



STRATEGIES TO INCREASE COMPETITIVENESS IN WISMA ARIMBI YOGYAKARTA

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ABSTRACT

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The aim of the research is how to analyze the environment at Wisma Arimbi and what strategies to increase competitiveness at Wisma Arimbi Yogyakarta. The data analysis used in this research is descriptive qualitative. This writing aims to reveal facts, circumstances, phenomena, variables, and circumstances that occurred while the writing was taking place and present it as it is. From the results of the discussion, looking at the company's strengths, weaknesses, threats, and opportunities, a strategy can be obtained that can be implemented at Wisma Arimbi, namely an intensive competitive strategy with market penetration. With this strategy, Wisma Arimbi is expected to increase sales and income levels

Keywords: Wisma; Analysis SWOT; Strategy

INTRODUCTION

The development of tourism will influence other economic activities such as the growth of the accommodation industry. The accommodation industry is a component of the tourism industry because accommodation can be a place or room where people visitors or tourists can rest or stay or sleep, bathe, eat and drink, and enjoy the services and entertainment available. (Samalam, Rondunuwu, Towoliu, 2016). From the definition above, it can be said that the accommodation industry includes hotels, homestays, guesthouses, apartments, guest houses, motels, villas, hostels, camping, and others. Yogyakarta is a tourist destination and the large number of tourists visiting Yogyakarta has caused the growth of the accommodation industry. The number of five-star hotels to non-star hotels is as follows:



Table 1.1 Number of Hotels in Yogyakarta in 2022

Description	Amount
Hotel Bintang Lima	15
Hotel Bintang Empat	31
Hotel Bintang Tiga	67
Hotel Bintang Dua	44
Hotel Bintang Satu	11
Hotel Non Bintang	1528
Hotel Amount	1696

Source: https://bappeda.jogjaprov.go.id/dataku/data_dasar/cetak/212-jumlah-hotel diakses tgl 25/09/2023.

From the data above, it is known that the number of hotels in Yogyakarta, from non-star to star-rated hotels, in 2022 will be 1,696 hotels. The number of guests staying during December 2022 was recorded at 785,794 people, consisting of 780,525 guests from within the country (the archipelago) and 5,269 domestic guests. The number of guests staying at 559,085-star hotels, the remaining 226,709 people staying at non-star hotels. (Yogyakarta Central Statistics Agency, 2023).

The growth of accommodation in Yogyakarta has made competition increasingly fierce in the accommodation industry. For this reason, accommodation must have the right strategy to compete. Hotels/lodgings must be able to innovate and be creative in both the products and services provided to consumers.

One of the accommodations in Yogyakarta is Wisma Arimbi Mandala Bhakti Wanitatama Yogyakarta, located on Jalan Laksda Adi Sucipto No. 88 Yogyakarta. The location of this guesthouse is very strategic so makes it easier for guests to reach other places. Such as Sunan Kalijaga State Islamic University, Adisucipto Airport, Gajah Mada University, and Yogyakarta State University, close to the Lippo Plaza shopping center and Ambarukmo Mall. There are various types of transportation available, such as buses, motorbike taxis & online taxis, and pedicabs that are ready to take guests to their desired destination.

Wisma Arimbi has a classic and antique interior design with a peaceful and calm atmosphere. Supported by a clean and comfortable environment, the Arimbi guest house is very suitable for activities such as conventions, training, meetings, graduations, exhibitions, weddings, and other activities. At this guest house, there are several building options available, namely Shinta Hall with a capacity of 1000 people, UTari Hall with a capacity of 700 people, and Kunthi Hall with a capacity of 300 people. Wisma Arimbi provides 53 rooms with Arimbi deluxe and Arimbi superior types.

With the increasing number of hotels and other accommodations, Wisma Arimbi is facing increasingly fierce competition in the accommodation industry. To be able to survive and compete in the accommodation industry, Wisma Arimbi must use the right strategy so that the guesthouse's operations can survive and increase income.

From the description above, the author is interested in discussing strategies to increase competitiveness at Wisma Arimbi Yogyakarta. Wisma Arimbi is a guest house that has been established for approximately 40 years. Even though many modern hotels have emerged with complete facilities and amenities, until now Wisma Arimbi is still able to survive.

The problem being studied, In this research, the problem that will be studied is how to analyze the environment at Wisma Arimbi and what strategies to increase competitiveness at Wisma Arimbi Yogyakarta.

Research Objectives, The aim of the research is how to analyze the environment at Wisma Arimbi and what strategies to increase competitiveness at Wisma Arimbi Yogyakarta.

LITERATURE REVIEW

Strategy

Every company needs a strategy for its business activities so that the company can run well, compete, and achieve company goals. Strategy generally means how to achieve goals. According to Hamali (2016), Strategy is a set of actions designed to match company competencies and external demands in an industry. According to Ansoff, 2018 strategy is an activity planned by TOP managers with the long-term goals of a company accompanied by arranging how a company can achieve what it hopes and aims for. From the definition above, it can be concluded that strategy is a way to achieve company goals by looking at the company's internal and external factors and trying to achieve the company's goals.

Three levels of strategy according to Robbins and Coulter, 2016. Three levels of strategy, namely: One, is corporate strategy, namely the organizational strategy that specifies what business will be engaged in or wants to be engaged in and what the company will do with that business. This is related to the company's Vision and Mission. Two, Competitive Strategy, namely the strategy for how the organization will compete in its business. Each business has its competitive strategy that defines the competitive advantage of the goods, services offered, consumers to be reached, and so on. According to Abel, and Hammond in Rangkuti (2015), the principle of strategic business units is to have a vision and strategy, produce goods/services related to the vision and strategy, produce specific products or services, and compete with clearly known competitors. Third, functional strategy, at the functional level, determines a strategy for creating new units of activity at the unit level, for example, a pricing strategy based on competitor prices, a purchasing control strategy, and so on.

Competitiveness

Business activity cannot be separated from competitive activities. Competition is an effort to achieve victory and obtain the best position to gain a competitive advantage (Rambe, Nawawi. 2022). Competition according to the Big Indonesian Dictionary means efforts to demonstrate their respective advantages carried out by individuals (companies, countries) in the fields of trade, production, weapons, and so on. (<https://kbbi.web.id/saing> accessed 06/10/2023).. Elfahmi and Jatmika (2017) state that an industry can be said to have competitiveness if it has an overall level of factor productivity that is the same or higher than its foreign competitors.

Competition

To find out competitors, you need an analysis. The Business Analysis Method was developed by Porter (1980) in his book entitled "Competitive Strategy;

Techniques for Analyzing Industries and Competitors" known as Porter's Five Forces, is a method used to identify and analyze competitive forces in an industry to help determine the strengths and weaknesses of an industry. Therefore, it is very important to monitor competitors' movements. According to Porter, there are five factors (Porter's Five Forces) to analyze industrial competition, namely: 1) Threat of New Entrants. This threat does not only come from old competitors, as the industry develops new competitors emerge. The emergence of new competitors makes competition even tighter which will result in decreased profits for the industry. 2) Threat of Substitute Products/Services/Threat of Substitutes. This threat is in the form of goods or services that can be replaced with products. The more substitute products/services offered on the market, the more it will affect the company's income. 3) Bargaining Power of Buyers. The bargaining power of buyers in the industry plays a role in pushing prices down, as well as providing offers in terms of improving the quality of more services and making competitors compete with each other. This is related to consumers being able to influence the selling price of goods so that prices are cheaper. 4) Supplier Power/ Bargaining Power Suppliers. A business that is run cannot be separated from the input of goods/services as raw materials for production activities. For this reason, suppliers have an important role and can influence production costs. The more expensive the price offered by the supplier, the higher the production costs. The more suppliers there are, the more choices the company has to obtain raw materials at competitive prices, meaning the company does not only depend on one supplier. 5) Competition in Similar Industries/Rivalry of Competitors. Competition in similar industries is industries that produce and sell similar goods, competing for the same market, this competition usually competes in terms of price, service, and product quality. The more competitors there are, the harder the company works to win the competition in the industry.

Competitive strategy formulation at Wisma Arimbi. The research variables that will be used are as follows: 1) Analysis of the internal environment The Marketing function is defined as the process of defining, anticipating, creating, and fulfilling customer needs and desires for products and services. There are seven marketing functions, namely consumer analysis, selling products/services, product/service planning, pricing, distribution, market research, and opportunity analysis. The Financial Function consists of three decisions, namely investment decisions, financing decisions, and dividend decisions. Production and Operations functions include all activities that convert inputs into goods or services. This function consists of five management areas, namely process, quality, capacity, inventory, and workforce. Human resource functions are policies, practices, and systems that regulate employee behavior, attitudes, and performance. Human resource management practices consist of 6 functions, namely job analysis and job design, recruitment and selection, training and development, performance management, payment structure, incentives and benefits, and employee relations. 2) Analysis of the external environment The threat of new entrants can be seen from several benchmarks such as economic scale factors which can be an obstacle to the entry of new entrants, the company's ability to create a product that has differentiation to create an entry barrier for new entrants and large capital barriers for new entrants. new arrivals. Apart from that, consumer switching costs can also be a factor in barriers to entry, the availability of distribution channels can also be a factor in barriers to entry for new entrants, and the presence or absence of unprofitable costs

regardless of scale and the role of the government in limiting the number of new entrants entering can also be a factor that inhibits or support the entry of new immigrants. The role of substitute products also needs to be considered. Substitute products can be a threat when the substitute product has a more competitive product price, has better product quality, and whether or not there are switching costs. The bargaining power of suppliers is seen from the number of suppliers, the availability of supplier substitutes, supplier product differentiation, and the bargaining power of suppliers. Powerful suppliers can pose a threat to forward integration. Supplier switching costs will also affect the supplier's bargaining power. Apart from that, if the supplier's product is an important input for the continuity of the company's production activities, the supplier is said to have strong bargaining power. The bargaining power of buyers is seen from the number of company buyers, the company's product differentiation, and whether or not there are switching costs that will be incurred by buyers. Buyers who have strong bargaining power pose a threat to reverse integration. The level of competition between competitors is seen from the number of competitors which influences the level of competition, the costs of switching to competitors, determining strategies to overcome competition, and product differentiation will increase the level of competition. 3) SWOT Analysts look at the strengths, weaknesses, threats, and opportunities that exist in the company. With strength analysis, you can find out what will add value to the company which is the company's strength. With weakness analysis, you can find out what the company's weaknesses are. Opportunity analysis is carried out to find out what will be opportunities outside the company and threat analysis is to find out what will be a threat to the company. 4) Strategy Formulation The strategy formulation stage includes carrying out internal analysis, external analysis, setting long-term goals and policies, and creating and selecting strategies. Long-term goals are the embodiment of the expected results from implementing a particular strategy. After analyzing the external and internal environment, the results of the analysis are selected as priorities for the company's strengths, weaknesses, opportunities, and threats which are considered following the company's vision and mission and the company's long-term goals. The data from the selected analysis results will be matrixed using the SWOT matrix so that it will produce alternative strategies that are appropriate for the company and able to increase the company's competitiveness.

Homestead

The definition of Wisma according to the Big Indonesian Dictionary is a building for residence, office, and so on. Gerha; A guesthouse is a collection of houses, housing complexes, and settlements. Meanwhile, the types of guest houses are divided into 2, namely: First. nature is a building intended for visitors to be able to take part in conservation education activities. Second, guest is a house (building) specifically for guests who may stay overnight. The definition of a hotel according to Hariyani (2021), a hotel is a type of accommodation that uses part or all of a building.

METHOD

The description of this writing is qualitative descriptive. This writing aims to reveal facts, circumstances, phenomena, variables, and circumstances that occurred while the writing was running and present it as it is. This research interprets and conveys

data according to the situation that occurs, regarding variable relationships, differences between facts, the influence of conditions, and so on. Data collection techniques come from primary data, primary data sources (Sugiyono, 2017), namely: 1). Direct observation, 2). Observation method In this study, observations were carried out descriptively, namely the researcher attempted to observe, record, and document the situation, 3). Direct interviews, namely the question and answer process in research which takes place orally, the researcher visits the Arimbi homestead directly.

RESULTS AND DISCUSSION

Environmental Analysis

Marketing, From the research results, Wisma Arimbi's marketing analysis is based on the basic functions of marketing, namely consumer analysis, selling products, product planning, pricing, distribution, market research, and opportunity analysis. (a) Consumer analysis Wisma Arimbi's market segment consists of families, usually at weddings, travel agents during long holidays or school holidays, guests who come directly, guests from government agencies, and the biggest guests who come from online travel agents. (b) Selling products/services, In the product aspect, Wisma Arimbi has three halls with large capacities, namely Shinta Hall which can accommodate 1000 people, Kunthi Hall which can accommodate 300 people and Utari Hall which can accommodate 700 people. These halls are usually used for meetings, weddings, and other events. With these three halls, consumers can choose according to their desired needs. Apart from that, Wisma Arimbi is also a cultural heritage site, adding to the attractiveness of this guest house. Wisma Arimbi has 53 rooms consisting of Arimbi Deluxe and Arimbi Superior. Apart from that, Wisma Arimbi is equipped with a large parking area. In carrying out the marketing strategy, Wisma Arimbi makes several offers such as through online media (Online travel agents, social media, email, Web), Walk in guest (WIG) competitive prices for guests who book directly to the hotel, seller-type (Room only or room plus breakfast), Dynamic Price, Offline media (sales calls, brochures, catering, room decoration), special discounts such as on the independence day of the Republic of Indonesia and sales of packages such as school child packages, travel packages. (3) Product and service planning, In product planning, Wisma Arimbi has two elements that need to be considered, namely quality and visuals. Product planning is based on research and analysis of competitors by conducting evaluations to improve the quality of products and services to suit the desires and needs of guests/customers. (4) Determination of prices, In determining prices and products, Wisma Arimbi calculates based on production costs, capital, and additional profits of several percent. By making customers/guests who stay overnight or use services at Wisma Arimbi feel that their expenses are commensurate with what they get. (5) Distribution, Wisma Arimbi's marketing distribution coverage opens up a large market. Wisma Arimbi's marketing coverage is all over Indonesia. The marketing distribution of Wisma Arimbi's services and products is carried out by direct and indirect sales. Direct sales where guests can come directly to the guest house (Walk in Guest) or make reservations directly through marketing. (6) Market Research, Market research is carried out regularly by looking at various reviews, both online media and guest

comment cards and directly delivered by guests. Market research was also carried out by looking at competitors from hotels around the guest house. (7) Opportunity Analysis, Opportunity analysis was carried out to see how Wisma Arimbi could develop its business and be able to compete through evaluation through regular managerial meetings.

Finance, a). Investment Decision, Wisma Arimbi is managed by the DPP Jakarta Mother's Day Foundation. All financial needs are managed by the foundation. DPP Jakarta Mother's Day Foundation. b). Financing decisions, In financing Wisma Arimbi carries out budgeting for each section. The budget that has been determined must be absorbed according to the specified amount and time. Planning is carried out in the short term and long term, everything is done in collaboration with each section regarding how much budget is needed for the operation of the guest house. Long-term planning is usually carried out for one year. c). Dividend Decision, Every month Wisma Arimbi must deposit a portion of its operational profits to the foundation following the agreed amount while the remainder is used for company operations. All financial allocations are reported through financial reports.

Production and Operations. Management of hotel production and operational functions at Wisma Arimbi consists of: 1. Process, The process includes how employees serve each customer's request, starting from the customer placing an order until finally getting what the guest wants (Excellent service concept). Hotel operational hours are 24 hours for room service. In carrying out its operations, each section or section has a Standard Operational Procedure (SOP) which is a guide to the operational procedures of Arimbi Homestead, and every employee must follow the SOP guide. 2. Quality, All staff at Wisma Arimbi, from top management to lower level, are responsible for the quality of guest service. Workforce training is carried out to support guest house operations. This is done so that all staff can monitor the quality of service. Employee and management training includes attitude, upselling, complaint handling, greeting, public speaking, Service Excellence, and certification. Briefings are carried out every day so that operations run well and smoothly so that the quality of service can be better. 3. Capacity, Wisma Arimbi has three (3) building options (Balai), namely Balai Shinta with a capacity of 1000 people, Balai Kunthi with a capacity of 300 people, and Balai Utari with a capacity of 700 people. Customers can choose a meeting hall according to their needs. There are 53 rooms available with standard, superior, and deluxe types. 4. Inventory, Supervision of goods inventory is carried out by Wisma Arimbi through cost control. The need and amount of inventory is determined by each department. 5. Labor force, Wisma Arimbi has made a clear organizational structure. The organizational structure has the function of dividing tasks based on position. The job description work design has been implemented for each existing department.

According to Porter there are five factors (Porter's Five Forces) to analyze industrial competition, namely 1) Threat of New Entrants, The growth of the tourism sector means that new hotels are starting to appear. The ease of making reservations via online media gives customers many accommodation choices according to their budget, needs, and the facilities they want, There are many similar hotels in the Wisma Arimbi area, including the Platinum Hotel, Grand Mercure, Ibis Hotel, LPP Hotel, and others, Increasing the number of facilities and quality of service offered by competing hotels. 2) Threat of Substitute Products, The emergence of new hotels causes competition to become increasingly fierce. In

addition, it is not only star hotels that are growing, small hotels such as guesthouses and tourist lodges are also a threat to the survival of hotels. Competitive hotel prices are lower. Many boarding house rooms are rented daily, monthly, and yearly at very cheap prices. 3) Bargaining Power of Suppliers, Wisma Arimbi has quite a lot and variety of suppliers to fulfill hotel operations. Wisma Arimbi does not have strong hotel supplier bargaining power due to the lack of cooperation between hotels and suppliers. In addition, suppliers open up opportunities for other hotels or other consumers to supply goods to them. Wisma Arimbi suppliers also have other consumers besides Wisma Arimbi, suppliers are not limited to consumers who want to shop from suppliers. 4) Bargaining Power of Buyers, The large number of hotels with various prices and facilities means that customers have many choices in choosing where to stay. 5). Competition in Similar Industries, Competition in the hotel industry in Yogyakarta is very tight. Wisma Arimbi's competitors are believed to be carrying out intensive promotions. To face competitors, we continue to provide the best service to our guests.

SWOT Analysis

As a result of the analysis of the internal and external environment, strengths, weaknesses, opportunities, and threats were obtained, and the following data was obtained. 1. Strength, The location of the Wisma Arimbi hotel which is close to tourist destinations and close to several famous campuses is an advantage in itself. Apart from that, Wisma Arimbi also has several meeting halls that can accommodate many people plus ample parking. Wisma Arimbi also has another attraction, namely that the building is recognized as a cultural heritage building. 2. Weakness, Some of the weaknesses of Wisma Arimbi are a lack of promotion, lack of cooperation with external parties, limited resources, human resources, and inadequate facilities and infrastructure. 3. Opportunity, The opportunities that Wisma Arimbi has are close to nearby tourist destinations, employee training in improving services, close the campus environment, and technological advances that enable customers to make reservations anywhere and anytime via online reservations. 4. Threats, The threat of competitors comes from the large number of similar industries, resulting in competition in the accommodation sector becoming tight. Developments in Internet Technology, Guests/consumers have more lodging choices. Boarding houses are skilled at functioning as accommodation.

Table 1 SWOT Analysis

Internal Factors	Strength (S) 1. Strategic hotel location 2. Has several meeting halls 3. Wisma Arimbi building as a cultural heritage 4. Ample parking	Weakness (W) 1. Lack of Promotion 2. Lack of cooperation with external parties 3. Limited human resources 4. Inadequate facilities and infrastructure
External Factors Opportunities(O) 1. Close to nearby tourist destinations 2. There is employee training to improve service 3. Close to the campus environment	Strategy Development Direction (SO) 1. Optimizing the potential of Wisma Arimbi 2. Increase employee abilities in direct selling	Strategy Development Direction (WO) 1. Optimize cooperation between vendors, travel agents, online travel agents, government and others

4. Customers can make reservations anywhere and anytime via online media	3. Providing facilities/offers to consumers such as bundling packages	2. Increase human resources with daily and casual workers. 3. Facilities and infrastructure need to be improved so that service quality becomes more optimal
Threats (T) 1. Tight hotel competition 2. Number of similar industries 3. Developments in Internet Technology, Guests/consumers have more lodging choices 4. Boarding houses function as accommodation	Strategy Development Direction (ST) 1. Continue to maintain the characteristics of Wisma Arimbi plus promotions 2. Optimize services and improve Wisma Arimbi facilities	Strategy Development Directions (WT) 1. Optimize cooperation with various parties, to promote and develop Wisma Arimbi 2. Facilities and infrastructure need to be improved so that customers/guests are satisfied with the service and return to stay at Wisma Arimbi again 3. Carrying out various intensive promotions both online and offline

Wisma Arimbi's competitive strategy

From the results of the analysis of the internal and external environment as well as competitors, the competitive strategy that is deemed suitable for Wisma Arimbi is a strategy with market penetration. Market penetration is used to determine the size of the potential market. Market penetration is also used to measure sales success from the results of sales and marketing promotions. The goal of a market penetration strategy is to increase company sales. 1). Marketing function policy, (a). Expanding cooperation with other agencies. Relating to the accommodation sector, such as collaborating with travel agents, and transportation companies, collaborating with car rental companies, catering, and others. Collaborate with other hotels to promote each other's hotels. Expanding Collaboration with suppliers. (b). Adding a skilled workforce, especially in the marketing sector. Expanding the market by visiting companies or government agencies (sales calls). (c). More often holding promotional promotions such as bundling packages, namely using a packaging system, for example, wedding events starting from wedding preparations such as body care services for the bride and groom, bridal room rental, catering at the reception, and also building/hall rental at a cheaper price. 2). Financial function policies, (a) Increase the budget for marketing such as the advertising budget on the Internet, making posters and brochures, as well as increasing the budget for sales calls to reach areas that cannot yet be reached. (b) Increase sales targets so that you will gain profits. 3). Human Resources Policy, (a) Effective and efficient organizational management, (b) Participate in training, workshops, and seminars for each department to increase product knowledge for staff, (c) Improving the quality and operational standards of the company.

CONCLUSIONS

From the discussion above, it can be seen from the internal environmental analysis that Wisma Arimbi has a strategic location, historic buildings, and cheaper prices than its competitors. Has 3 ballrooms with a large capacity. This can be a

strength within the company, however, Wisma Arimbi also has several weaknesses such as the lack of Wisma Arimbi facilities, and the lack of cooperation, especially with travel agents.

External environmental analysis is carried out by analyzing competition. The research results reveal that the company has an increasing threat of new entrants, the market has substitute products and ease of use of internet technology. Judging from the company's strengths, weaknesses, threats, and opportunities, a strategy can be implemented at Wisma Arimbi, namely an intensive competitive strategy with market penetration. With this strategy, Wisma Arimbi is expected to increase sales and income levels.

From the conclusions, suggestions that can be made by the company are that the company can implement a competitive strategy with a market penetration approach to increase sales by expanding cooperation with travel agents, providing special promotions to customers, and conducting direct marketing with sales calls.

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