MARKETING OPERATIONAL STRATEGY IN INCREASING THE LEVEL OF OCCUPANCY AT CENTURY PARK HOTEL JAKARTA

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Abstract-Occupancy is one measure of the success of a hotel in the competition for market share. Such a large target is a challenge for the sales and marketing team in designing strategies for meeting the targets. There are more than 20 four star hotels located in Central Jakarta that are fighting for market share in order to meet hotel occupancy targets. One of them is Hotel Century Park Jakarta is a four star hotel located in Central Jakarta which has a target of high occupancy rate every day.

With several new hotels growing rapidly today, Hotel Century Park Jakarta's sales and marketing team is required to have specific strategies to gain market share. This study aims to find out what operational strategies conducted by the sales and marketing team in increasing the occupancy rate of the Hotel Century Park Jakarta. The research method used is descriptive qualitative research that describes some of the strategies used from the year 2013-2016. Interviewed teh key informant and took some data analysis of occupancy rate of Occupancy Hotel Century Park Jakarta.

There are three strategies used by the Jakarta Century Park sales & marketing team, Fortress defense as a strategy to maintain its market, Market Expansion as a strategy to expand its market share and Gerilya Strategy as a step in acquiring competitor market share as the main target. Based on the research result, Hotel Century Park Jakarta is able to compete with several four-star hotels in Jakarta and become the vanguard in the occupancy competition from 2013-2016. Keywords: Marketing Operational Strategy, Hotel Century Park Jakarta, Occupancy

I.   Introduction

Occupancy is one of the indicator for the success of a hotel in everyday by selling rooms. Occupancy can show the presentation of the guests who stay and the hotel crowd. Guests in house is the core of high occupancy and an indicator of the success of a hotel in running its operations. Century Park Hotel Jakarta is a four star hotel located in the central business area of Senayan. Hotel Century has the slogan "Excellent Customer Service". This slogan gives guests the points that they can provide satisfactory service to the guests.

Table 1. Year to Date Hotel occupancy average from 2013-2016

No	Hotel	Okupansi
1	Century Park Jakarta	80.67%
2	Santika	78.21%
3	Grand Kemang	71.01%
4	Manhattan	71.12%
5	Sari Pan Pacific	67.69%

From 2013 - 2016, Century Park Hotel was ranked number one in its competitors. The presence of excellences among the competitors is an interesting thing to be studied, what strategies are in Century Park Hotel Jakarta in maintaining the value of occupancy more than other competitors. In connection with the superiority of Century Park Hotel compared to other competitors, Century Park Hotel itself has an occupancy target that must be achieved ie 79% (year to date in 2016). With these targets achieved, what strategies are being taken to meet the targets for 2016 closing with some demand from existing customers and certainly with such a tight competition. With the right strategy, of course the hotel will get a significant increase in occupancy in competing guests among the competitors. Strategies owned by each hotel is different and all have one goal that meets the target of the hotel itself.

II. Literature Study and Hypotheses

Hotel

Hotel has several definitions have been formulated by some experts. Various notions of tourism by experts, among others, are as follows: According to the Oxford dictionary, The advance learning's Dictionary is "building where meals and rooms are provided fortravelers." (Building (physical) that provides room service, meals, and beverages for guests). According to The American Hotel and Motel Association (AHMA) as quoted by Steadmon and Kasavana: A hotel may define an estibilshment of the main public and which furnishes one or more of the followingservices, uniformed services, Laundering of linens And use of furnitures.

Hotel Occupancy

The definition of Occupancy is the number of units used or rented in a company engaged in the rental property. While the hotel occupancy is the number of hotel units already dibooking and inhabited by the hotel room reservations. Room occupancy rates are expressed as a percentage of the comparison of rooms sold compared to the total number of available hotel rooms or the total number of rooms available for sale. In this case, the room used as a comparison material is not taken from the total number of rooms in the hotel. Because sometimes there are some hotel rooms that can not be used in damaged condition or in repair or because of reasons other technical reasons (out of order).

SWOT Analysis

SWOT is an acronym for strength (Strenghts), Weakness, Opportunities, and Threats from the company's external environment. According to Jogiyanto (2005: 46), SWOT is used to assess the strengths and weaknesses of the company's resources and external opportunities and challenges. Here is an explanation of the SWOT (David, Fred R., 2005: 47) namely: 1. Strengths are resources, skills or other advantages related to the company's competitors and market needs that can be served by the company that is expected to be served. Strength is a

special competition that provides a competitive advantage for companies in the market. 2. Weaknesses are limitations or deficiencies in resources, skills and capabilities that effectively hamper company performance. Such limitations may include facilities, financial resources, management skills and marketing skills can be the source of a company's weaknesses. 3. Opportunities are important situations that benefit the corporate environment. Important trends are one source of opportunity, such as technological change and increased relationships between companies and buyers or suppliers a picture of opportunities for companies. 4. Threats are important situations that are not profitable in the corporate environment. Threats are a major disruption to the current or desired position of the company. The existence of new or revised government regulations may pose a threat to the company's success. David (2011: 327) defines "SWOT analysis is an important matching tool to assist managers in developing four types of Strengths-Opportunities (SO) strategies, Weaknesses-Opportunities (WO) strategies, Strengths-Threats (ST) strategies or Weaknesses-Threats strategy (WT) tailored to the company's circumstances". Rangkuti (2013: 20) explains that "SWOT analysis is the process of analyzing the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This analysis is based on the logic associated with developing mission, objectives, strategies and business policies for the best decision-making strategy. "

IFAS / EFAS	Strenght (S) Tentukan faktor-faktor kekuatan internal	Weaknesses (W) Tentukan faktor-faktor kelemahan internal
Opportunities (O) Tentukan faktor-faktor peluang eksternal	Strategi S-O Ciptakan strategi yang menggunakan kekuatan untuk memanfaatkan peluang	Strategi W-O Ciptakan strategi yang meminimalkan kelemahan untuk memanfaatkan peluang
Threats (T) Tentukan faktor-faktor ancaman eksternal	Strategi S-T Ciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman	Strategi W-T Ciptakan strategi yang meminimalkan kelemahan dan mengindari ancaman

Figure 1. SWOT Analysis

Operational Strategy

Marketing strategy is a management that is designed to accelerate the solution of marketing problems and make strategic decisions. According Rangkuti (2013: 101) "Marketing strategy is based from a thorough analysis of the influence of external and internal environmental factors of the company." Meanwhile, according to Kotler and Keller (2009: 61) "Marketing strategy is planning aimed at satisfying market needs based on factors of purchase, sales, finance and human resources."

According to Assuari (2009:300) states that "This planning is a longterm planning that is comprehensive and strategic, which formulates the various strategies and programs of the company's core marketing, which will be implemented to achieve corporate objectives within a certain period of time.

While Kotler and Keller (2009: 42) explain "Marketing strategy planning is to determine the target market and the proportion of value that the company will offer to consumers based on the best market opportunity analysis." According to Koetler and Singh, 1981. Marketing strategy is divided into several categories namely: Strategic Choices for Share Leaders inGrowth Markets: 1. Fortress defense: a strategy to survive from competitors' attacks 2. Flanker defense: attack by turning from its competitors 3. Confrontation: face to face if you have the same power 4. Market expansion: expanding market 5. Contraction or strategic withdrawal: retreat or lose from competitors to avoid losses 6. Gerillya: secretly take customers from competitors.

Marketing Mix

Kotler (2000) defines that "the marketing mix is a group of marketing tips that companies use to achieve their marketing goals within the target market". In expanding the segmentation, sales and marketing put markesting mix in it namely:

Figure 2. Marketing Mix

1. Place. Market Century Park Hotel with strategic location points ie business area close to sports center, convention center and shopping mall. The hotel is perfect for businessmen as well as for families.
2. Price. Provide competitive prices with beneficial benefits for customers or guests staying.
3. Product. Sell accommodation such as rooms, meeting rooms, restaurants and some other facilities that meet the needs of customers with quality qualified.
4. Promotion. Create attractive promotions to fill hotel occupancy rate both in weekday and weekend. Creating a promotion from the hotel directly matau even bundling to the promotion of some other interesting places, judging from the trends and other customer needs.

III. Research Methodology

Research Approach

This research is a qualitative research that is research with descriptive research and tend to use analysis. In accordance with the theme that has been formulated, then the goal to be achieved in this research is for marketing operational strategy in increasing occupancy rate hotel (case study: Century Park Hotel Jakarta). Qualitative research with FGD analysis (Forum Group

Discussion) is one of the most famous qualitative research methods in addition to interviewing techniques. It is a focused discussion with interaction with in-depth interviews. Primary data collection techniques through observation and interviews to relevant departments namely Sales and Marketing.

Sources and Data Collection Methods

Primary data is data directly obtained from the hotel as a research object from both tourists and hotel leaders. Primary data in the form of data obtained from Hotel Century Park Jakarta in the form of written and oral that have direct relevance such as strengths, weaknesses, opportunities and threats. Secondary data in the form of evidence, records or historical reports that have been compiled in archives (documentary data) published and unpublished. This data includes internal factor data and external factors from Hotel Century Park Jakarta obtained from several documents and used as a guide to see the strengths, weaknesses, opportunities and threats that owned Hotel Century Park Jakarta.

IV. Result and Discussion

Century Park Hotel

Jakarta Century Park Hotel Jakarta was established in 1991 as a 4 star located in Central Jakarta. Located in Senayan area close to JCC which has 476 rooms with minimum room space at 40 sqm. Offers a green landscape, rich in city activities and excellent services. With a very strategic location, the hotel is suitable for some formal or informal events. Century Park Hotel Jakarta is having several room type; Deluxe, Grand Deluxe, Executive, Premium and Junior Suite. It also having 16 meeting room, swimming pool, tenis court, gym and spa and restaurants. Discussion and analysis of findings from statistical data for occupancy data from 2013 - 2016 (year to date).

Table 2. Discussion and Analysis

NO	HOTEL	2013	2014	2015	2016	Average
1	Alila	66.42	65.50	64.85	62.67	64.86
2	Ambhara	64.03	65.15	64.02	68.26	65.37
3	Century Park	81.21	78.81	79.36	83.29	80.67
4	Ciputra	63.24	58.57	57.94	53.95	58.42
5	Grand Kemang	75.62	71.35	70.61	66.47	71.01
6	Krt. Chandra	58.37	53.56	51.94	52.97	54.21
7	Le Grandeur	64.64	56.62	57.87	33.18	53.08
8	Lumire Hotel	68.12	59.62	58.44	59.80	61.49
9	Manhattan	77.68	69.81	66.26	70.75	71.12
10	Peninsula	66.42	65.87	64.98	65.94	65.80
11	Red Top Hotel	70.40	66.51	66.43	57.89	65.31
12	Santika	78.77	76.05	76.78	81.24	78.21
13	Sari Pan Pasific	74.77	69.74	69.33	56.91	67.69

The above statistical data shows that among the 4-star competitors in Jakarta, Century Park Jakarta ranks first or superior in terms of hotel occupancy yearly. Followed by Santika Hotel Slipi and Manhattan who occupy the position thereafter. Compared to the annual targets owned by the Hotel Century Park Jakarta itself, this hotel annually achieves the target of occupancy that budgeted. The following budget hotels are compared with the final result of the year.

Thus, what strategy has been implemented hotel Century Park Jakarta if every year the targeted occupation has been achieved even exceed it. Surely the right strategy is the shooting of every sales / marketing in running the operation in attracting and presenting new guests and keeping the guests there to keep contributing to the achievement of the target per year.

Since 2013, Hotel Century has been able to exceed the target until it reaches 8.36% which in that year the demand for meetings and rooms is in the hectic period, starting from government segmentation, NGO and corporate as well as offline travel agent which still dominates occupied occupancy every day. In the year 2014 still occupied by the same segmentation with the year 2013. With the start of increasing online travel agents are increasingly widespread and began to increase that year.

Then, in 2015 with the ban on using hotel accommodation, especially for government segmentation, Century is able to show that the hotel can still survive even exceed the target by raising the other segmentation of the segmentation of governance down and assisted by the increasingly uphill travel agent segmentation. The trend in 2016, customers began to concentrate on using online travel agents who offer fantastic prices compared to come directly to the hotel. With the new changes in the world of hospitality, sales and marketing also keep loyal customers from various segments outside the travel agent online. So the 2016 target reaches even more up to 3.61%.
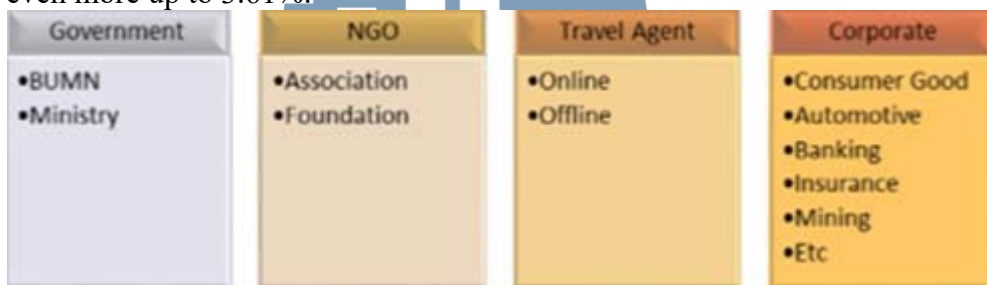

Figure 3. Segmentation of Hotel Century Park Jakarta

Operational strategies in an effort to increase the Occupancy Century Park Hotel Jakarta. The result from SWOT analysis for Sales and Marketing team in oder to decide their next strategy to reach the target is below:

From SWOT analysis above, can be seen some strategy that can be formulated in formulating marketing operational strategy in increasing occupancy rate of Hotel Century Park Jakarta, as follows:

SO Strategy

 a. Focus on the regular customers and find new customers to expand the market Strengthen good relationship network with fixed customer by giving rewards and gathering to build chemistry between hotel and customer. With the new customers, the hotel will continue to strive to maintain a good brand image to make loyal customers and become regular customers.

 b. Improve the quality of service To find out what customers need is the ultimate slogan for the frontliners who keep customers comfortable staying at the hotel. "Excellent customer service" that has been run will be enhanced sharpness with various training that can develop the knowledge and ability of the hotel staff.

 c. Innovation of room and meeting packages Providing exciting promo choices that period to attract customers using the hotel facilities of course with an attractive price.

Strategy ST

 1) Create a competitive pricing strategy

  With many old and new competitors, customers will compare what they spend in proportion to what they can. Therefore, with existing facilities and services, the hotel can compete by making a competitive price with its competitors by analyzing the market first. With that, if the price given is competitive, we can attract customers from competitors to become new customers at Century Park Hotel Jakarta.

 2) Improve external and internal service

  The bookers have many connections with several competitor hotels, therefore we can provide a memorable service for bookers keep in mind the Hotel Century Park Jakarta as the main hotel when they need room accommodation or meeting room. Various ways such as; Booker rewards, gatherings, birthday alerts and so forth is a way of marketing to improve external service to maintain brand image and relationship with the company. Internal service can certainly be felt by the customers who stay and handled by some hotel staff trained to provide excellent customer service.

 3) Create special promotions

  Price and attractive package is one way to attract customers to know hotel products and use them. Interesting promotions can be made seasonally; Lebaran packages, weekend packages or bundling packages with other packages such as family packages that work with several child play vendors such as; Kidzania or dufan, is an interesting thing that customers can consider to buy it.

WO Strategy

 a. Consider competing prices with competitors

 b. With a variety of hotel weaknesses such as meeting room facilities, gym and so on, marketing can consider a slightly more competitive price compared to maintaining a standard price by considering competitors as fierce competition.

 c. Providing compensation to customers Marketing can provide compensation to customers who already use hotel facilities but still not enough to meet the needs due to some weaknesses of the hotel, such as ballroom for example, provide additional LCD or screen as a substitute for the invisible speaker at a meeting that blocked the pillars in the Ballroom.

d. Renovate the hotel for better facilities Front view of the hotel that needs to be renovated to provide a good image of the hotel is a must-do management to keep customers feel comfortable. And provide a new gym equipment to complement the sports facilities of Century Park Hotel Jakarta customers.

WT Strategy

1) Strengthen the relationship between fixed and new customers with system rewards.

By maintaining good relationships with bookers and customers, they will feel comfortable and close to Hotel Century Park Jakarta with all the strengths and weaknesses of the hotel. Especially if there is something beneficial for customers such as rewards will make them feel there is a symbiosis mutualism in it.

Strengthen the brand image is an important thing in a hotel. Marketing can build the image of the hotel by following a series of social media gathering, making customer relations engagement programs such as loyalty gathering and customer social responsibility programs such as charity and so forth

1) Expand segmentation

Not only is it sufficient with the existing segmentation, but marketing must innovate to expand the segmentation network in order to prevent loss of regular customers but can be replaced by new customers coming in potential.

V. Conclusion, Limitation and Suggestion

Conclusion

Based on the research, Century Park Jakarta for room occupancy is the best one compared to other competitors. The average occupancy rate since 2013-2016 is, 80.67%. Century Park Jakarta is in the first position compared with Santika Hotel which is located second with average occupancy rate at 78.21% and 12 other hotels. Century Park Hotel Jakarta uses fortress defense, Gerilya and market expansion strategies.

With those three marketing strategy, Century Park Hotel Jakarta can hold their first position compared to the other competitor along 3 years. Sales and Marketing team could run the hotel operational with those strategy to reach the hotel target. Hotel's location is preferable for guest especially for business person. Its match with the hotel's type which is the business hotel, surrounding by the central business district.

Limitation

This research scope for operational strategy in increasing the level of occupancy at Century Park Hotel Jakarta with hotel's competitor since January 2013 - December 2016 (3 years). The Hotel Competitor is for four star located in Central Jakarta and South Jakarta. This research focus in sales and marketing department team.

Suggestion

Suggestions that can be given by researchers to Century Park Hotel Jakarta is divided into two namely for Sales and Marketing and for Hotel Management Century Park Jakarta. For Sales and Marketing department of Hotel Century Park Jakarta is expected to:

1. Provide maximum training for Sales and Marketing team in order to face the intense competition in retaining customers.
2. Make regular meeting communications to see the development of internal and external relationships that can strengthen teamwork

3. Pay attention to the event surrounding the hotel and create a thematic package for the event to attract customers

4. Continue to develop market share to grow new customers and segmentation aimed at achieving high targets and occupancy every day

5. Create other attractive promotions that are thematic and easily reachable by the customer

6. Pay attention to every detail that customers like and dislike for the convenience of guests especially loyal guests

7. Strengthen hotel brand with campaigns to online and offline media

8. Participate in several partnership events and also create events by inviting loyal and new guests to join to strengthen the brand image of the hotel

9. Maintain image of Hotel Century Park Jakarta by way of communicating and interacting with customers

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