

# **ENHANCING BUSINESS PERFORMANCE OF SAHID MONTANA HOTEL MALANG IN TOURISM PROGRAM**

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## **ABSTRACT**

Sahid montana is a 5 star hotel located in Malang. The hotel has a herritage-themed design, which makes Sahid hotel has its own advantages from other hotels. Sahid Montana wants his hotel to be known internationally. The idea for Sahid Montana if want go international are to create an attractive package for the tourists so will be interested and create activities such as learning traditional dance and learning to make batik. Sahid Montana does not have a target country because Sahid Montana wants all customers from all the countries can stay at Sahid Hotel. If want to succeed until the international level it will require some strategies in doing promotions such as creating websites and join some events in Festival Beautiful Indonesia in abroad.

**Keywords:***Marketing Strategy, Internasional Business, Hotel Sahud Montana, Tour Packages*

## COMPANY PROFILE

Sahid Montana group currently operates and manages 18 hotels throughout Indonesia with 2.843 rooms available and the center of this hotel is in Jakarta. Sahid Montana established since 1987 and this hotel also have employing over 100 staff. Based in Malang, Sahid Montana consist of Sahid Montana 1 that located in Kahuripan Street number 9 and Sahid Montana 2 located in Candipanggung Street. Sahid Montana 1 is 3 star hotel with good facilities and also have good restaurant and café named Bromo Restaurant and Cinnamon Kitchen and Café. This hotel have many kind of room such as superior room, deluxe room, superior deluxe and junior suite. The website for Sahid Montana groups is <http://www.sahidhotels.com> and the other website for Sahid Montana Malang is <http://www.sahidhotels.com/sahid-montana-malang>.

### More Data About Sahid Montana Hotel

Person In Charge in Sahid Montana :

Name : Mr. Umar

Phone Number : +62 341 362751

Sahid Montana's Vision are:

Being a leader in hospitality management both nationally and internationally.

Be a profitable company for the shareholders and stakeholders

Sahid Montana's Missionns are:

Offer a comprehensive range of services to ensure maximum return on investment to its owners and investors.

Provide optimal service either at the time of planning, development time and during operation of the hotel.

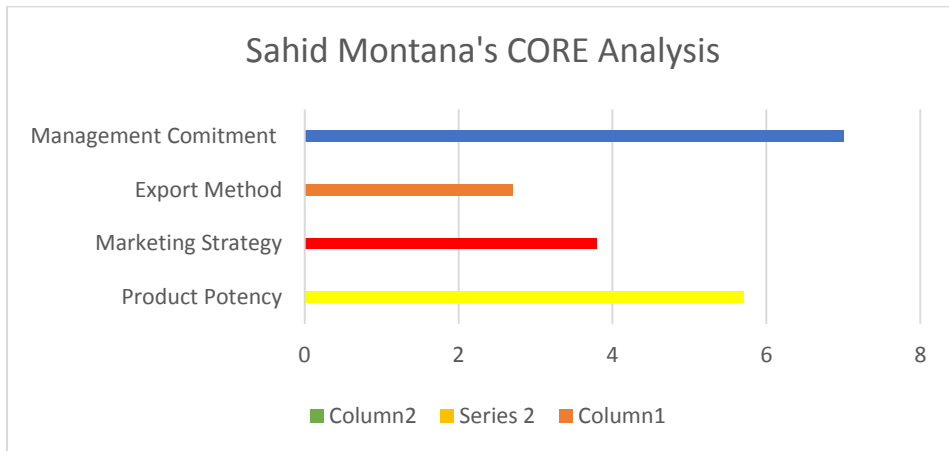
Deliver organized structure for marketing, e-commerce, local and national sales programs.

Develop human resources to establish a strong and lasting foundation in the organization.

### 1.1 Current Situation

Sahid Montana Malang on developing tourism program, only rely on travel agents so that this travel agency that will arrange and manage all tourist programs for foreign tourists. In this program sahidmontana only provides a place to stay.

## 1. COMPANY READINESS ANALYSIS



**Graphic 2.1** Sahid Montana's CORE Analysis

The conclusion from the graph that management commitment of Sahid Montana hotel has the highest percentage, this is because the Hotel Sahid Montana has a strong commitment to advance Hotel Sahid Montana to be known to foreign countries. Hotel Sahid itself already has its own differentiation of Product Potency like the building have traditional design and that will be attract the tourists to come and stay, because tourists like something that looks traditional features of Indonesia. The location of Hotel Sahid is also very strategic because it is located in the center of the city and close to the icon of Malang city, Tugu Malang. That have been very helpful Hotel Sahid Montana to be able to compete with other hotels in attracting the tourists to come to the hotel.

The graph above also shows some shortcomings of Hotel Sahid Montana, which is Marketing strategy. According to our Marketing Strategy from Hotel Sahid to focus to foreign countries is still lacking, because Hotel Sahid does not have a promo or a special program from the Hotel Sahid directly to attract tourists come. All this time Hotel Sahid only cooperate with Travel Agent and hotel sahid only provide a place for the tourist. Hotel Sahid is also lacking in its human resources to Go International, one of which is they have no own Guide from the hotel and many employees can't speak English. So far only use the services of a travel agent. It also affects the Export Methode of the Sahid Hotel, because according to us, group Hotel Sahid only depends on the travel agent and does not have its own program. Overall Sahid Hotel is still not ready for Go International seen from marketing strategy and export method.

## 2. RECOMMENDED SERVICE IDEA

Every company definitely needs an effective strategy to increase profit and for the growth of the company itself. The strategy that created must be in accordance with the current condition of the company. Therefore, an effective strategy for Sahid Montana is to create a tour package that also staying at the Hotel Sahid Montana. This tour package is not a regular tour package but a tour package of the beauty of the city of Malang that still not much explored by many people such as the beaches in South Malang, KampungJodipan, mountains, etc.

Tour packages that suitable for this hotel are Nature Day Packages because the tour is all about nature activity. The next tour package is East Java Day Package that invite the tourists to go around the city of Malang and Batu. The last tour package is Bromo Midnight Tour that the tourist will be invited to go around in Mount Bromo. In all of the package also included by staying at Hotel Sahid Montana.

In this Package Nature Day the tourists will travel around the beach in South Malang because there are many beautiful beaches and the tourist can do some exciting activities. Tourists will also to go to 3 beaches and to Mangrove Forest where the tourists can learn how to plant mangrove seeds and learn to preserve them, so that the tourists also actively preserve and keep the beauty in this Mangrove Forest. To get around to the beaches, and also provide Jeep as a car transportation because the road to the beach is small and there are still many street that not good.

The first destination of this package goes to SendangBiru Beach because the sea water is clear, blue, and there are lots of small fish and nice corals. The tourist will start the package at 07.30 am. Once there, tourists cross to Pulausempu about 20 minutes with boat and the island can makes people feel relaxed and peaceful so that the tourists feel welcome and happy to visit. Before heading to the Mangrove Forest, the tourists are given a snack (aqua and bread) then headed to Mangrove Forest to do the planting activities of mangrove seeds. After that, at about 2 noon the tourists will be lunch at PantaiKondangMerak in wijilesehan to enjoy delicious seafood food and fresh. After the lunch, the tourist will continue to enjoy the beauty of KondangMerak Beach and do snorkeling activities to see the natural beauty under the sea.

The cost of this Nature Day Package for 4 people is Rp 1.080.000 which consists of transportation (gasoline) Rp 500.000, all entrance ticket Rp 60.000, boat to cross to Sempu Island Rp 100.000, snack Rp 70.000, eat Rp 200,000, and snorkeling tickets for Rp 150,000

In the package East Java Day tourists will be invited to around the city of Malang and Batu with avansa car. The first destination at 09.00 am tourists will take some photo in good spot and see the beauty of the KampungJodipan, where this village consists of houses in the colorful paint (unique) and there are 3D paintings in walls. Then, the tourist will go to the center of food gift in Sensa Malang in order to buy pia bowl. After that, at around 13.00 tourists will be lunch at WaroengBamboe in Batu City because the place is have traditional design and there is a fish pond area while enjoying the food, and the food typical are Javanese food and there is also seafood. After enjoying lunch, tourists are invited to the apple farm in Argo Wisata, there tourists can pick apples directly and can enjoy every food/drink from the apples. The next destination is to enjoy the waterfall at Coban Rondo because the waterfall is one of the nice waterfalls in Batu and it is a favorite place for people and then the tourist will go to the "OmahKayu" to see the beautiful scenery in Batu City directly from the top of the tree and there are have a good spot to take a pictures in there. After finished from "OmahKayu" the tourist will have dinner at Mie Godog Pak Karso because the noodles and the fried rice has an original indonesian's taste.

East Java Day Package for 4 people is worth Rp 1.328.000 consist of gasoline for Rp 300.000, lunch at WaroengBamboeRp 250.000, entrance to the apple farm Rp 450.000, entrance to Coban Rondo Rp 100.000, entrance to Omah Wood Rp 20.000, and dinner at Mie GodogRp 200.000.

The last tour package is Bromo Midnight Tour where the tourists are invited to see the sunrise at Mount Bromo because when the sunrise it's beautiful and is a valuable moment for take pictures in there. After that, the tourists wil go to travel around Mount Bromo by

heading to the 4 specific points that always visited by people when to Bromo, the climbing, crater, whispering sand, and teletabis hill. 4 points it is very nice and has its own natural beauty. The tourists will be lunch with box of rice and there is also a snack. This package is worth Rp 1.750.000 including jeep rental from Malang to Bromo (PP) (included to 4 point on Mount Bromo) and lunch with rice box and snack for Rp 300.000

The second idea that suitable is Sahid Montana making an interesting event and related to improving local culture in Malang such as learning traditional dances of Malang and learning to make batik. Both of these can be learned at the Asmarabangun Cultural School and in Batik Blimbing. In addition, Sahid Montana can also making traditional food bazaar Malang for the tourists.

The reason why choosing these two ideas are because the tourists can explore the beauty of nature tourism that is not too well known in Malang. Many tourists also like something that is still traditional because for tourists this is a new thing to learn and is an interesting experience. By providing a traditional concept that can be at the same time to improve the local culture in Malang. In addition, the tour packages that has been made very suitable to promote Sahid Montana Hotel as well because the design of this hotel is traditional so that the tourists also get a different sensation when staying at the Sahid Montana. The idea is given not only in the form of tourism activities and learning activities to recognize the local culture, but also introduced a typical culinary Malang as well as culinary is also part of the tourism so that tourists can taste every popular food in Malang.

### **3. COUNTRY SELECTION**

Country selection is a country that is specifically targeted by Sahid Montana in order to become go international. But, According to the Hotel Sahid Montana, this hotel does not have a country selection that wants to be a target market so that all countries can be an opportunity because this hotel only pick up guests only and the rest is arranged by travel agents. In this case Hotel Sahid Montana wants to focus more on people who come to this hotel for meetings, because with the meeting, Hotel Sahid can offer meeting packages such as meetings and also stay in this hotel and get breakfast / dinner, so the guest who meeting in there not only rent the place only but can stay at this hotel. Of course this package is more profitable for hotels and guests.

Hotel Sahid is certainly arranged by Sahid Group, so if you want to do activities that are going international is the decision of Sahid Group. In this case, if there are overseas events definitely Sahid Group that go to some country as an example SahidGroup has held events in Singapore, Vietnam, and Malaysia by inviting travel agents. Therefore, Sahid Montana in Malang does not focus with 1 country only but all countries can be the target of this Sahid Montana. In addition, Sahid Montana works with many travel agencies, thus relying more on travel agents and with the help of this travel agent Sahid Montana can get various guests from abroad from various countries. Hotel Sahid Montana more pursued to travel agent, because with travel agents can bring tourists in groups so many rooms will be booked. If through the Online Travel Agent such as trip adisor, etc. only bring 1 or 2 guests just so that the rooms are booked also fewer.

## 4. MARKETING STRATEGY

### Segmentation, Targeting and Positioning

Segmentation in marketing is very important because “a marketer can rarely satisfy everyone in a market. Not everyone likes the same cereal, hotel room, restaurant, automobile, collage or movie. Therefore, marketers start by dividing up the market into segments” (Kotler & Keller, 2005:24). Beside that, Segmentation is often the key to developing a sustainable competitive advantage based on differentiation, low cost, or a focus strategy (Aaker, 1995:49). So, the segmentation of Sahid Montana are OTA (online travel agent), government, and corporate. The highest segment or the focus of this segment is government. Because if there is a meeting in Sahid Montana usually from the government.

According to Philip Kotler, “Market segmentation is sub-dividing a market into distinct and homogeneous subgroups of customers, where any group can conceivably be selected as a target market to be met with distinct marketing mix and the communications of a company needs to be spot on for its **TARGET** market”. Then, Market segmentation and targeting have been shown to improve the sellers’ capacity to identify market opportunities, and to make clear adjustments to their product, prices, distribution channels and promotional mixes (Kotler, 1999; Wind, 1978). Based on the segmentation above, targeting Sahid Montana is domestic because Sahid Group already handle all the activities related on “Go International”.

Gunter and Furnham (1992) prescribe that after selecting target markets the strategist should develop positioning objectives to then develop them into a detailed marketing mix. Positioning is also important because it shows a product that has its own uniqueness. So, The uniqueness of this hotel compared to other hotels is the design of the hotel. Design of Sahid Montana is more traditional / has a heritage design. This is what makes the tourists feel comfortable and can feel the culture of Indonesia directly. Because today many hotels that use modern design and rarely use traditional design / heritage

### Pricing Strategy

Nagle and Holden define value pricing as the price of a customer’s next best alternative plus the value of differentiating features (2002). Beside that, the objective of pricing strategy is stability of optimal price along maximizing current profit and quantity of sale (Dolgui & Proth, 2010). In determining the price of the holiday package the price will be differences between the package price for tourists and the package price for domestic as the cost adjusts to their respective lifestyles. In abroad usually have high cost for liferstyle than Indonesia, so if the price of holiday package is more expensive than domestic price the tourist still can reach the price and that price normal for tourists. However, for lodging at Hotel Sahid Montana does not differences for the price of tourists and domestic

### Distribution Channel

According to Kotler “Every producer seeks to link together the set of marketing intermediaries that best fulfill the firm’s objectives. This set of marketing intermediaries is called the marketing channel, also trade channel or channel of distribution.” That’s why every company need distribution channel to help their marketing strategy. To promote the packgae tour, Sahid Montana must work with several travel agents so the travel agents can arranged all the activites and the price so it will help sahid Montana a lot to prepared the package.

Beside that, to do some promotion (marketing) can also be through the channel of Sahid Montana itself like Sahid Montana Group, which has the authority to manage the marketing to overseas and this will make Sahid Montana can be known by many people from around the world

### **Promotion Strategy**

Belch Belch (2009: 18) defines promotion as "Promotion has been defined as the coordination of all seller initiated efforts to set up channels of information and persuasion in order to sell goods and services or promote an idea." Beside that, Throughout the world, sales promotion offered to consumers are an integral part of the marketing mix for many consumer products (Huff and Alden 1998, Chandon et al. 2000). So, Effective marketing strategy that can be used by Hotel Sahid Montana to go to international level is to follow certain events that visited by many tourists like Festival Beautiful Indonesia held every year abroad, because by following this festival must be many tourists who will be interested and then the tourist will be interested to package tour and then join the tour package from Sahid.

The second way is to utilize social media because in today's many people who have social media to see all the information needed. Using social media is also effective because it does not require substantial costs and social media can be monitored daily (it can save time). Social media that will be used for promotional activities is through youtube with vlog content about the beauty of Malang and given interesting information such as the history of every place in Malang. Promotion using Youtube because many people are more interested in youtube than TV, beside that all people from all around the world can also access youtube. Then, the social media that will be used is Instagram to promote the tour by posting the natural beauty in Malang. And the last is to create a website / blog to tell the natural beauty of the typical city of Malang, telling the experience of traveling in the Malang, telling the history of Malang, and explain the contents of the various tour packages that provided.

Promotion that used by Sahid Montana is through social media such as email, website, instagram, and path, discounts when there are special events like Christmas usually Sahid Montana give promo for room for 2 nights will get special price, promotion via radio, promotion via sms blast , and opened the booth at Car Free Day Malang. According to Sahid Montana, the most effective strategy until now are to use social media (instagram, website, and path) and promote through OTA (online travel agents) such as trip advisors, etc. Therefore, the promotion strategy used by Sahid Montana is Pull Marketing.

## **5. EXPORT PROCESS**

Sahid montana is a hotel that is engaged in services. Basically, hotels and travel agencies differ in management systems and legal forms. Since Sahid Montana want to be go international, Sahid Montana must make its subsidiary focus on tourism. There are several conditions that must be done before entering the international market. The first condition is the legal aspect. In Indonesia, Sahid Montana must have a Business Tourist Certificate (TDUP/ Tanda Daftar Usaha Pariwisata) for their subsidiaries. There are several procedures

to get TDUP permission from the government, the steps (<https://sipp.menpan.go.id/pelayanan-publik/jawa-barat/kabupaten-bandung/standar-pelayanan-tanda-daftar-usaha-pariwisata>) :

Prepare the Requisite File and fill out the TDUP Application form

Applying for TDUP

Accepting TDUP Application Submission

Determine whether consultation is required with the Kasubid data collection and registration of the TDUP Permit

Advise on TDUP application submission

Ensure the requirements file is complete and correct

Returns the submission of a TDUP application for completion

Complete the shortage of the requirements file and reapply

Print the registration receipt and control card, and sign the Registration Receipt

Check the file and sign the file registration receipt and initialize the control card

Submit a receipt to the applicant

Printing TDUP Permissions

Inquire TDUP License

Sign TDUP on behalf of the Bupati

Give a Number and Submit it to the delivery counter

Submit TDUP to the Applicant

To get TDUP, first Sahid Montana must provide some conditions for the submission. The requirements are (<http://dpmtk.id/index.php/persyaratan-tdup-tanda-daftar-usaha-pariwisata/>):

The photocopy of identity card

Photo (3×4cm) with red background, 3 pieces

Photocopy of Izin Gangguan (HO)

Photocopy of SIUAU

Photocopy of Deed of Incorporation that listed as business travel services

power of attorney and Photocopy of KTP who become receiver.

Blue buffalo based Map

For this permission, Sahid Montana should wait around 4 days. To get the permissions is free (no need to pay). After the legal aspects have been done, Sahid Montana can start the tourism programs. For the marketing of the tourism product, there is no need any permissions. In promoting the tourism product freely through various media such as brochures, banners, tv, radio, youtube, social media, newspapers, etc as long as it according to reality and not lying to the public



## **6. EXPORT RISK**

Risk has been defined in a number of ways, but is often seen as the likelihood that an individual will experience the effect of danger (Short Jr, 1984). (Lewis, 1999) warns that "focus on risk of a given magnitude may cloud our perception of a reality which might in fact be less. Any ideas and promotional strategies submitted will certainly have some risks, the main risk is will get profit that is not optimal because by using tour packages, absolutely Sahid Montana must work with travel agencies where the profits will be divided 2 with the travel agent. Then, it will definitely require a high cost in promoting at festivals that held abroad because it would require transportation costs, meals, and lodging abroad. The third risk is that tourists who come to Malang just a little not as much as expected because there are still many tourists who are more familiar with Bali and Jakarta than Malang which is a small town. The last risk is that the activities in the tour package did not go smoothly because it was done during the rainy season or other disasters such as landslides or floods.

## **7. CONCLUSION**

Through the data mentioned above, it can be seen that Sahid Montana ready to go to the International level because Sahid Montana has a uniqueness compared with other hotels, like Sahid Montana hotel has design themed traditional / heritage. In addition, Sahid Montana also has a high commitment so can enter the international level.

Sahid Montana has no specific country to target market, because Sahid Montana wants all countries to know about Sahid Montana. Beside that, the most high segment is from goverment. The prices provided by Sahid Montana for domestic and tourist there is no price difference, only different in service part.

The way used for Sahid Montana can be recognized by the international level then Sahid Montana should make a creative and fun marketing strategy. Strategy that Sahid Montana will be use are to make tour packages in Malang City and in Batu Town and educational activities such as learning traditional dance of Malang and learning to make batik. That 2 idea is a creative idea because many tourists like things that are still traditional and love to do adventure activities. In doing the promotion, Sahid Montana uses social media such as Youtube, Instagram, website, and Beautiful Indonesia Festival event overseas

## **8. RECOMMENDATION**

Any risk can be minimized by various effective ways such as in a profit that is not maximal because the profits must be divided by 2 for travel agents , the price should be stable and not too expensive so the profit earned is also stable and will get profit continuously . The second suggestion is when doing promotions abroad the people that should come there only representation of about 2-3 people only because it's more efficient and also can look for festivals that held in Indonesia but which has an international level. Then, the third suggestion to overcome the few tourists who come to Malang then should be more active in promoting the city of Malang by showing a good tour and not less than Jakarta and Bali. The last suggestion to handle the uncertain season is to determine what season is suitable for

traveling activities so as to minimize the tourists who want to do nature activities during the rainy season

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