

## Promotion Strategy to Increase Room Occupancy during the Covid-19 Pandemic

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### ABSTRACT

**Purpose:** The purpose of this research is to identify the suitable promotion strategy that can be implemented to increase room occupancy during the Covid-19 pandemic at Pramana Watu Kurung Resort Ubud, Bali, Indonesia.

**Research methods:** Data collection methods used are participation observation, semi-structured interviews, documentation, and questionnaires. The questionnaire was distributed to 10 informants from the head of department who were determined by purposive sampling technique. Data analysis technique used is descriptive qualitative analysis, SWOT analysis, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal-External Matrix (IE), SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM) analysis.

**Findings:** The internal factors with IFAS score 2,71 and external factors with EFAS score 2,05 can be known if the current position of promotion strategy in cell V, which is in the growth and stability with horizontal integration. SWOT analysis resulted in 8 alternative promotion strategies with a suitable promotion strategy that can be implemented to increase room occupancy during the Covid-19 pandemic is to collaborate with competitors with the highest TAS (Total Attractive Score) value, 144.67 that obtained from QSPM analysis.

**Implication:** Pramana Watu Kurung Resort Ubud must do collaborate with competitors as a suitable promotion strategy to increase room occupancy. The collaboration aims to create profits through sharing the resources of each company to reduce costs and create new innovations.

**Keywords:** promotion strategy, room occupancy, Covid-19 pandemic.

### INTRODUCTION

Bali is a favorite tourist destination for tourists both domestic and overseas to spend their holidays. This causes tourism in Bali always increases every year. However, in 2020 tourism in Bali was paralyzed because of a new virus named Covid-19 that was discovered in Wuhan, China in December 2019. Covid-19 is a crisis because Covid-19 does not only affect the disease itself but causes a wider impact (Jones, 2020). One of the worst-hit industries is tourism (Ozby, 2020). This pandemic has certainly caused a very sharp decline for the world of tourism and the economy throughout the world, including Bali.

Apart from the economic conditions, many people are infected with Covid-19 in the world, but the most common cause comes from elderly people who have chronic diseases and weak immune systems. People with this condition have a

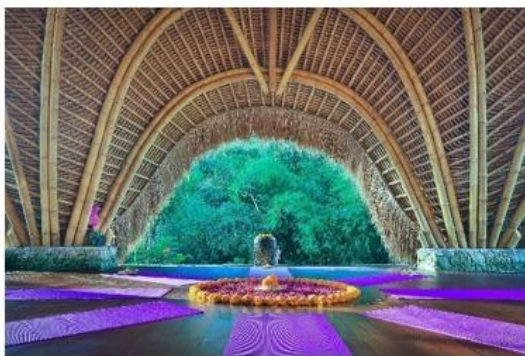
higher risk of suffering from the negative effects of Covid-19 (Bostan, 2020). Covid-19 is a global disease that causes strict restrictions and closures in many countries in the world. The covid-19 pandemic caused important collapses in many sectors, such as tourism, which is among the sectors that are affected by Covid-19 (Bayat, 2020). The pandemic that has occurred for a year has made it very difficult for tourism to rise. Many hotels in Bali minimize human resources, services, and are even forced to close their hotels, including hotels in the Ubud area. Ubud is an area that has become a favorite list of tourists when visiting Bali. Ubud is also affected by Covid-19 pandemic. The impact of Covid-19 has made hotels that are still operating must have various strategies to promote their hotels, including Pramana Watu Kurung Resort Ubud.



Lembah Ayung Jetty



Pramana SPA



Surya Puja Yoga Shala



Public Infinity Pool

Figure 1. The Beauty of Facility at Pramana Watu Kurung Resort Ubud  
[Source: Pramana Watu Kurung Resort Ubud, 2021]

Pramana Watu Kurung Resort Ubud is a resort in Ubud that has a luxury view of Ayung River and has become a favourite place for couples to enjoy their quality time together. Resort is a hotel built in a tourist attraction that has a purpose as an accommodation facility for a tourist activity (Bagyono, 2012). Pandemic COVID-19 makes hotels in Bali that still operate must have some extra strategies to reach room occupancy because hotels in Bali also provide a massive discount. It becomes a challenge for hotels to attract the customers by offering a special point that can make them different from competitors. Strategy is a concept about how a company regulates itself with all of the activities owned that

has a purpose to make the business run successfully, competing with competitors, and providing returns to stakeholders (Bamford, 2010).

A successful organization must know the most suitable promotion strategy to persuade customers to maintain their situation in terms of market share and competitiveness (Jordan, 2016). Promotion activities are not only used by companies to pursue profits but also to introduce more of the company's products and services to consumers (Fikri, 2020). Promotion strategy applied by the Sales and Marketing Department at Pramana Watu Kurung Resort Ubud must be repaired to get a suitable promotion strategy. It is because Pramana Watu Kurung Resort Ubud has obstacles to achieve their room occupancy target due to changes in the target market since pandemic from Europe to domestic. There are three goals in sales activity, namely: achieving a certain sales volume, getting a certain profit, and supporting company growth (Swastha, 2008).

During COVID-19 pandemic in 2020, the company must have a good promotion strategy to achieve their target because promotion strategy has an important rule to be able to beat competitors. Promotion is attracting new buyers, increasing the repurchase power of consumers, preventing consumers from running to other brands, and popularizing the product or brand (Buchari, 2016). Promotion is the way to communicate the product using various elements that are contained in the promotion program to our potential customers (Eka, 2018). Promotion is a selling technique to succeed in any marketing activity or program, where the promotion should be involved with communication in all of the activities (Khan, 2014). Promotion mix is a specific activity that consists of advertising, sales promotion, public relations, personal selling, and direct marketing that is used by a company to introduce and persuasively communicate with customers to build customer relationships. This combination is designed to make the customers satisfied and achieve the company goals (Kotler, 2013).

There are 5 variables of promotion mix, such as advertising, sales promotion, public relations and publicity, personal selling, and direct marketing. Advertising is a promotional media in the form of messages that are conveyed to a wide audience with the aim of offering a product or service through a medium that can persuade people to buy. Advertising is usually used to increase sales and also a company's reputation (Tang, 2017). Personal selling is face to face conversation with one or more potential customers with the purpose of creating a sale. Personal selling is the right promotional media for companies to build good relationships with their customers. The goals of a salesperson are to make sales by meeting in person where a salesperson from a company directly meets customers to offer their products.

Sales promotion is an activity to give a discount to increase purchase or sale of a good or service in which purchase is hopefully done right now. The main characteristic of sales promotion is to offer lower prices, provide quick responses, to get faster sales (Familmaleki, 2015). This promotional tool is used by a company to make the customer buy more and faster (Isoraite, 2016). Sales promotion is communicating a special offer to the guest to take an immediate action (Aransyah, 2020). Some alternative sales promotions that can be done are by giving discounts, free gifts, extra free products, and games (Obeid, 2014). Public relations functions to foster good relations between all components in an institution in order to provide understanding, foster motivation, and goodwill of the public. Public relations are various activities that are already designed to promote the company. Public relations and publicity help to build a positive public image of

the company (Ganesamurthy, 2020). Direct marketing is a direct relationship with individual consumers that aims to get immediate responses and foster lasting customer relationships. Social media is the best way to do direct marketing in this era. Because people spend a lot of time playing social media (Bashar, 2012).

The combination of promotion mix is expected to find the suitable promotion strategy to make Pramana Watu Kurung Resort Ubud can increase room occupancy and compete with competitors who are also facing the same threat due to the impact of Covid-19 pandemic. Based on the background above, the writers are interested in doing research about promotion strategy to increase room occupancy during Covid-19 pandemic at Pramana Watu Kurung Resort Ubud.

## RESEARCH METHODS

This research was conducted at Pramana Watu Kurung Resort Ubud located on Batu Kurung Street Number 4, Bunutan, Kedewatan, Ubud, Bali and using qualitative descriptive analysis. Qualitative descriptive analysis is carried out by selecting data that is important, new, unique, and related to the formulation of the problem or research question. The analysis is based on all data, including observations, interviews, and documentation (Sugiyono, 2018). Qualitative descriptive analysis is used to describe the number from score and rating of IFAS, EFAS, IE, and QSPM matrix of SWOT analysis. SWOT analysis is a very important technique of environmental analysis (Bhatia, 2013).

SWOT analysis are environmental internal strengths and weaknesses and environmental external opportunities and threats. This analysis uses logic that maximizes strengths and opportunities, but at the same time minimizes weaknesses and threats (Rangkuti, 2016). The internal factors identified by promotion mix that consist of advertising, personal selling, sales promotion, public relation and publicity, and direct marketing. While external factors are analysed from economic forces, social, cultural, demographic, environmental forces, political, government, legal forces, the power of technology, and competitive forces.

There are two types of data that were used in this research, namely quantitative and qualitative data that used primary and secondary data as the source of data. Data collection in this research uses methods such as participation observation, semi-structured interview, documentation, and questionnaires involving 10 informants from each head of department in Pramana Watu Kurung Resort Ubud. The determination of informants was carried out using purposive sampling, which is selected using certain considerations. Purposive sampling is a method to determine a sample with certain considerations (Sugiyono, 2018). Purposive sampling technique is used to make the data obtained is really real data that occurs at Pramana Watu Kurung Resort Ubud by giving questionnaires to people who really know the location of the research.

This research begins by observing and conducting interviews with Sales Executive as a person who knows the promotion strategy at Pramana Watu Kurung Resort Ubud. The results of observations and interviews are used to determine several statement indicators of strengths, weaknesses, opportunities, and threats that will be included in the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) tables. IFAS and EFAS tables are used to distribute questionnaires to 10 informants to determine the greatest strengths, weaknesses, opportunities, and threats owned by Pramana Watu Kurung Resort Ubud through the scores obtained from the weights and ratings given



by the informants. The scores from IFAS and EFAS will be used to determine the position of the promotion strategy on the IE (Internal-External) Matrix. The next step is to create several alternative promotion strategies in the SWOT matrix by combining strengths, weaknesses, opportunities, and threats to produce strategies for SO (Strength-Opportunity), ST (Strength-Threat), WO (Weakness-Opportunity), and WT (Weakness-Threat). The last step is to find out the suitable promotional strategy to be implemented during Covid-19 pandemic using QSPM analysis. QSPM is a recommended tool for strategists to evaluate alternative strategy options objectively, based on the key internal - external success factors identified previously in the IFAS and EFAS matrix (Sedarmayanti, 2014). Several alternative strategies will be compiled in the QSPM questionnaire to provide an attractive score from each strategy to sort the strategies from the first priority to the last priority using the TAS value.

## FINDINGS

### The Implementation of Promotion Strategy

To identify the most suitable promotion strategy to be implemented during Covid-19 pandemic at Pramana Watu Kurung Resort Ubud, there are some steps that will be done. The first step is to conduct observations and interviews related to internal and external factors of the promotion strategy. The observation was conducted for 4 months in Pramana Watu Kurung Resort Ubud, while for the interviews already done with the Sales Executive as a person who knows all of the promotion strategy in Pramana Watu Kurung Resort Ubud before and after Covid-19 pandemic. The results from interviews and observations are used to determine the weights, ratings, and scores on the IFAS matrix in table 1 and EFAS matrix in table 2. The scores that have been obtained from the IFAS matrix and EFAS matrix are used to determine the position of promotion strategy in the IE matrix that can be seen in figure 1.



Figure 2

One of the the promotion strategies of Pramana Watu Kurung Resort Ubud  
[Source: Pramana Watu Kurung Resort Ubud, 2021]

IFAS matrix consists of two parts, namely strengths and weaknesses as internal factors of the promotion strategy. The score on the IFAS matrix is determined from the weight multiplied by the rating of each indicator statement. Details of the IFAS matrix with a score 2,71 can be seen in table 1.

Table 1: Internal Factors Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score
Strength				
1.	Variety of advertising media used to reach more guests	0,10	3,10	0,31
2.	Regularly conducts online advertising through social media	0,10	3,20	0,32
3.	Often given discount to guest	0,08	3,10	0,25
4.	Giving discounts of up to 60% to attract guests to make reservations	0,08	3,30	0,26
5.	Various packages made to attract guests	0,10	3,00	0,30
6.	Collaborating with Instagram celebrities to attract domestic guests	0,09	3,00	0,27
7.	Variety of media that use to reach guest directly	0,09	3,20	0,29
8.	Quick response undertaken for direct selling	0,10	3,00	0,30
9.	Variety discounts are provided through direct selling	0,08	2,90	0,23
Total		0,82		2,53
Weakness				
10.	There is no personal selling activity was carried out related to pandemic regulations	0,04	2,20	0,09
11.	No event activities followed or carried out related to pandemic regulations	0,04	2,30	0,09
Total		0,08		0,18
Total Weight x Rating		1,00		2,71

[Source: Processed Data, 2021]

Based on the IFAS result that has been presented in table 1, it can be known if the total score from multiplying the weight and rating of the internal factor is 2,71. Meanwhile, 5 indicators of strength from internal factors have a score 2,53 and 2 indicators of weakness have a score 0,18. It means the strength indicators that Pramana Watu Kurung Resort Ubud has are higher than the weakness, so they can maximize their strength of promotion strategy during Covid-19 pandemic to increase room occupancy.

The next step after analyzing the internal factors is giving weight and rating on the external factors, including opportunity and threat to get a score of EFAS (External Factors Analysis Summary) matrix. EFAS matrix is a total score of weight and rating of the external factors. The score will be determined by multiplying the weight and rating of each statement on the opportunity and threat variables that have been given by 10 informants. Details of the EFAS matrix with a score of 2.05 can be seen in table 2.

Table 2: External Factors Analysis Summary (EFAS)

No	External Factors	Weight	Rating	Score
Opportunity				
1.	An opportunity to do promotion because many people want to take a vacation to unwind during a pandemic	0,30	3,30	0,29
2.	Technological improvements facilitate promotional activities to any platform	0,30	3,20	0,96
Total		0,60		1,25
Threat				
3.	Economy has decreased due to the pandemic	0,08	2,00	0,16
4.	Reduced rate of domestic tourist visits to Bali due to pandemic policies	0,09	2,00	0,18
5.	Reduced rate of international tourist visits to Bali due to pandemic policies	0,09	1,70	0,15
6.	Many reservations were cancelled due to government regulations regarding the pandemic	0,08	2,00	0,16
7.	Many competitors also offer the same special packages	0,08	1,80	0,14
Total		0,34		0,80
Total Weight x Rating		1,00		2,05

[Source: Processed Data, 2021]

Based on table 2, it can be known if the total score from multiplying the weight and rating of the external factor is 2,05. Meanwhile, 2 indicators of the opportunity from internal factors have a score 1,25 and 5 indicators of threat have a score 0,80. From the result, it means Pramana Watu Kurung Resort Ubud can maximize the opportunity to minimize the threat that faced during Covid-19 pandemic to increase room occupancy.

The results of the Internal Factor Analysis Summary (IFAS) analysis matrix with a score of 2.71 and External Factor Analysis Summary (EFAS) analysis with a score of 2.05 will be used to determine the current position of the promotion strategy of Pramana Watu Kurung Resort Ubud in the IE matrix. Internal-External (IE) matrix is a matrix that summarizes the evaluation results of the Internal Factor Analysis Summary (IFAS) score and External Factor Analysis Summary (EFAS) score which places the company's current position in one of the conditions in the nine cells. Each cell of the existing nine cells is a step that must be carried out by the company in accordance with the conditions of the company (David, 2012). The total scores of IFAS is 2,71 and EFAS is 2,05 will indicate the current position of Pramana Watu Kurung Resort Ubud promotion strategy in Internal-External (IE) matrix that can be known from their strengths, weaknesses, opportunities, and threats. Details of the current promotion strategy position in the Internal-External (IE) matrix can be seen in Figure 1.

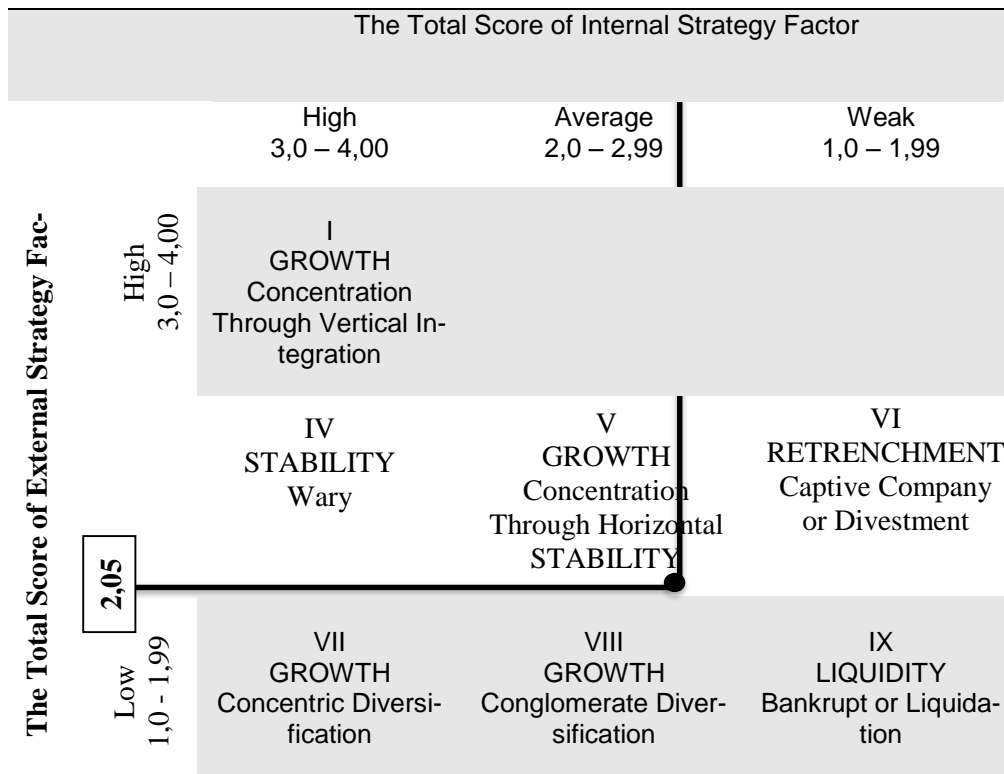


Figure 1. Internal-External Matrix

Based on figure 1, can be shown the current position of promotion strategy in the cell V. Cell V means position strategy of Pramana Watu Kurung Resort Ubud in the growth and stability strategy, where Pramana Watu Kurung Resort Ubud can develop a promotional strategy with a horizontal integration concentration without changing the existing profit strategy (stability). Growth strategy through horizontal integration concentration is an activity to expand markets, increasing the types of products and services, production facilities, and technology through internal and external development of the company. Growth stability means strategy that will be carried out does not need to change the strategy that has been implemented (Cravens, 2013). Based on the result of IE matrix, Pramana Watu Kurung Resort Ubud can improve promotion strategies by adding a different product or services than competitor that highlight Lembah Ayung Jetty as the selling point of Pramana Watu Kurung Resort Ubud, developing technology to create promotion media to make it more attractive and creative in order to compete with competitors. The profitable promotion strategies that have been implemented, such as giving special offers up to 60 percent, do not need to be changed because they can increase last-minute bookings.

The position of promotion strategy in cell V can be used to make some alternative strategy in the SWOT matrix before identifying the suitable promotion strategy as the last step of this research. SWOT matrix will describe some alternative strategies that can be carried out by the company that have been suggested based on the results of the SWOT analysis, including IFAS, EFAS, and IE matrix. The alternative strategy is already divided into ST (Strengths-Threats), SO (Strengths Opportunities), WO (weaknesses-Opportunities), and WT (Weak-



nesses-Threats). There are 8 alternatives promotion strategy that already formulated through SWOT matrix that obtained from internal and external factors of promotion strategy in accordance with the position of Pramana Watu Kurung Resort Ubud based on the result in Internal-External (IE) matrix analysis, which in cell V. These alternative promotion strategies will be chosen by 10 informant for getting the most prioritize promotion strategy that will be implemented by Pramana Watu Kurung Resort Ubud to increase room occupancy. 8 alternatives of promotion strategy that formulated from 9 strengths, 2 weaknesses, 2 opportunities, and 5 threats in details can be seen in table 3.

Table 3: SWOT Matrix

IFAS	STRENGTHS (S) S1, S2, S3, S4, S5, S6, S7, S8, S9	WEAKNESSES (W) W1, W2
EFAS		
OPPORTUNITIES (O) O1, O2,	SO Strategies 1. Create family package 2. Collaborate with Tiktok celebrities for boosted brand awareness in Tiktok	WO Strategies 1. Do virtual personal selling 2. Join virtual event
THREATS (T) T1, T2, T3, T4, T5	ST Strategies 1. Create special room package 2. Do survey to create special offers related with domestic market demand during Covid-19	WT Strategies 1. Collaborate with competitors 2. Collaborate with other companies

[Source: Processed Data, 2021]

Based on table 3, it can be explained each alternative strategy for Pramana Watu Kurung Resort Ubud with details as below.

#### 1. SO (Strengths-Opportunities) Strategies

Based on strength and opportunity of promotion strategy that own by Pramana Watu Kurung Resort Ubud, there are 2 alternative promotion strategies that recommend to be implemented during Covid-19 pandemic to increase room occupancy, such as:

##### a. Create Family Package

Before the pandemic, Pramana Watu Kurung Resort Ubud was a special resort for couples and honeymooners, but after the pandemic, Pramana Watu Kurung Resort Ubud also became a family friendly resort. These changes can be supported by creating a special package for families. The example family package that can be offered is only for IDR 1.200.000 net free barbeque package for 2 adults and 2 children from normal price IDR 1.700.000. This is supported by the opportunity of many people who feel bored to stay at home during a pandemic.

##### b. Collaborate with Tiktok Celebrities for Boosted Branding in Tiktok

Tiktok is a media that's very popular today, with the opportunity for this technological improvement, Pramana Watu Kurung Resort Ubud can use Tiktok as a medium to do a promotion. Tiktok is a good medium for branding, because we don't need to wait for a lot of followers to become famous on Tiktok, when the video we make can be included in the "for your

page” (fyp), it means our video go viral and automatically increase the number of followers and likes. For your page means a recommendation that is adjusted according to the user interest. For example, if users are happy to see content about resorts, Pramana Watu Kurung Resort Ubud could be one of the recommendations that will appear on their page. To increase brand awareness on Tiktok, we can collaborate with Tiktok celebrities who have many followers and the ability to introduce a resort.

## 2. ST (Strengths-Threats) Strategies

Based on strength and threat that faced by promotion strategy in Pramana Watu Kurung Resort Ubud, there are 2 alternative strategies that recommend to implemented during Covid-19 pandemic, such as:

### a. Create Special Room Package

Reservation via direct booking is prioritized because through direct booking the price is flexible. To increase reservation via direct booking, a special room package can be made for every reservation made via direct booking, namely direct message, messenger, or WhatsApp for any type of room reservation. This special room package can be offered at certain times according to room occupancy conditions. The room package offered can be in the form of a room price including a free voucher to get free 1 beverage for every purchase of 2 beverages from 15.00 PM to 17.00 PM or during sunset hour in Lembah Ayung Restaurant. This package is made to highlight Lembah Ayung Jetty as a selling point where we can enjoy a beautiful sunset in Ubud. While enjoying the sunset, guests will take a picture or share that moment on social media or friends and it will become a free advertisement. The threat of many competitors also offering the same package, the way to make us different is to highlight our selling point that can only be found in Pramana Watu Kurung Resort Ubud.

### b. Do Survey to Create Special Offers for Domestic Market Demand

To make special offers that are right on target, Pramana Watu Kurung Resort Ubud can do a survey to guests. Especially during Covid-19 pandemic, the market has changed to the domestic market, which means Pramana Watu Kurung Resort Ubud must know what their market wants. Surveys can be carried out through the Instagram feature or guest comments for guests who have visited Pramana Watu Kurung Resort Ubud. The guest comment that can be made like a menu barcode, so that it still applied the health protocol. Surveys such as a selection of special offers for daycations or staycations can be done within a day via the Instagram feature to get a quick decision on offering special offers.

## 3. WO (Weaknesses-Opportunities) Strategies

There are 2 alternative strategies that can be implemented based on the weakness and opportunity of promotion strategy in Pramana Watu Kurung Resort Ubud such as:

### a. Do Virtual Personal Selling

Personal selling, which is usually done by meeting clients directly, is hampered by the Covid-19 pandemic. However, with the sophistication of technology, personal selling activities can be done virtually, such as meeting with google meet, so face-to-face interaction can still be done and client wishes can be seen from facial expressions even though they cannot meet directly. Clients such as hospitals and clinics can be targeted during Covid-19 because doctors and nurses are at the forefront of fighting Covid-19. This

opportunity can be a new strategy for Pramana Watu Kurung Resort Ubud in order to be superior to competitors.

b. Join Virtual Event

Government regulations regarding the number of people in an event make Pramana Watu Kurung Resort Ubud must have new strategy in conducting or participating in an event. One of the events that can be followed is a virtual event. Virtual events that can be followed is table top, one of the promotion activities that can provide big benefits for Pramana Watu Kurung Resort Ubud before the pandemic. Table top is an event that brings together local tourism industry players (sellers) and tourism industry players in destination areas (buyers). From technological sophistication, we can still do promotion virtually in the midst of pandemic.

4. WO (Weaknesses-Opportunities) Strategies

Based on weakness and threat that faced by promotion strategy in Pramana Watu Kurung Resort Ubud, there are 2 alternative strategies that can be implemented, such as:

a. Collaborate with Competitors

Collaboration with competitors can be one of the right promotion strategies during Covid-19 because the collaboration aims to create profits through sharing the resources of each company to reduce costs and create new innovations. This is in accordance with the current condition of the company which puts pressure on finances and resources during Covid-19 pandemic. An example of collaboration between competitors that Pramana Watu Kurung Resort Ubud can do is to create a new package innovation, namely #ExploreBaliExperience. This hashtag invites people to re-explore Bali during the pandemic, of course with the health protocol. This explore package is carried out by inviting guests to take a vacation in the beautiful nature of Bali, stay with views of the Ayung River at Pramana Watu Kurung Resort Ubud, stay with views of the terraces at The Kayon Jungle Resort, stay with a waterfall view at The Kayon Resort, and stay with a view beach in Desa Pramana Swan. This package can be created for family, group, or independent travellers. The word experience from hashtag means this package provides guests with new innovative experiences. This collaboration can be carried out by Pramana Watu Kurung Resort Ubud by inviting their competitors in one management, namely The Kayon Jungle Resort, The Kayon Resort, and Desa Pramana Swan.

b. Collaborate with Other Companies

Watu Kurung Resort also can collaborate with companies other than hotels. This collaboration certainly aims to create a profitable package by combining several products from different companies. An example of a package that Pramana Watu Kurung Resort can create is a pre-wedding or wedding package in collaboration with a photographer and MUA (Make-up Artist). It is related to government policies regarding crowd size because many people choose to carry out private events such as weddings at hotels. Pramana Watu Kurung Resort Ubud is the choice for carrying out a pre-wedding or wedding because it has a very beautiful view. By collaborating with several photographers or makeup artists (MUA), Pramana Watu Kurung Resort Ubud can get more opportunities to become an option for guests, because reservations can come from photography, make-up artists, or Pramana Watu Kurung Resort Ubud itself.

## Suitable Promotion Strategy which can be Implemented during the Covid-19 Pandemic

Alternative strategies that have been known previously through SWOT matrix will be used to determine the most suitable promotion strategies using the Quantitative Strategic Planning Matrix (QSPM). QSPM is a technique that can objectively determine alternative strategies that are prioritized. QSPM matrix uses the average rating value that already obtained based on IFAS and EFAS matrix and the average value of the Attractiveness Score (AS) that obtained from the results of the questionnaire that has been given to the informant that produces the Total Attractiveness Score (TAS). TAS value on the QSPM matrix shows the relative attractiveness that was already chosen by 10 informants for each strategy in the SWOT matrix based on the internal and external factors of the promotion strategy in Pramana Watu Kurung Resort Ubud. The biggest TAS value means the most attractive or priority strategy, meanwhile the smallest TAS value means the last choice or priority. The QSPM strategy with the ranking from 8 alternative promotion strategies and the most suitable promotion strategy that can be implemented by Pramana Watu Kurung Resort Ubud can be seen on table 4 for details.

Table 4: Alternative Promotion Strategy

Strategy code	Strategy	TAS
WT1	Collaborate with competitors	144,67
ST1	Create special room package	142,14
ST2	Do survey to create special offers related with domestic market demand during Covid-19	140,94
SO2	Collaborate with Tiktok celebrities for boosted brand awareness in Tiktok	139,84
WT2	Collaborate with other companies	126,51
WO1	Create virtual personal selling	124,86
WO2	Join virtual event	119,94
SO1	Create family package	118,49

[Source: Processed Data, 2021]

Based on table 4, it can be seen if there are 8 alternative strategies and 3 alternative promotion strategies that could be implemented to increase room occupancy during Covid-19 pandemic. The most prioritized strategy is WT1, collaborating with competitors with the highest TAS value 144,67. The second strategy is creating a special room package from ST1 with TAS value 142,14. For the last strategy from ST2, do a survey to create special offers related to domestic market demand during Covid-19 with the TAS value 142,14.

## CONCLUSION

There are 9 strengths and 2 weaknesses that are owned by the promotion strategy from internal factors. While from external factors, there are 2 opportunities and 5 threats that are also affected by promotion strategy in Pramana Watu Kurung Resort Ubud. The current position of promotion strategy in the cell V based on IE matrix. Cell V means position strategy of Pramana Watu Kurung Resort Ubud in the growth and stability strategy, where Pramana Watu Kurung Resort Ubud can develop a promotion strategy with a horizontal integration concentration without changing the existing profit strategy.

The suitable promotion strategy that can be implemented to increase room occupancy during Covid-19 pandemic is collaborating with competitors to create profits and increase room occupancy through sharing the resources of each company to reduce costs and create new innovations. This is in accordance with the current condition of the company which puts pressure on finances and resources during Covid-19 pandemic.

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