

Marketing Communications Mix Strategy to Improve Room Sales at The Ritz Carlton Jakarta Mega Kuningan

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Abstract

To be able to survive in a continuously growing competitive environment, the right business strategy is needed. Aim of this research is to formulate a set of marketing communication mix strategies to increase room sales and hotel profits for The Ritz-Carlton Jakarta, Mega Kuningan. The methods used in this research are SWOT analysis and IFE-EFE matrix. The findings suggested that the Hotel must hold and maintain strategy whereas it can be elaborated into four aspects 1) horizontal integration strategy by seeking ownership or increased control over competitors; 2) market penetration strategy; by seeking increased market share for present products or services in present markets through greater marketing efforts; 3) market development strategy by introducing present products or services into the new geographic area, and 4) product development strategy; by seeking increased sales through improving present products or services or developing new ones.

Keywords: marketing communications mix, SWOT analysis, marketing communication mix strategy

A. Introduction

In the 20th century the marketing communications concept is constantly changing and continues to develop due to the digital technology disruption and internet. The conventional marketing communications effort is starting to decline even though the conventional channels are not fully abandoned. Marketing communications mix is a set of several promotion activities that a firm needed to promote their product and service. Most business hotel in Jakarta has many similarities in their room and meeting facilities causing many hotels are on the stage of “price wars”. With the marketing communications mix, hotels will be able to have the opportunities to build brand awareness, brand image, and even creating a unique competitive advantage. The right marketing communication effort is needed to maximize the promotion result.

Marketing communications mix concept always continues to develop because it has a strong connection to communication channels, which nowadays keep evolving towards modern digital technology. Communication channels are the facility or the party used by a firm to spread their desired message. Today every company has lot of communication channel options. Conventional communication channels such as television, radio, and newspaper are still highly valued to spread out messages though they were starting to get replaced by newly modern communication channels like social media, digital advertisement, website, LCD advertisement, influencers, SMS broadcast blast, social influencers, and food bloggers.

Consumers nowadays are getting more informative and selective due to the internet and modern gadget; therefore, the consumers do not depend only on the message given by the marketer (Pitana & Pitanatri. 2016). Every firm has to choose the right communication channel in its their marketing communication effort to be able to reach its desired market segment and to give the maximum impact. Jakarta as the capital city of Indonesia has big business opportunities than any other region. The development of the city’s accessibility, attractions, activities, amenities, and accommodations is suitable for many investments to flourish.

Table 1 explains the rising number of hotels in Jakarta from 2009 to 2015. Especially for the year of 2014, there was a significant escalation than other years. Many international brand hotels were built as the investors see a good business prospect in Jakarta.

Table: 1 Four to Five Star Hotel in Jakarta 2009 - 2015

Year	Kepulauan Seribu	Region					Total
		South Jakarta	East Jakarta	Central Jakarta	West Jakarta	North Jakarta	
2009	5	29	6	79	22	153	294
2010	5	32	6	85	24	165	317
2011	5	34	7	87	27	173	333
2012	5	35	8	89	28	178	343
2013	5	34	8	98	26	184	355
2014	24	58	33	188	79	50	432
2015	23	58	31	192	82	54	440

Source: Jakarta.bps.go.id, 2019

Investment from investors certainly gives a certain impact on the economy and social aspects. One of the impacts of the rising number of business hotels in Jakarta is the increased level of competition amongst business hotels. The vice president of Perhimpunan Hotel dan Restoran Republik Indonesia (PHRI), Mr. Sudrajat (Kontan.co.id, 2017) stated that the number of hotels and accommodations in Jakarta is getting bigger every year but was not followed by the number of tourists. With this phenomenon, the level of competition amongst hotels is getting stronger each year. Many business hotels in Jakarta are giving their best effort to develop their strategy to be able to survive the competition by retaining its existence and market share.

As one of the five-star luxury hotel in Jakarta, The Ritz-Carlton Jakarta, Mega Kuningan also gives its best effort to create new ideas and marketing communications strategy to survive in a highly competitive environment. According to the hotel positioning and location, the targeted market segments are the clients or guests with business interests, government organizations, embassies, and other local tourists. These segments were chosen because the hotel has sufficient facilities for the client's needs from, wedding, meeting room, ballroom, accommodations to food and beverages.

Facing high competition level with niche market share, the hotel also experienced another problem caused by its client's characteristics which any other business hotels in Jakarta also have and that is the clients often not to hold their event, meeting or stay during the weekend. These factors create a problem for the sales and marketing division on their occupancy and revenue target. Specifically, in Table 2 explains the number of room occupancy in 2018.

Table: 2 The Ritz-Carlton Jakarta, Mega Kuningan Occupancy Percentage 2018

Period	Days	Rooms	Available Rooms	Occupied Rooms	Average Occ Percentage
Jan-18	31	333	10323	7494	72.60%
Feb-18	29	333	9657	6905	71.50%
Mar-18	31	333	10323	7309	70.80%
Apr-18	30	333	9990	7363	73.70%
May-18	31	333	10323	6555	63.50%
Jun-18	30	333	9990	5015	50.20%
Jul-18	31	333	10323	6503	63.00%
Aug-18	31	333	10323	6586	63.80%
Sep-18	30	333	9990	6793	68.00%
Oct-18	31	333	10323	5358	51.90%
Nov-18	30	333	9990	7143	71.50%
Dec-18	31	333	10323	7629	73.90%
Total	366	333	121878	80683	66.20%

Source: Sales and Marketing Department The Ritz-Carlton Jakarta, Mega Kuningan, 2019

Table 2 shows that the average room occupancy for the month of May 2019 to October 2019 was below the desired target which was seventy percent. The decreasing number of room occupancy also gives an impact on room revenue of the hotel where on several periods the hotel room revenue did not achieve its target. Not yet to mention the planning of new hotel development in South Jakarta area such as W Hotel, Sofitel and St. Regis from 2019 to 2021. The problem creates several concerns for the sales and marketing department and owner on how to achieve its future revenue target.

Since many business hotels in Jakarta have the same characteristics on its facilities and market segment many business hotels were being drawn to put a price war to win customers, which not always give advantage on the hotel and did not give any contribution for the revenue target. Therefore, the right marketing strategy is needed to tackle the problem. Within the sales and marketing department, the marketing communication department has a huge role in determining the company's marketing strategy. Often times the marketing communications mix concept is being used to implement and to formulate the strategies.

The Marketing Communication department of The Ritz-Carlton Jakarta Mega Kuningan had done some marketing communication efforts to solve the issue. From the advertising aspect, marcomm department had done many advertising activities whether on online and offline media. On sales promotion aspect, marcomm department also has created several promotions program to increase the number of room sales. From public relations aspect, marcomm department also has done many efforts to increase publications and public awareness by conducting media event for launching a product or promotion

program and issue the press release as well as taking part as host in the event that involving media. The marcomm department also puts high effort into digital and social media marketing for direct marketing aspect. For the personal selling aspect, it is being taken care of by the sales department. In order to get more impact to solve the room sales problem, the marketing communication strategies of The Ritz-Carlton Jakarta Mega Kuningan needs to be analyzed and evaluate further.

SWOT (strength, weakness, opportunity, threat) analysis is one of the methods that could be used to evaluate firm internal and external factors as well as to formulate a company's strategy. According to Kotler and Keller (2012), that firms should choose to the correct marketing communications strategies because it is very important to reach the company's customers and strongly related to the marketing budget to spend on every marketing communication element. If the hotel could formulate and implement the right marketing communications strategies than it could increase brand awareness, market share, develop purchase decisions and it will solve the hotel's problem on room revenue.

B. Literature Review

Marketing and Marketing Strategy

Lamb (2012, p. 3) explains that marketing has two facets. First, it is a philosophy, an attitude, a perspective, or a management orientation that stresses customer satisfaction. Second, marketing is the activities and processes used to implement this philosophy. According to American Marketing Association (Whalley, 2010) added that the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

Strategy can be easily defined as an organization's mean to take a competitive advantage on the competitors. (Lamb, 2012, p. 43) explains that marketing strategy as the activities of selecting and describing one or more target markets and developing and maintaining a marketing mix that will produce mutually satisfying exchanges with target markets. Setyaningrum (2015) added that the marketer could put additional push or pull strategy when designing their company's marketing communication strategy that even more specific and detail.

Marketing Communications

Marketing communication could be understood as the effort made by the company to give the consumers the right information and message desired by the company. To Broderick and Pickton (2005) marketing communications is a bridge that connects the gap between an organization and its many stakeholders. It is the 'face' of the organization that its audiences learn to know and respect. Marketing communications is pervasive. It occurs formally and informally, internally and externally to the organization, at all contact points, wherever and whenever people interact with the organization.

Kotler and Keller (2012) explain regarding the role of marketing communications as:

- a. Marketing communications represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity.
- b. Marketing communications also work for consumers when they show how and why a product is used, by whom, where, and when.
- c. Through marketing communication, consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use.
- d. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things.
- e. Marketing communication can contribute to brand equity, by establishing the brand in memory and creating a brand image as well as drive sales and even affect shareholder value.

According to Setyaningrum (2015) the objectives of marketing communications can be identified as follow:

- a. Informing
Informative marketing communication activities try to change existing needs into desires or stimulate interest in a new product. In marketing communication, giving information is generally more suitable to be done at the initial stage in the product life cycle. This is an important problem for increasing primary demand, people typically will not buy goods or services before they know the benefits of the product for them.
- b. Persuading
Marketing communication is also persuasive and usually, this activity is carried out when the product begins to enter the growth stage in the product life cycle. Marketing communication activities aimed at persuading buyers will focus on the actual or perceived benefits about the product or service.
- c. Reminding
Marketing communications effort that carried out to reminds is carried out mainly to maintain the product brand in the heart and need to be done during the maturity stage in the product life cycle. This means the company is trying to retain existing consumers.

Marketing Communications Mix

Kotler, Philip and Armstrong (2017) explain that marketing communications mix consists of the specific blend of advertising, public relations, personal selling, sales promotion, and direct-marketing tools that the company

uses to persuasively communicate customer value and build customer relationships. According to (Christiany, 2012) the base of measuring the effectiveness of marketing communications program is through the financial return or ROI for every budget spent. The factors to see the financial return can also be seen through several factors:

- a. Cost of each component program.
- b. The Income amount of each program.
- c. The amount of request information for each program.
- d. The number of bookings.

Room Revenue

Christiany (2012) explains that revenue is an increase in the number of assets of a business entity arising from the delivery of goods or services, or other business activities in a period and room revenue is the sum amount of revenue that generated from room sales with different kind of paying methods. There are several factors that could affect the level of room revenue which are (1) room occupancy (2) number of room sold (3) ARR (Average Room Rate) (4) Guest average staying period.

C. Research Methodology

Primary data in this study are the data obtained from the results of direct interviews with the interviewees from the hotel marketing communication department of The Ritz-Carlton Jakarta, Mega Kuningan. The interview was conducted to obtain a specific and detail information about the marketing communication mix that was applied and information about problems related to the Ritz hotel -Carlton Jakarta, Mega Kuningan.

The secondary data in this study was collected through the official BPS website of DKI Jakarta, data regarding room occupancy and room sales from the sales and marketing department of The Ritz-Carlton Jakarta, Mega Kuningan, and several data on promotions carried out to increase room sales from the marketing communications department.

To test the validity and reliability of qualitative data, the Triangulation technique is used. (Sugiyono, 2013) explained that the triangulation test in qualitative data credibility test is a way to interpret data from various sources, in various ways and at various times. The type of triangulation test that will be used in this study is source triangulation. (Guyana 2016), explains that the source triangulation test is a technique to gather data from different sources with the same technique. Data that has been obtained is then processed and compared with the results of interviews from other sources, to see if both have a link or not. The informants of this research are Cluster Manager of Digital Marketing, Cluster Marketing Executive and Cluster Manager of Graphic Design from the hotel marketing communication department of The Ritz-Carlton Jakarta, Mega Kuningan.

The Qualitative descriptive technique will be used for this research, Moleong (2001: 27) describes qualitative research as a research that is rooted in a scientific setting as wholeness, relies on humans as a research tool, utilizes qualitative methods, conducts inductive analysis, directs its research objectives to find basic theory, descriptive, emphasizes more on the process rather than results, limits the study with focus, has a set of criteria to check the validity of the data, the research design is temporary and the results of the study are agreed upon by researchers and research subjects.

The data in this study will be analyzed using the SWOT analysis combine with the marketing communication mix concept. SWOT analysis is the identification of various internal and external factors of the company. SWOT analysis is an analysis based on the logic that can maximize strengths and opportunities but simultaneously can minimize weaknesses and threats. According to Mayadewi (2014) SWOT analysis is a method for companies or organizations to formulate strategies. In doing the SWOT analysis, there was 4 Matrix used also to minimize the level of subjectivity in the strategies formulated. these matrices are IFE, EFE, IE, and SWOT matrix.

1. IFE and EFE Matrix

IFE and EFE matrix are used to give weight on the hotel's internal (strength-weakness) and external (opportunities-threat) factors. (Guyana, 2013) the IFE matrix is a matrix used to summarize and evaluate major strengths and weaknesses in business functional areas, and also becomes the basis for identifying and evaluating the relationships between these areas. The EFE matrix is a matrix that allows strategy makers to summarize and evaluate economic, socio-cultural, demographic, environmental, political, governmental, legal and technological information. After the total score for each matrix is obtained, then the total score will form a coordinate point to show where the company's position in IE matrix and shows the types of strategy suitable to use in its current position.

2. IE Matrix (Internal-External Matrix)

The Internal-External Matrix is a strategy formulation tool for matching the type of strategy according to the company's current position by combining the weighing results of the IFE matrix (Internal Factor Evaluation) and EFE matrix (External Factor Evaluation). (David, 2011, p. 188) explains that The Internal-External (IE) Matrix positions an organization's various divisions in a nine-cell display. The IE Matrix is based on two key dimensions: the IFE total weighted scores on the x-axis and the EFE total weighted scores on the y-axis.

The total weighted scores of IFE and EFE matrix allow construction of the corporate-level IE Matrix. On the x-axis of the IE Matrix, an IFE total weighted score of 1.0 to 1.99 represents a weak internal position; a score of 2.0 to 2.99 is considered average, and a score of 3.0 to 4.0 is strong. Similarly, on the y-axis, an EFE total weighted score of 1.0 to 1.99 is considered low; a score of 2.0 to 2.99 is medium, and a score of 3.0 to 4.0 is high.

The Internal-External (IE) Matrix

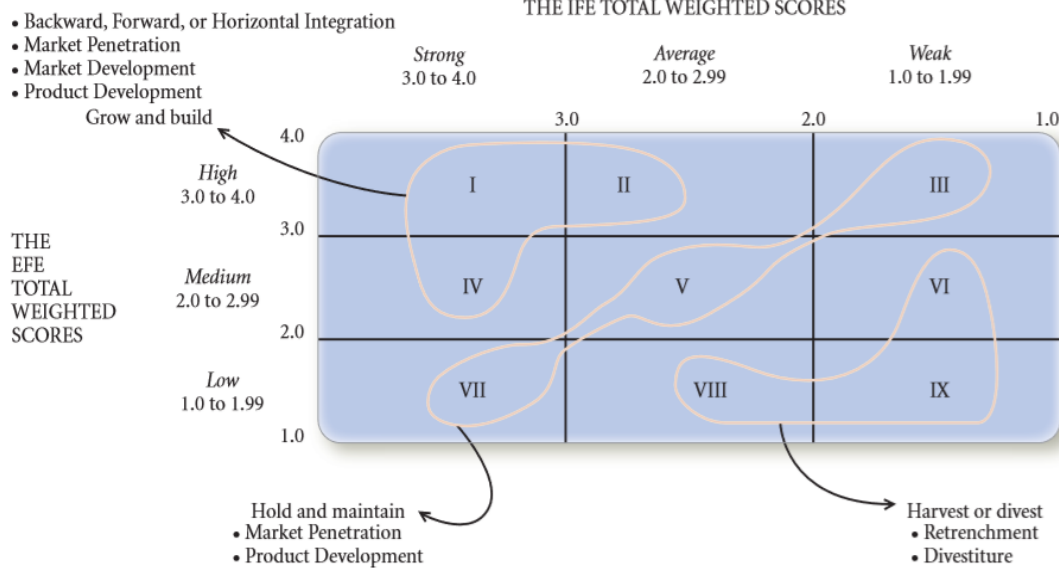


Figure: 1 IE Matrix

Source: General Electric (GE) Business Screen Matrix from Allen, 1979

The IE Matrix can be divided into three major regions that have different strategy implications. First, the prescription for divisions that fall into cells I, II, or IV can be described as Grow and Build strategies. Intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration) strategies can be most appropriate for these divisions. Second, divisions that fall into cells III, V, or VII can be managed best with, Hold and Maintain strategies; market penetration and product development are two commonly employed strategies for these types of divisions. Third, a common prescription for divisions that fall into cells VI, VIII, or IX is, harvest or divest strategies. Successful organizations are able to achieve a portfolio of businesses positioned in or around cell I in the IE Matrix.

D. Results

To be able to formulate the right strategies, the right informants and data are very important. Appropriate informants are needed to get accurate information. Therefore, the informants must have the knowledge and abilities in the field of communication and promotion to be able to answer questions regarding the internal factors of the hotel that are related to the marketing communication mix theory. The selected sources must also be those who have a broad insight to see the external factors of the hotel that can provide certain advantages and disadvantages to the hotel. Based on this theory, the informants for this research are (1) Cluster Manager of Digital Marketing as the first informant

(2) Cluster Marketing Communications Executive as the second and third informant (3) Cluster Manager of Graphic Design as the fourth informant. Table 4 and 5 explain the triangulation test for the marketing communication mix and PEST concept.

Table: 4 Research Triangulation Test on Internal Aspects

Aspect	Question	1 st Informant	2 nd Informant	3 rd Informant	4 th Informant	Result
Advertising	How is the development of advertisements fee in Jakarta, nowadays?	It obviously keeps increasing every year due to inflation	The price of advertising is increasingly high due to the increase in printing costs	The advertisement's placement fee is increasingly high nowadays	The conventional Advertisement placement fee is increasingly high	Valid
	Do advertisements still seen as effective?	Advertising for big hotels is a must thing to do because it is a marketing asset of the company.	Can not fully conclude that advertising is effective or not but it still has to be done	The usage of advertisement is still considered important to gain public awareness	Digital and electronic advertisement is considered to be beneficial	Valid
	What kind of advertisements you think is mostly used nowadays?	Digital advertisement nowadays is mostly used	Advertisement's trend nowadays are leading to digital and electronic-based advertising	In digital marketing, social media and Google ads are very important to reach the greater market share	Advertisement trend nowadays is moving towards digital-based advertising	Valid
Sales Promotion	Does the amount of budget have an impact on the sales promotion program?	The amount of budget has a very big impact because it is very important to gain brand awareness	The number of the budget has a very big impact on marcomms sales promotion program	The budget is very impactful for marcomm department program because some media usually put a high fee for article placement	Budget is very important to allow the marcomm department to be more active in its marketing activities	Valid
Public Relations	What is the development of media in Jakarta, nowadays?	Media nowadays are moving toward digital technology and having a good relationship with media is very important	Media nowadays keep following the digital disruption	The trend nowadays is that many media is moving toward digitalization	Most media in Jakarta is right now moving toward digital technology	Valid
	How is the relation between the hotel and the media?	Until now the relation between media and the hotel is good	The relation with the media is constantly in a good way	Our hotel has a good relationship with the media	The relationship between media and the hotel has been doing well	Valid

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Aspect	Question	1 st Informant	2 nd Informant	3 rd Informant	4 th Informant	Result
Direct Marketing	What is your opinion on Google and social media advertisement?	Google and social media advertising is very important nowadays to increase the hotel's visibility on the internet	Currently, the using of these ads is consider to be very important to improve public awareness	Social media advertisement nowadays is seen as very effective to reach broader consumers outside Jakarta and. Google ads also have an important role to increase the hotel's visibility on the internet or SEO	Nowadays the social media and Google advertisement is having big importance to gain visibility and reaching out to new customers	Valid

Source: Researcher's interview (2019)

Table: 5 Research Triangulation Test on External Aspects

Aspect	Question	1 st Informant	2 nd Informant	3 rd Informant	4 th Informant	Result
Politic	Do you think that the political environment has an impact on the hotel business?	The political environment has an impact on every hotel business in Jakarta	Yes it does, because certain government policies could affect business hotels in Jakarta	The political situation affects business hotels and other industries	Yes, the political environment has several impacts on business hotels in Jakarta	Valid
Economy	Do you think that the local people still spend their money on accommodation?	According to the research, the public still has spent their money on accommodation. For their need for vacations	Yes they do but only the people with a certain amount of income to stay in the business hotel	Yes, people with certain income, began to realize to indulge themselves with entertainment and holidays, especially with the emergence of the staycation trend	Maybe not so much for government market segment, but for people with certain income, they still spend their money on vacation or food and beverages.	Valid
Social	How is the pattern of consumption of the public for accommodation and restaurant in Jakarta?	It depend on the people's lifestyle. The average of people who spend their money for hotel accommodation is usually the middle-up class or people with high rate of wage	The patern of consumption for the average people in Jakarta is still high, due to certain celebration and their lifestyle	Difficult to generalize, because the spectrum of Jakarta's society is too broad, some are very low to very high	The majority of people in Jakarta are generally very consumptive. Because now good food is not enough	Valid
Technology	How digital technology	Because of digital disruption the investment	With the disruption, marcomm	With the disruption nowadays	The digital disruption has caused	Valid

Aspect	Question	1 st Informant	2 nd Informant	3 rd Informant	4 th Informant	Result
	affects marcomm department?	and the focus of marketing nowadays is focusing on digital marketing	department currently is more focusing into <i>go-digital</i> and internet marketing	marcomm department is having more focus into go-digital	marcomm department to put much effort into go-digital and digital marketing	

Source: Researcher's interview (2019)

IFE Matrix

By using the IFE matrix, the strengths and weaknesses of the organization will be known. The total score of the IFE matrix will create the X-axis in the IE matrix. The results of weighting the IFE matrix are explained through table 6, the score of each strength and weakness factors adjusted to the results of interviews and observations.

Table: 6 IFE Matrix

Internal Factors	Weight	Value	Score
Strengths			
Good relations with media dan digital agencies	0.095	3	0.285
Digital and social media marketing are being used increasingly	0.12	3	0.36
Sales promotion programs can be used to stimulate purchase decisions	0.092	2	0.184
A competent and skillful marketing team	0.12	4	0.48
The Ritz-Carlton Jakarta, Mega Kuningan has a strong brand as a luxury business hotel	0.079	1	0.079
Weakness			
Very limited amount of budget to carry out marketing activities	0.1	3	0.3
The lack of sales promotion programs development	0.094	2	0.188
The lack of working tools investment for marcomm department	0.11	3	0.33
The limited number of parties that can be invited to work together to design sales promotion programs	0.098	3	0.294
Hotel's management reluctantly refuse to work with digital agency	0.092	2	0.184
Total	1		2.7

Source: Researcher's results (2019)

EFE Matrix

By using the EFE matrix, the opportunities and threats facing the organization will be known. The total score of the EFE matrix will create the Y-axis in the IE matrix. The results of weighting the EFE matrix are explained through table 7, the score of each opportunity and threat factors adjusted to the results of interviews and observations

Table: 7 EFE Matrix

External Factors	Weight	Value	Score
Opportunities			
Digital disruption in developing marketing activities	0.12	3	0.36
More and more mass media are turning to digital technologies	0.11	3	0.33
The lifestyle of consumerism of the people	0.11	3	0.33
The use of digital agency services that can facilitate direct and digital marketing activities	0.1	3	0.3
The use of gadgets and mobile phones is increasing	0.094	2	0.188
Threats			
The increasing number of business hotel competitors who offer the same products and use the same marketing communication tactics	0.098	3	0.294
Government regulations on the use of hotel facilities for state needs	0.06	2	0.12
The highly increasing cost of advertising every year	0.12	3	0.36
Hotel competitors with a bigger digital marketing budget	0.11	3	0.33
The work quality of digital agency that is less or not in accordance with brand standards	0.07	2	0.14
Total	1		2.8

Source: Researcher's results (2019)

IE Matrix

Based on the total score of the IFE matrix, it states that the coordinates for the strength and weakness factors are two point seven. The score results of the EFE matrix show the number two point eight. Both of these results indicate that the company has shown a good response to its strengths, weaknesses, opportunities, and threats. The results of the IFE and EFE matrices will then be incorporated into the IE matrix which will provide guidance on the position and type of strategy that is in accordance with the current conditions of The Ritz-Carlton Jakarta, Mega Kuningan.

Figure: 2 IE Matrix

	I	F	E
	Strong 3.00 to 4.00	Average 2.00 to 2.99	Weak 1.00 to 1.99
High 3.00 to 4.00	I	II	III
Medium 2.00 to 2.99	IX	V	VI
Low 1.00 to 1.99	VII	VIII	IX

Source: Researcher's results (2019)

The result of the IE matrix for The Ritz-Carlton Jakarta, Mega Kuningan is at the quadrant 5. Based on existing theories shows that a good type of strategy for the hotel is the hold and maintain strategy which can be developed into other strategies such as (1) horizontal integration strategy (2) Market Penetration Strategy (3) market development strategy (4) product development strategy.

SWOT Matrix

In the SWOT matrix, the internal and external factors from IFE dan EFE will be the base to formulate strategies for The Ritz-Carlton Jakarta, Mega Kuningan. These strategies would be also formulated toward the suggested strategy from IE matrix, which is Hold and Maintain strategy.

Table: 8 SWOT Matrix

Strength-Opportunity Strategy	Weakness-Opportunity Strategy
Inviting media to cover the hotel's promotion programs and provide press releases to be published through digital communication channels owned by the media	Maximize the using of the digital marketing campaign with the best possible budget by doing certain partnership or barter
Designing a new product to be launched from several outlets like restaurant or spa to gain sales	To create partnerships with malls or other restaurants to create certain sales promotion program
Designing a digital marketing campaign to reach the suburban area	By making a proposal for the management regarding certain digital agency to cooperate with. Create a good partnership with digital agency

To design interesting and interactive social media marketing campaign by using the skill of the marcomm team	To make partnerships with several <i>start-up</i> companies or bank to provide more interesting sales promotion program and to take a bigger market share
To maximize the SEM (Search Engine marketing) effort by Google AdWords dan google banner ads to gain more visits on Google and on the website	To use its relationship with media and social influencers or celebrity to gain more publicity by facilitating photoshoot events of inviting media to experience hotel promotion
Strength-Threat Strategy	Weakness-Threat Strategy
To make partnership and price agreement for advertising placement with the media to get publicity	Hold joint events or design sales promotion programs along with other hotels or newly built hotels
To hold routinely coordination meeting with the digital agency every time a promotional campaign is going to be carried out	To maintain good relations with companies that have been invited to work with certain invitations or events
Use attractive sales promotion programs to differentiate from competing hotels	Maintain good relations with digital agencies that are regular customers and hold meetings in stages in conducting digital marketing campaigns
To run a unique and interesting marketing campaign program	By maintaining the working tools and equipment so it can be used efficiently for long term
Purchase the best quality equipment and supplies for the marcomm department to get the maximum image and video results	To design attractive sales promotion programs that are in accordance with the purchasing power of the target market

Source: Researcher's results (2019)

The main idea of these strategies is to maintain the existing advantages while trying to reach a wider market share. Thus, the marketing communication department can consider these strategies to be able to survive between the increasing levels of competition. One of the strategies that the hotel needs to consider is to make partnerships with several *start-up* companies or bank to provide more interesting sales promotion program. The idea is to expand bigger market share. Making partnerships with several start-up companies or bank may provide more interesting sales promotion program; differ to any other hotels.

Based on the outcome of this research, it is undeniably important to design attractive sales promotion programs targeting the right market with adequate purchasing power. Therefore, finding niche which suits to the hotel's brand is substantial in order to sustain the market share.

F. Conclusion

It can be concluded that the suitable type of strategy to be implemented for The Ritz Carlton Jakarta, Mega Kuningan is the hold and maintain approach. In this strategy, at least there are four key points that the Hotel must consider. First is called the Horizontal integration strategy. This strategy is to seek ownership or increased control over competitors; for example, making the

competition irrelevant by upgrading products and services better than any hotels do.

The second is called the market penetration strategy. By seeking increased market share for present products or services in current markets through more significant marketing efforts. This strategy can be implemented through creative and advanced marketing, like loyalty programs, to a selective market. The third is the market development strategy by introducing present products or services into the new geographic area. The approach can be implemented by inviting influencers of the new geographic area to review and promote the product and service of the Hotel.

Last is the product development strategy, which can be conducted by improving present products or services or developing new ones. Here creativity is the main objective. By having a unique and personalized product and services, it will create a stronger market position which will sustain longer.

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