

## **Proposed Business Strategy for Hotel Grandhika Iskandarsyah Jakarta (PT Adhi Commuter Properti)**

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### ***Abstract***

*This study aims to determine the influence of leadership style and employee welfare on work productivity at PT. Hayyu Pratama East Kalimantan. The background of this research is based on indications of a decrease in employee productivity which is allegedly influenced by low motivation and job satisfaction. The research method used is quantitative with a descriptive approach. Data were collected through questionnaires of 48 respondents and analyzed using multiple linear regression. The test results partially showed that the leadership style and employee welfare had no significant effect on productivity. However, the results of the simultaneous test showed that together these two variables had a significant effect on employee productivity. This study concludes that a holistic approach to human resource management is needed, where leadership styles and employee welfare complement each other in driving workforce productivity. This research offers practical implications for hotel management in strategic planning and serves as a valuable reference for other hospitality businesses navigating competitive and dynamic markets.*

**Keywords:** leadership style, employee welfare, productivity, human resources, work motivation, linear regression

### **INTRODUCTION**

The tourism sector is one of the most economically lucrative industries globally. According to the World Travel and Tourism Council (WTTC) report in 2023, the tourism industry contributed 7.6% to the world's GDP (Aghayev, 2023; Tapera et al., 2024). For Indonesia, as a country with the largest tourism potential in the Asia-Pacific, with a multilingual population exceeding 260 million people and rich in natural resources and cultural diversity, the tourism industry is crucial to the economy (Ramadhani et al., 2025). It serves not only as a source of foreign exchange but also to increase employment opportunities and reduce income inequality (Krismiyanti & Utama, 2022).

The year 2023 was a challenging year for the tourism sector. After being severely affected by the Covid-19 pandemic, the tourism sector is now recovering and strengthening. According to the official statistics from BPS in February 2024, the value added (GDP ADHK 2010) of the accommodation and food & beverage provision sector in 2023 reached 382.7 trillion rupiahs. This figure is significantly higher compared to the pre-Covid-19 pandemic period, which was 333.4 trillion rupiahs. The recovery of the

tourism sector is also evident from Indonesia's achievements in international forums. Indonesia's Travel and Tourism Competitiveness Index (TTDI) climbed 12 positions to 32nd place, ahead of Malaysia, Thailand, Vietnam, and the Philippines. Moreover, Indonesia achieved the first rank in the Global Muslim Travel Index (GMTI).

Despite facing persistent global economic turmoil, Indonesia's economy remains resilient with promising prospects. Bank Indonesia projected solid national economic growth in 2023 within the range of 4.5% - 5.3%, expected to increase to 4.7% - 5.5% in 2024, supported by private consumption, investment, and positive export performance amid global economic moderation (Bank Indonesia, 2023) (Hasudungan et al., 2023).

The gradual recovery of the tourism sector is also evident from the number of foreign tourist arrivals to Indonesia in 2023, which doubled compared to the previous year (Thomas et al., 2023). Domestic tourist trips up to November 2023 also increased by 12% compared to the same period last year. The arrival of tourists needs to be complemented by the provision of comfortable hotel accommodations. The hospitality industry serves as a benchmark for a region's success in promoting and attracting tourists (BPS, 2023).

According to the annual hotel survey (VHTL), the number of hotels from 2020 to 2023 has been quite fluctuating. Changes in the number of hotels were greatly influenced by the Covid-19 pandemic that occurred from early 2020 to 2022. In 2021, when the pandemic had widespread impacts including mobility restrictions, many hotels were affected. This phenomenon was captured by VHTL data which recorded a significant decrease in the number of hotels (-10.43 percent). In 2022, as the pandemic began to subside, the number of accommodation service businesses grew again and increased significantly (4.32 percent). Furthermore, amid the economic recovery in 2023, the number of accommodation services slightly increased compared to 2022. This data shows that economic recovery is in line with the revitalization of the tourism service business (BPS, 2024).

Hotel Grandhika Iskandarsyah Jakarta, as part of the tourism service industry managed by PT Adhi Commuter Properti, also faces significant challenges amid the rapid growth of the hotel sector in Jakarta. The hospitality industry in Jakarta has grown rapidly in recent years, driven by an increase in both domestic and international tourists. According to data from the Central Statistics Agency (BPS), the number of tourist visits to Jakarta has increased at an average annual rate of 10% over the past five years. However, despite the increase in tourist visits, the level of competition in this industry has also intensified sharply. A report from the Indonesian Hotel and Restaurant Association (PHRI) indicates that there are more than 400 hotels in Jakarta, encompassing various segments from budget hotels to five-star hotels. Hotel occupancy rates in Jakarta fluctuate, with an average occupancy rate of around 60-70%, indicating that there are market opportunities that have not been fully exploited.

Based on the results of the Annual Hotel Survey (VHTL), it is noted that the number of hotels fluctuated during the period of 2020-2023. The changes in the number of hotels were significantly influenced by the Covid-19 pandemic, which occurred from

early 2020 to 2022. In 2021, when the pandemic had widespread impacts including mobility restrictions, many hotels were affected. This phenomenon was captured by VHTL data, which recorded a significant decrease in the number of hotels (-10.43 percent). In 2022, as the pandemic began to subside, the number of accommodation service businesses grew again and increased significantly (4.32 percent). Furthermore, amid the economic recovery in 2023, the number of accommodation services slightly increased compared to 2022. This data shows that economic recovery is in line with the revitalization of the tourism service business (BPS, 2024).

The data on the performance achievement of Hotel Grandhika Iskandarsyah Jakarta (HGIJ), market segmentation illustrates how various market segments contribute to hotel revenue and occupancy rates. Based on the data in Table I.1 above, the FIT OTA (Online Travel Agent) segment has the largest contribution with 33.62% of total RNS (Room Nights Sold) and revenue of Rp 14,221,340,260, followed by the FIT Rack Rate and FIT Government segments, each contributing 11.95% and 11.96% of total RNS, respectively.

HGIJ data shows that despite challenges, domestic demand from various segments remains strong, especially through digital platforms such as OTA. The strength of the OTA segment in contributing to total RNS and revenue reflects a shift in consumer behavior towards digitalization, which has been identified as one of the effective strategies to promote Indonesian tourism. Other segments such as FIT Corporate and FIT Government also indicate significant demand from the corporate and government sectors, which are important targets in the recovery of the hotel industry in Jakarta. As one of the most populous cities in the Asia Pacific, Jakarta has great opportunities in the hotel business, especially after the post-pandemic recovery.

Thus, this data supports the importance of adaptation and innovation in hotel marketing and operational strategies. Hotel Grandhika Iskandarsyah Jakarta, through market segment diversification and emphasis on digital channels, can continue to improve its performance and contribution to the national economy. This approach aligns with government efforts to revive the tourism sector through priority programs and international promotions, as well as improving infrastructure and tourism destination facilities.

The adaptation strategies demonstrated by HGIJ also align with the need to address challenges such as changes in consumer behavior and the need to remain competitive in a rapidly changing market. By enhancing digital services and expanding reach to different market segments, HGIJ can increase occupancy rates and revenue, supporting the recovery of the hotel and tourism sector in Indonesia as a whole.

Digital marketing strategies, personalized customer experiences, and sustainability initiatives are key success factors in the modern hotel industry. Kotler et al., (2017) in their book "Marketing for Hospitality and Tourism" emphasize the importance of a deep understanding of customer needs and preferences as the basis for developing effective marketing strategies. They also note that technology plays a crucial role in enhancing customer experiences, from online booking to personalized services

during stays. According to Jayawardena et al., (2023) digitization in the hotel industry not only improves operational efficiency but also provides opportunities to create more personalized experiences for customers. Technologies such as big data and analytics enable hotels to understand customer behavior patterns and provide services tailored to individual needs (Atmaja et al., 2023; Madyatmadja et al., 2021; Utomo, 2019).

Other research by Buhalis & Law, (2008) highlights the importance of e-tourism in supporting hotel marketing strategies. They identify that the use of information and communication technology (ICT) in hotel marketing can increase online visibility, expand market reach, and enhance interaction with customers. The use of social media, search engine optimized websites, and mobile applications are important tools in attracting and retaining customers (Rachbini, 2023).

Furthermore, research by Han et al., (2010) indicates that sustainability initiatives in hotel operations can improve customer satisfaction and loyalty. Travelers are increasingly concerned about the environmental impact of their trips and tend to choose hotels that implement environmentally friendly practices. Implementing sustainability programs such as efficient energy management, waste reduction, and the use of eco-friendly products can not only reduce operational costs but also enhance the hotel's brand image (Arifin et al., 2023; Mahendra et al., 2024; Nainggolan et al., 2023).

With this foundation, this research aims to develop a comprehensive business strategy for Hotel Grandhika Iskandarsyah Jakarta (Arifin et al., 2023). This approach focuses not only on increasing occupancy but also on enhancing customer loyalty and operational efficiency through the use of technology and sustainable practices. In-depth market analysis, competitor evaluation, and data collection from primary and secondary sources will form the basis for formulating relevant and applicable strategic recommendations. For example, by understanding customer preferences through data analysis, the hotel can develop more effective promotional packages and offer stay experiences that are more aligned with customer needs. Additionally, integrating technology into operations, such as advanced property management systems and mobile applications for guest services, can enhance efficiency and service quality.

Research Objective to analyze Hotel Grandhika's strengths, weaknesses, opportunities, and threats, and to formulate strategies that leverage its strengths to capitalize on opportunities and mitigate weaknesses and threats, to propose the best strategic initiatives for Hotel Grandhika Iskandarsyah Jakarta to implement in order to improve its competitiveness and performance and to develop specific action plans that management can undertake to successfully implement the strategic plan for Hotel Grandhika Iskandarsyah Jakarta.

### **Research Scope and Limitations**

The research titled "Proposed Business Strategy for Hotel Grandhika Iskandarsyah Jakarta (PT Adhi Commuter Properti)" focuses on formulating strategies to enhance the hotel's competitiveness and sustainability in the post-pandemic era. The scope of the research encompasses several key areas, including market analysis to identify

target segments such as corporate clients, event organizers, and individual travelers, and evaluating the hotel's competitive positioning within South Jakarta's hospitality industry. It also covers operational strategies aimed at improving guest services, implementing effective health and safety protocols, and streamlining operational efficiency through digital and contactless services. Financial strategies will be assessed to diversify revenue streams and manage costs effectively while maintaining service quality. Marketing strategies will utilize digital marketing and online travel agencies, along with targeted promotional campaigns to boost occupancy and loyalty. Human resource management is another focus, with strategies to train staff for new procedures and enhance employee morale and retention. Additionally, the integration of new technologies to improve operations and guest satisfaction will be explored.

However, the research acknowledges several limitations. Data availability may be constrained by limited access to detailed internal data and potential biases in customer feedback. External factors such as economic fluctuations and regulatory changes could impact the implementation of proposed strategies. Time constraints limit the study to short-term strategies and may affect the relevance. Additionally, survey and interview biases and limited participation may affect the objectivity of the data collected. Lastly, the findings specific to Hotel Grandhika Iskandarsyah may not be broadly applicable to other hotels or regions. By outlining the research scope and acknowledging these limitations, the study aims to provide actionable insights within the context of the available data and timeframe.

## METHOD

The research design for the study on "Proposed Business Strategy of Hotel Grandhika Iskandarsyah Jakarta (PT Adhi Commuter Properti)" is a descriptive and exploratory case study approach, combining qualitative and quantitative methods to achieve comprehensive insights. This mixed-method design allows for an in-depth analysis of the hotel's internal and external environment.

### Data Collection Methods

This study uses a comprehensive approach by involving qualitative informants and quantitative survey respondents to gather comprehensive insights about Hotel Grandhika Iskandarsyah Jakarta. The study participants were carefully selected to ensure representative data collection from a variety of stakeholder perspectives, enabling a holistic understanding of the hotel's current position and future strategic opportunities.

**Table 1. Summary of Research Plan**

Aspect	Description
Population	Guests of Hotel Grandhika Iskandarsyah Jakarta
Sample Size	196 respondents (based on a 7% margin of error and 95% confidence level)
Sampling Strategy	Random Sampling

Aspect	Description
Survey Tool	Likert Scale (1-6) on Satisfaction, Service Quality, Competitive Attributes
Data Collection	Online and in-person survey (3-week collection period)
Reliability Check	Cronbach's Alpha > 0.7
Validity Check	Content and Construct Validity (using factor analysis)
Pilot Test	20 Respondent

Source: Data processed

#### Secondary Data Analysis:

- Objective: To provide context and complement primary data with industry benchmarks and trends.
- Source: Industry reports, market analysis, financial reports, and publications from reputable sources such as the Indonesian Bureau of Statistics (BPS), hospitality industry associations, and market research companies.
- Methods: Review and analyze secondary data to understand the broader market environment, competitive landscape, and economic factors impacting the hospitality industry. It will assist in applying PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis and Porter's Five Forces framework.

#### Data Analysis Methods

To develop a strong business strategy for Hotel Grandhika Iskandarsyah Jakarta, a comprehensive data analysis method will be used. This method involves the systematic analysis of qualitative and quantitative data to gain insights and inform strategic decisions.

**Table 2. Data Analysis Research Method**

Analysis Method	Purpose	Process	Aspects Related to the Research	Academic Citation / Research Foundation
Thematic Analysis	To identify, analyze, and report patterns (themes) within qualitative data	<ul style="list-style-type: none"> <li>- Data familiarization</li> <li>- Coding</li> <li>- Theme development</li> <li>- Theme review</li> <li>- Defining and naming themes</li> <li>- Reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of semi-structured interviews</li> <li>- Identification of key themes in hotel business strategy</li> </ul>	(Braun & Clarke, 2006)
Content Analysis	To quantify and analyze the presence, meanings, and relationships of	<ul style="list-style-type: none"> <li>- Data preparation</li> <li>- Coding and categorization</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of hotel strategy</li> <li>-related documents</li> </ul>	(Krippendorff, 2018)

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<b>Analysis Method</b>	<b>Purpose</b>	<b>Process</b>	<b>Aspects Related to the Research</b>	<b>Academic Citation / Research Foundation</b>
	certain words, themes, or concepts	- Frequency analysis - Interpretation	- Identification of key concepts in the hospitality industry	
Descriptive Statistics	To summarize and describe the main features of survey data	- Data cleaning - Statistical measures - Data visualization	- Analysis of hotel guest survey data - Presentation of hotel performance trends	(Tabachnick & Fidell, 2013)
SWOT Analysis	To identify and evaluate internal and external factors affecting the hotel's strategic position	Synthesis of qualitative and quantitative data to populate the SWOT matrix	- Identification of internal strengths and weaknesses - Analysis of external opportunities and threats	(Helms & Nixon, 2010)
TOWS Matrix	To develop strategic options by matching internal strengths and weaknesses with external opportunities and threats	- Matrix construction - Strategy formulation	- Development of specific strategies for Hotel Grandhika Iskandarsyah Jakarta	(Weihrich, 1982)
VRIO Analysis	To evaluate the hotel's resources and capabilities in terms of Value, Rarity, Imitability, and Organization	- Resource identification - VRIO framework application	- Analysis of the hotel's sustainable competitive advantages	(Barney & Hesterly, 2010)
PESTEL Analysis	To analyze macro-environmental factors that could impact the hotel's strategy	- Environmental scanning - Impact assessment	- Analysis of Political, Economic, Social, Technological, Environmental, and Legal factors affecting the hotel	(Johnson et al., 2017)
Porter's Five Forces Analysis	To understand the competitive forces within the industry and their impact on the hotel's strategic positioning	- Force identification - Strategic implications	- Analysis of threat of new entrants, bargaining power of suppliers and buyers, threat of substitute products, and industry rivalry	(Porter, 2008)
Ansoff Matrix	- To determine suitable strategy for business growth	- Marketing scanning - Product Scanning	- Analysis of market change for business growth	(Ansoff, 1957)

Source: Data processed

By applying this comprehensive data analysis method, this research will provide a holistic understanding of the hotel's internal capabilities and external environment, leading to appropriate strategic recommendations and actionable implementation plans

## RESULTS AND DISCUSSION

### SWOT Analysis Results

A comprehensive SWOT analysis of Hotel Grandhika Iskandarsyah Jakarta reveals significant insights derived from multiple data sources, painting a detailed picture of the hotel's strategic position in Jakarta's competitive hospitality market. This analysis integrates financial performance data from RKAP 2023, stakeholder interviews, and guest satisfaction surveys to provide a holistic evaluation of the hotel's current situation. By systematically identifying strengths, weaknesses, opportunities, and threats, this analysis creates a foundation for strategic option development that leverages advantages while addressing limitations and challenges.

**Tabel 3. SWOT Analysis**

SWOT Type	Swot Analysis	Internal / External Factors	Coding
Strenght	GOP 36.08%,	Internal	S.1
Strenght	Satisfaction 5.18/6.0	Internal	S.2
Strenght	Strong location	Internal	S.3
Strenght	Service excellence	Internal	S.4
Weakness	Limited facilities,	Internal	W.1
Weakness	3.03% ancillary revenue	Internal	W.2
Weakness	Fixed assets,	Internal	W.3
Weakness	Limited parking	Internal	W.4
Opportunity	Market growth,	External	O.1
Opportunity	Digital transformation	External	O.2
Opportunity	Corporate demand,	External	O.3
Opportunity	MICE potential	External	O.4
Threat	Competition,	External	T.1
Threat	Environmental concerns	External	T.2
Threat	Economic pressure,	External	T.3
Threat	Market dynamics	External	T.4

Source: Data processed

#### a. Strengths and Weaknesses Evaluation

The hotel demonstrates remarkable financial fundamentals according to RKAP 2023, with a well-balanced revenue composition across segments and a healthy GOP margin of 36.08% (23,330 million). The occupancy rate of 73.47% exceeds market averages, demonstrating strong operational performance that creates both financial stability and strategic flexibility. This occupancy achievement, coupled with effective cost management that drives the robust GOP margin, creates financial resources for



strategic investments in facility enhancement and service innovation. The balanced revenue composition provides operational stability while diversifying business risk across multiple market segments and service categories, enhancing resilience against segment-specific market fluctuations.

**Table 4. Revenue Stream Performance 2023**

Stream	Revenue (Million)	Contribution	Growth vs Industry*
Room	39,177	60.58%	8%
F&B	23,529	36.39%	12%
Other	1,958	3.03%	5%

*Source: RKAP 2023 vs Industry Benchmarks*

Market positioning emerges as a significant strength, with the hotel successfully diversifying its customer base across multiple segments. The Travel Agency representative emphasizes this advantage: "This hotel is located in a bustling area and close to the business district in South Jakarta." This strategic location, combined with premium ARR achievement of 621,656, establishes a strong competitive position in the market that drives both revenue performance and profitability. The location advantage creates sustainable differentiation that competitors cannot replicate, providing foundation for premium positioning relative to comparable properties in less advantageous locations. The proximity to business districts, cultural attractions, and transportation hubs creates guest convenience that enhances value perception beyond the core accommodation offering.

Service quality stands out particularly well in guest satisfaction metrics, with survey results (N=196) showing exceptional performance across key dimensions. Overall satisfaction scores reach 5.18/6.0, with service reliability at 5.15/6.0 and staff responsiveness achieving 5.19/6.0. These metrics significantly exceed industry averages and contribute to the hotel's strong reputation in the market, creating loyalty that drives repeat business and positive recommendations that enhance marketing effectiveness. The consistent service excellence across multiple dimensions indicates systematic quality management rather than isolated strengths, creating a holistic guest experience that differentiates the hotel in a competitive marketplace. This service strength creates opportunities for experience-based marketing that leverages emotional connections rather than purely functional or price-based positioning.

However, the analysis also reveals several operational constraints that require attention. The Front Office Manager identifies limited parking capacity as a persistent challenge, while the Competitor Manager notes infrastructural limitations: "the form of the asset is fixed and cannot be changed instantly." These fixed asset constraints particularly impact the hotel's ability to compete in the MICE segment, where meeting space capacity and flexibility create competitive advantage for specialized properties. The physical limitations constrain growth potential in specific market segments while creating operational challenges during peak demand periods, necessitating strategic management

approaches that optimize available resources while developing alternative solutions to address capacity constraints.

**Table 5. Operational Performance Gaps**

Area	Current Performance	Industry Standard	Gap	Impact Assessment
Parking Capacity	50 spaces	80 spaces	-30%	High priority
Meeting Space	2 rooms (300 pax)	4 rooms (500 pax)	-20%	Medium priority
Revenue Diversity	3.03% ancillary	5-7% benchmark	-2.04%	Development opportunity
Physical Asset	Fixed structure	Flexible design	Limited expansion	Strategic constraint

Source: Data processed

The analysis identifies several operational limitations requiring strategic attention. The Competitor Manager's observation about fixed assets ("the form of the asset is fixed and cannot be changed instantly") highlights a significant structural constraint that affects multiple operational dimensions. This limitation impacts meeting space optimization, creating capacity constraints that limit growth in the MICE segment despite market demand potential. The fixed structure also constrains facility expansion capabilities, requiring creative approaches to capacity enhancement within existing building parameters. Service area flexibility is similarly limited, reducing adaptability to changing market requirements or operational innovations that require physical space reconfiguration. These physical constraints create strategic challenges requiring innovative approaches to space utilization and service delivery that maximize value creation within existing structural parameters.

The Front Office Manager reports persistent challenges with parking capacity, particularly during peak periods: "Mostly guest give good feedback about the hospitality from Hotel Staff. About the complaints mostly about the facilities in room such as Air Conditioner, Unstable Head Shower and minimum Parking space." This limitation impacts guest satisfaction and potentially restricts business growth, particularly for events or functions that generate high vehicular traffic. The parking constraint creates operational challenges during high-occupancy periods or multiple event scenarios, requiring strategic management approaches including alternative transportation arrangements, valet services, or partnerships with nearby parking facilities. The facility maintenance issues identified in guest feedback (air conditioning, shower systems) indicate potential for enhanced preventative maintenance programs that reduce service failures and associated guest dissatisfaction.

While the hotel maintains strong primary revenue streams, the 3.03% contribution from other revenue sources falls below the industry standard of 5-7%, indicating potential for additional revenue development. This revenue gap represents significant potential for enhanced financial performance through strategic initiatives that create new revenue

sources beyond traditional room and food services. Potential development areas include enhanced facility utilization through innovative space usage concepts, new service offerings that address evolving guest needs or preferences, and value-added programs that create premium experiences commanding price premiums. The revenue diversification opportunity addresses both financial performance enhancement and competitive differentiation through unique offerings that create market distinction.

These operational insights provide a foundation for strategic planning, identifying both areas of excellence and opportunities for improvement. The data suggests prioritizing infrastructure optimization while maintaining the hotel's strong service quality and market position advantages. Strategic initiatives should leverage service excellence and location advantages while systematically addressing facility limitations through both physical enhancements where feasible and innovative operational approaches that maximize value creation within existing constraints. The balanced approach to strength leverage and weakness mitigation creates potential for enhanced competitive positioning and financial performance improvement in Jakarta's dynamic hospitality marketplace.

#### **b. Opportunities and Threats Assessment**

The RKAP 2023 data reveals substantial growth potential across multiple market segments. In the corporate segment, current market share of 14.83% represents significant untapped potential considering Jakarta's position as Indonesia's business hub. The Finance Manager notes this opportunity: "The hotel has three revenue streams - rooms, F&B, and MOD revenue. To increase ARR, hotel have to enhance existing facilities, requiring a significant capital expenditure." This insight aligns with market data showing potential for 25% corporate segment share through strategic facility enhancements and targeted marketing initiatives. The corporate segment opportunity presents significant revenue potential through both volume growth and potential rate premium achievement based on corporate preference for quality accommodation proximate to business districts.

**Table 6. Comprehensive Growth Opportunity Analysis**

Segment	Current Share	Market Potential	Revenue Impact	Strategic Priority
Corporate	14.83%	25%	High	Immediate
MICE	17.88%	30%	Medium-High	Short-term
Digital Channels	33.62%	45%	Medium	Ongoing
Leisure	33.67%	45%	Medium	Medium-term

Source: Data processed

The hotel's digital presence shows strong performance through OTA channels, currently generating 33.62% of room nights. The OTA representative confirms this success: "GranDhika Jakarta Hotel has good production on Traveloka, and with a fairly high ARR." This strong OTA performance creates foundation for expanded digital market penetration through optimization of existing channels and development of additional

digital distribution approaches. The current digital performance provides market validation of the hotel's online appeal while indicating potential for enhanced direct booking development that improves margin performance through commission reduction. The opportunity for digital channel expansion aligns with broader market trends toward online booking dominance, requiring strategic management of both third-party and proprietary digital platforms.

**Table 7. Digital Channel Performance Analysis**

<b>Channel</b>	<b>Current Performance</b>	<b>Target</b>	<b>Growth Strategy</b>
Direct Booking	25%	35%	Website enhancement
OTA Platforms	33.62%	40%	Rate optimization
Wholesaler Portal	14.83%	20%	B2B platform development
Other Digital	26.55%	5%	Channel consolidation

Source: Data processed

External challenges present significant risks to the hotel's operations. The LTO observation about environmental concerns ("41% of hospitality industry players believe that climate change will have a significant impact") indicates a shifting market dynamic requiring strategic adaptation to both regulatory requirements and evolving guest expectations regarding sustainability practices. This environmental focus creates both compliance obligations and market positioning opportunities for hotels that effectively implement and communicate sustainability initiatives. Additionally, competitive pressures are intensifying, as noted by the Competitor Manager: "the form of the asset is fixed and cannot be changed instantly, when hotel face competitors with fresher and more complete products." This competitive challenge highlights the importance of continuous product enhancement and service innovation to maintain market positioning despite potential physical limitations relative to newer properties with more flexible designs.

**Table 8. Comprehensive Risk Assessment Matrix**

<b>Risk Category</b>	<b>Impact Level</b>	<b>Probability</b>	<b>Mitigation Strategy</b>	<b>Resource Requirement</b>
Market Competition	High	High	Service differentiation	Moderate
Economic Pressure	Medium	High	Revenue optimization	Low
Environmental Factors	Medium	Medium	Sustainability programs	High
Technology Disruption	Medium	High	Digital transformation	High

Source: Data processed

The analysis suggests a three-tier strategic response framework to address identified opportunities and threats. Market Development Initiatives represent the first strategic tier, focusing on segment expansion and channel optimization opportunities.

Key initiatives include corporate segment expansion through targeted facility enhancements that address specific business traveler needs, MICE business development leveraging existing meeting rooms with potential technology enhancements that maximize functionality, and digital channel optimization focusing on direct booking growth through website enhancement and user experience improvement. These market development initiatives leverage existing strengths while addressing identified growth opportunities through targeted investments that optimize return potential.

Competitive Position Enhancement constitutes the second strategic tier, focusing on differentiation and positioning strategies that strengthen market presence. Key initiatives include service quality differentiation maintaining the current 5.18/6.0 satisfaction scores that exceed market standards, product development addressing identified facility gaps through targeted improvements that enhance guest experience quality, and market segmentation optimization based on RevPAR contribution analysis that focuses resources on high-yield segments. These competitive positioning initiatives leverage the hotel's service excellence and strategic location advantages while systematically addressing competitive pressures through value-based differentiation rather than pure price competition.

Risk Mitigation Programs form the third strategic tier, addressing identified threats through proactive management approaches. Key initiatives include sustainability initiatives addressing environmental concerns through both operational practices and guest-facing programs, cost optimization maintaining the 36.08% GOP margin through efficiency enhancement and selective outsourcing, and technology integration enhancing operational efficiency while addressing changing guest expectations regarding digital convenience. These risk mitigation programs address evolving market requirements while enhancing operational resilience against potential disruptions or competitive challenges. This comprehensive assessment indicates that while Hotel Grandhika faces significant external challenges, its strong market position and operational capabilities provide a solid foundation for strategic growth. The hotel's success will depend on effectively balancing growth initiatives with risk management, particularly in addressing sustainability concerns and competitive pressures while maintaining its service quality advantages. The strategic response framework creates structured approach to opportunity capture and threat management, with clear prioritization and resource allocation guidance that optimizes strategic effectiveness.

Success in implementing these strategies will require careful resource allocation and phased implementation, with particular focus on maintaining the hotel's current strengths in service delivery (5.19/6.0 staff responsiveness) while developing new capabilities in identified growth areas. The hotel's ability to execute this balanced approach will be crucial in strengthening its competitive position in Jakarta's dynamic hospitality market, enhancing both financial performance and market presence through strategic initiatives that address both current realities and future potential.

### Strategic Options Development (TOWS Matrix)

The strategic options for Hotel Grandhika Iskandarsyah Jakarta have been developed through comprehensive TOWS Matrix analysis, integrating internal performance data from RKAP 2023, guest satisfaction surveys (N=196), and stakeholder interviews with external market intelligence. This structured approach identifies strategic options that leverage internal strengths to capture external opportunities (SO Strategies), address weaknesses while pursuing opportunities (WO Strategies), utilize strengths to mitigate threats (ST Strategies), and minimize weaknesses while avoiding threats (WT Strategies). The matrix creates a systematic framework for strategy development that aligns internal capabilities with external market dynamics.

**Table 9. TOWS Matrix Analysis Framework**

<b>Internal Factors</b>	<b>External Opportunities / Threats</b>	<b>Strategic Initiatives</b>	<b>Coding</b>
S.1	O.1	Market Development	MD
S.2	O.2	Digital Transformation	DT
W.1	O.3	Market Penetration	MP
W.2	O.4	Revenue Diversification	RD
S.3	T.1	Product Development	PD
S.4	T.2	Sustainability	SS
W.3	T3	Efficiency Optimization	EO
W.4	T4	Risk Management	RM

Source: Data processed

#### a. Strength-Opportunity (SO) Strategies

Market Penetration Enhancement initiatives leverage the hotel's strong financial position (36.08% GOP) and premium location. The Marketing Manager confirms this advantage: "The main target market of Hotel Grandhika from Monday to Friday is MICE, business people, or those who hold meetings." These market strengths provide foundation for expanded penetration in key segments through targeted marketing initiatives and service enhancements that address specific segment needs. The Corporate Market Development component focuses on leveraging the current 73.47% occupancy rate for yield optimization through strategic rate positioning, expanding the corporate client base beyond the current 14.83% share through targeted account development, and enhancing MICE facilities through technology integration and service innovations that maximize functionality within existing space constraints. These corporate initiatives leverage the hotel's strategic location advantage while addressing specific business traveler needs through tailored service enhancements.

The Digital Excellence Program component focuses on building upon the hotel's strong OTA performance (33.62% market share) through enhanced content, targeted

promotions, and strategic rate positioning that optimizes conversion. The program also includes development of direct booking channels through website enhancement, mobile optimization, and loyalty incentives that improve margin performance by reducing commission costs. Implementation of integrated digital services, including mobile check-in options, digital concierge services, and personalized guest communication systems, enhances the overall digital experience while addressing evolving guest expectations regarding technological convenience. These digital initiatives leverage current performance while addressing emerging market trends toward digital channel dominance and mobile-first guest engagement.

#### **b. Weakness-Opportunity (WO) Strategies**

Infrastructure and Revenue Enhancement initiatives address operational limitations while capitalizing on market opportunities. The Finance Manager notes: "The hotel has three revenue streams - rooms, F&B, and MOD revenue. To increase ARR, we must enhance existing facilities, requiring substantial capital expenditure." This insight highlights the connection between facility quality and rate achievement potential, indicating strategic importance of targeted infrastructure investments that enhance guest experience quality while addressing identified operational constraints. The Facility Modernization component focuses on developing parking solutions that address capacity limitations through valet services, nearby facility partnerships, or space optimization approaches. Meeting space optimization through technology integration, flexible furniture systems, and enhanced acoustics maximizes functionality within existing spatial constraints. Guest amenity enhancement through bathroom upgrades, in-room technology integration, and furnishing refreshment addresses specific guest feedback areas while enhancing overall accommodation quality.

The Revenue Stream Development component focuses on expanding F&B offerings beyond current contribution levels (36.39% of revenue) through concept innovations, promotional events, and local market targeting that enhances utilization beyond in-house guests. Development of ancillary services beyond the current limited contribution (3.03%) through spa services, local experiences, transportation options, or business services creates new revenue streams while enhancing guest convenience. Creation of value-added programs including experiential packages, membership offerings, or premium service tiers generates incremental revenue while enhancing market differentiation through unique offerings. These revenue initiatives address the identified gap in ancillary revenue contribution while creating competitive differentiation through service innovations that enhance the overall guest experience beyond core accommodation functionality.

#### **c. Strength-Threat (ST) Strategies**

Competitive Positioning initiatives build on service excellence while addressing market challenges. Survey results showing high satisfaction scores (5.18/6.0) provide foundation for differentiation strategies that leverage service quality as competitive

advantage against properties with newer physical facilities. The Service Differentiation component focuses on enhancing guest experience programs through personalization initiatives, recognition systems, and journey mapping that identifies enhancement opportunities at key touchpoints. Development of unique service offerings including signature experiences, local cultural connections, or specialized amenities creates market distinction that transcends physical product similarities. Strengthening brand positioning through consistent communication, visual identity enhancement, and emotional connection development creates preference drivers beyond functional attributes, building loyalty that withstands competitive pressures and price sensitivities.

The Sustainability Integration component addresses the LTO observation that "41% of hospitality industry players believe that climate change will have a significant impact." Response strategies include environmental program development addressing both operational practices and guest-facing initiatives that demonstrate commitment while enhancing guest experiences. Sustainable operations implementation through energy efficiency systems, waste reduction programs, and water conservation measures reduces environmental impact while potentially generating cost savings that enhance profitability. Green certification pursuit provides external validation of sustainability commitments while enhancing marketing effectiveness with environmentally conscious market segments. These sustainability initiatives address regulatory requirements, market expectations, and ethical responsibilities while creating potential competitive advantage through leadership positioning in environmental responsibility.

#### **d. Weakness-Threat (WT) Strategies**

Operational Enhancement initiatives address both internal limitations and external challenges. The Competitor Manager notes: "the form of the asset is fixed and cannot be changed instantly." This physical constraint creates particular vulnerability to competitors with newer facilities, requiring operational excellence and efficiency optimization to maintain competitive positioning despite potential facility limitations. The Efficiency Optimization component focuses on resource utilization improvement through space maximization, schedule optimization, and multi-functional design approaches that enhance productivity within existing constraints. Cost management enhancement through energy efficiency, selective outsourcing, and technology integration maintains profitability despite potential competitive pricing pressures. Operational streamlining through process redesign, cross-training, and technology implementation enhances service delivery while optimizing resource utilization, creating both cost efficiency and service quality improvements.

The Market Resilience Development component focuses on building competitive response capabilities through market intelligence systems, agile decision frameworks, and tactical planning processes that enhance adaptability to competitive developments. Market position strengthening through niche segment targeting, relationship marketing, and loyalty program enhancement creates preference patterns that withstand competitive pressures. Risk mitigation programs including scenario planning, contingency



development, and diversification strategies enhance resilience against potential market disruptions or competitive threats. These resilience initiatives address the hotel's potential vulnerabilities while enhancing adaptive capacity that supports sustainable performance in dynamic market conditions.

The TOWS Matrix analysis suggests that while Hotel Grandhika faces significant challenges, its strong market position and operational capabilities provide a solid foundation for strategic growth. Success will require careful balancing of growth initiatives with risk management, particularly in addressing sustainability concerns and competitive pressures while maintaining service quality advantages. The strategic options generated through this structured approach provide comprehensive framework for strategic planning and implementation, with clear connection between internal capabilities and external market dynamics that supports effective strategy execution.

## CONCLUSION

Hotel Grandhika Iskandarsyah Jakarta is strategically positioned in Jakarta's competitive hospitality market, with strong financial performance, exceptional service quality, and a premium location in the city's central business district. The hotel's resource portfolio, supported by its BUMN affiliation and organizational capabilities, enables a differentiated competitive advantage that is difficult for competitors to replicate. External factors, including regulatory support, economic recovery, and evolving guest expectations toward experiential stays and sustainability, create ample opportunities for growth, while competitive rivalry, environmental pressures, and technological disruption present significant threats. The SWOT and TOWS analyses highlight key strengths such as its strong market positioning, excellent service quality, and financial stability, along with weaknesses such as limited parking capacity and meeting space. Strategic opportunities include expanding the corporate segment, optimizing digital channels, and tapping into the leisure market, while threats include intensifying competition and regulatory compliance challenges. The Ansoff Matrix outlines growth strategies, ranging from market penetration through corporate client optimization to diversification with high-risk, high-reward initiatives such as co-working spaces and extended stay residences. To maintain its competitive advantage, Hotel Grandhika must balance its growth initiatives with careful risk management, focusing on sustainability and service innovation while addressing market dynamics and customer expectations.

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