Beach Resort & Spa. The capabilities of the sales & marketing employees at The Jayakarta Lombok Beach Resort & Spa are the ability to operate technology to establish communication with customers, be fast in providing decisions and solutions requested by guests, good working relationships with fellow employees. Every time sales & marketing employees carry out promotions or offer rooms to prospective customers or customers, sales marketing employees will use their abilities optimally.

SO2 - The location of The Jayakarta Lombok Beach Resort & Spa is in a strategic location because it is in the Senggigi tourist area, thus the security of the hotel environment is guaranteed to be conducive and well maintained. Treats of natural beauty and local cultural attractions that will be the list of choices for customers who spend their holidays in Lombok which leads to increased room sales and can optimize the profits to be achieved by the management. This strategy has an impact of mutualism between the company and the corporate environment, where both parties benefit, the hotel benefits from a conducive environment and the hotel environment will also be crowded with visitors from customers who stay at The Jayakarta Lombok Beach Resort & Spa.

2. Strategy of Strengths - Threats (ST)

ST1 - Has complete and adequate room facilities in accordance with 4-star hotel standards to anticipate competition. The development of the hospitality industry is currently progressing very rapidly. Competition between accommodation service providers is unavoidable, especially in terms of room sales. Many hotels are implementing room marketing to increase hotel revenue. To anticipate this, The Jayakarta Lombok Beach Resort & Spa further promotes room sales by offering unique room facilities that will only be obtained if the customer stays at The Jayakarta Lombok Beach Resort & Spa.

ST2 - The ability of employees to sell rooms at The Jayakarta Lombok Beach Resort & Spa which helps increase hotel revenue to deal with customers who take into account the travel budget when renting rooms because customers with travel budgets are difficult to offer packages of supporting facilities, therefore capacity building is needed in conducting personal selling by providing training to sales & marketing department employees. When offering or promoting hotel products, try to be able to attract customer interest and not disappoint, so that customers are interested in trying hotel products when they have chosen The Jayakarta Lombok Beach Resort & Spa as a place to stay.

3. Strategy of Weaknesses - Opportunities (WO)

WO1 - Increase the appropriate volume of service when sales & marketing employees succeed in selling rooms so that sales & marketing employees are more enthusiastic and motivated when promoting and selling rooms, especially with the abilities that sales & marketing employees already have to carry out

promotions in bringing in/attracting interest customers. With the increase in the volume of service obtained by employees, sales & marketing employees if they can make room sales will achieve the company's goals.

WO2 - Improving the ability of sales & marketing employees in foreign languages, especially English by utilizing rapid technological advances so that they do not take up too much work time. In this era of globalization, advances in information and communication technology are very important and useful for everyday life, with technological improvements to promote to any platform, sales & marketing employees can reach more guests, not only domestic guests but also international guests in order to maintain the level of visits. tourists despite the COVID19 pandemic. By taking advantage of government policies related to the COVID-19 pandemic by using hotels as places of isolation. In this case, the sales &

4. Strategy of Weaknesses - Threats (WT)

WT1 - More use of various marketing media to reach more guests to make it easier to promote and sell rooms so that they can win the competition. Technological developments at this time make it easy for us to disseminate information and that information can be reached by many media users around the world, so the use of various media is needed to achieve sales targets.

WT2 - Make a routine schedule in conducting online marketing through social media to provide the latest information about hotel products, especially rooms to attract customers' interest in hotel facilities, both the main facilities in the form of rooms and other supporting facilities. This will greatly benefit the company.

The last stage of this research is to determine the assessment of alternative strategies that have been formulated previously using the SWOT matrix, this alternative strategy assessment aims to determine the most appropriate alternative strategy to be applied to marketing carried out by the sales & marketing department to increase occupancy at The Jayakarta Lombok Beach Resorts & Spas. The alternative strategy assessment uses the Quantitative Strategic Planning Matrix (QSPM). The QSPM matrix can help the sales & marketing department at The Jayakarta Lombok Beach Resort & Spa in finding out the most effective alternative strategies that can be applied to The Jayakarta Lombok Beach Resort & Spa. This QSPM matrix assessment uses the average rating value and attractive score value which will later produce a Total Attractive Score (TAS). The following is the formula for obtaining TAS: *Total Attractiveness Score (TAS) = Average Rating x Average Attractive Score (US)*.

The average rating value is obtained from the average rating on the IFAS and EFAS matrices that have been discussed previously, while the average Attractive Score (AS) value is obtained based on the results of the questionnaire that has been given to respondents. The TAS value in the QSPM matrix shows the relative attractiveness of each strategy by considering the company's internal and external strategic factors. The strategy with the largest TAS will be the main choice of priority strategy, while the strategy with the smallest TAS value will be

the last choice. Based on the calculation of the QSPM matrix, of the eight alternative strategies that have been formulated, they will be ranked based on the largest TAS value to the smallest TAS value. The ranking of alternative strategies is obtained based on the TAS value in the QSPM matrix which can be seen in Table 4.

Table 4. QSPM matrix

Ranking	Strategy Code	Strategy	BAG
1	WT2	Make a routine schedule in conducting online marketing through social media to provide the latest information on hotel products, especially rooms to attract customers' interest in hotel facilities, be it the main facilities in the form of rooms and other supporting facilities.	176.40
2	WO2	Improving the ability of sales & marketing employees in foreign languages, especially English by utilizing rapid technological advances as well as technological improvements to carry out promotions to any platform, makes sales & marketing employees able to reach more guests to take advantage of government policies related to the COVID19 pandemic by using hotel as a place of isolation.	175.97
3	ST2	The ability of employees to make room sales at The Jayakarta Lombok Beach Resort & Spa helps increase hotel revenue to deal with customers who take into account the travel budget when renting a room because customers with a travel budget are difficult to offer packages of supporting facilities.	173.49
4	WT1	Make more use of various marketing media to reach more guests to make it easier to promote and sell rooms so that they can win the competition.	172.27
5	SO1	The ability of sales & marketing employees in selling rooms can increase the benefits that the hotel will get from selling rooms considering the number of tourists who want to vacation in Lombok to unwind, especially by staying at The Jayakarta Lombok Beach Resort & Spa.	163.92
6	SO2	The location of The Jayakarta Lombok Beach Resort & Spa is in a strategic location because it is in the Senggigi tourist area, thus the security of the hotel environment is guaranteed to be conducive and well maintained. Treats of natural beauty and local cultural attractions that will be a list of choices for customers who spend their holidays in Lombok.	163.10
7	WO1	Adding the appropriate service volume when sales & marketing employees succeed in selling rooms so that sales & marketing employees are more enthusiastic and motivated when promoting and selling rooms, especially with the abilities that sales & marketing employees already have to carry out promotions in bringing in/attracting customer interest.	160.85
8	ST1	Having complete and adequate room facilities in accordance with 4-star hotel standards to anticipate competition.	159.82

(Source: Research data processed, 2021)

Based on the QSPM Matrix, it can be seen that the strategy with the highest TAS value will be the main priority strategy choice to be applied by the sales &

marketing department in implementing a marketing strategy to increase room sales at The Jayakarta Lombok Beach Resort & Spa, as well as a strategy with a TAS value. lowest will be the last choice. An alternative strategy that is a top priority is the WT2 strategy, namely making a routine schedule in conducting online marketing through social media to provide the latest information about hotel products, especially rooms to attract customers' interest in hotel facilities, both the main facilities in the form of rooms and other supporting facilities with a value of 177.64. In addition to WT2, there is also a strategy that has a fairly high TAS value, namely WO2 with a value of 177.01 which is located in rank 2, increasing the ability of sales & marketing employees in foreign languages, especially English by utilizing rapid technological advances and with technological improvements to promote to any platform allows sales & marketing employees to reach more guests to take advantage of government policies related to the COVID-19 pandemic by using hotels as places of isolation. Then followed by the ST2 strategy, namely the ability of employees to sell rooms at The Jayakarta Lombok Beach Resort & Spa helps increase hotel revenue to deal with customers who take into account the travel budget when renting a room because customers with a travel budget are difficult to offer packages of supporting facilities with a value of 174.53. When viewed from the difference in TAS values based on ranking 1 to rank 3, it is known that among the three rankings there is not too much difference, therefore the management of The Jayakarta Lombok Beach Resort & Spa can combine the three alternative marketing strategies in increasing the occupancy rate or sales. rooms carried out by the sales & marketing department at The Jayakarta Lombok Beach Resort & Spa.

CONCLUSION

Based on the results of calculations using the SWOT approach, it is known that the weighted value in the IFAS matrix is 2,935 while the total score for the EFAS matrix is 3,183. So that it can be seen that the marketing strategy position of The Jayakarta Lombok Beach Resort & Spa is in cell II and cell I in the IE matrix, indicating that the marketing strategy is at the Growth Strategy stage with concentration through horizontal and vertical integration, both internally by increasing the ability of sales & sales employees. marketing in promoting and selling rooms and externally by utilizing technological advances to promote and sell their products.

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