



# Analysis of Hospitality Management and Innovation as a Post Pandemic Recovery Effort in Bali

Milla Permata Sunny

Universitas Hindu Indonesia, Tembau, Jl. Sangalangit, Penatih, Kec. Denpasar Tim., Kota Denpasar, Bali 80238

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## ABSTRACT

The COVID-19 pandemic has hit the tourism sector and the hotel sector is no exception. This blow caused hotels in Bali to go out of business. Business managers in the hospitality sector must always adopt effective management strategies. Based on this review, this study aims to analyze the management and innovation of the hospitality sector as an effort to recover after the pandemic in Bali. This research is a descriptive qualitative research with data collection techniques through literature study with qualitative data analysis techniques. The results of this study conclude several management strategies and innovations carried out in the hospitality sector in Bali after the COVID-19 pandemic. This research is expected to be a recommendation material for hotel industry managers in developing a management model in the hospitality sector as an effort to recover after the pandemic.

**E-mail:**  
[millapermata@unhi.ac.id](mailto:millapermata@unhi.ac.id)

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## 1. Introduction

The COVID-19 pandemic has battered the tourism world. This has an impact on the declining occupancy rate or hotel occupancy. During the pandemic, hotel occupancy rates ranged from five to seven percent. This amount cannot cover operational costs (Kompas.com, 2021). Bali is one of the areas worst affected by the COVID-19 pandemic (CNBC Indonesia, 2021). As a result of being affected by the pandemic, as many as 68 hotels in Bali were officially declared bankrupt or bankrupt. Even more alarming, this condition is predicted to continue to increase with the uncertain economic situation in Bali due to a prolonged pandemic (Radarbali.com, 2021).

The hospitality industry is a business field that is quite dominant in the structure of the regional economy, especially in the province of Bali (Raditya, 2022). The weakening condition of the hotel industry like this cannot be left in a state of uncertainty due to the pandemic. Business actors need real action by the government, supported by other stakeholders, to step back even though the pandemic is not yet fully over (Pusdiktasari et al., 2021). Taking into account various problems in the condition of the hospitality industry during the COVID-19 pandemic, the government needs to develop post-pandemic rescue and recovery measures (Diayudha, 2020). These steps can be a survival strategy for hoteliers.

Strategy becomes a process of reorganizing the necessary tools and resources, planning activities, guiding operations and providing competitive advantages to determine goals that are compatible with changing environmental conditions (Dincer, 2007). strategy as a way of demanding institutions on the main target of developing managerial capitalist corporate values, organizational responsibilities, and administrative systems that link in the strategic and operational decision-making processes at all hierarchical levels, and across all lines of layers (Chaniago, 2014).

Research on post-covid-19 recovery efforts in the hospitality sector has been carried out (Yasmina et al., 2021; Garrido-Moreno et al., 2021; Dimitrios et al., 2020; Jiang (2020); Yacoub & ElHajjar, 2020). However, some studies only focus on one hotel (Yasmina et al., 2021; Yacoub &

ElHajjar, 2020), there are also studies that only explain the impact of the COVID-19 pandemic on marketing and hospitality management (Jiang, 2020). Meanwhile, this study focuses on comparisons in management and innovation in the hospitality sector in the province of Bali.

Based on previous reviews, this study aims to analyze management and innovation in the hospitality sector as an effort to recover after the pandemic in Bali. This research is important to do, because the government and hoteliers need a lot of ideas about hotel management that are relevant to be applied after the covid-19 pandemic, the more ideas that are proposed and implemented, the faster the hotel industry will recover. This research is expected to be a recommendation material for hotel industry managers in developing a management model in the hospitality sector as an effort to recover after the pandemic.

## **2. Research Methods**

This study uses a qualitative research type with a descriptive approach. The data collection technique was carried out through library research with data sources coming from journals containing hotel management after the COVID-19 pandemic in Bali. The data that has been collected is processed using qualitative data analysis which consists of data reduction, data presentation, and drawing conclusions (Miles et al., 2014).

## **3. Results and Discussion**

The hospitality sector is one of the sectors that has been affected by the COVID-19 pandemic. The field must be able to adapt to these conditions, one of which is by implementing relevant management and innovations to be implemented after the COVID-19 pandemic. Several management and innovations that can be implemented by hotels in Bali, among others: effective and efficient management of hospitality human resources (Putra, 2022), diversification of hotel staycation packages (Lumanauw & Gupta, 2022; Herawati et al., 2022), implementation adaptive marketing strategies (Herawati et al., 2022; Christiawan, 2022; Nurhabibah & Dewi, 2021), implementation of survival strategies (Nurrudin et al., 2020), and innovation of standard operating procedures for hotel front office management services (Mesak et al., 2020; Pramesti, 2022).

### **3.1 Effective and Efficient Hospitality HR Management**

Hospitality HR is one aspect that needs to be improved first in order to adapt to the post-covid-19 pandemic (Darsana & Sudjana, 2022). Before the Covid-19 pandemic situation, the number of employees employed was normal with the number of working hours, namely 6 working days and 1 holiday. But after the pandemic, things changed. Several hospitality HR management strategies implemented after the pandemic include: 1) Providing supporting facilities such as continuing to activate BPJS Health for laid-off employees. This is because the management is still considering the condition of its employees; 2) Providing trainees to HOD in an effort to refresh employees' memories about the hotel. The implementation of the trainees will help identify the obstacles and obstacles that are often faced by employees presented by each department head; 3) Employees are employed on a rotating basis in a week. This is done to equalize the working hours of each employee except those who are laid off. Given the state of the hotel is empty of visitors; 4) Take advantage of visitors' quiet time to carry out hotel building maintenance such as community service that is carried out every week. What is done in community service is cleaning the area around the hotel, cleaning the backyard or balcony of the rooms and villas, and cleaning the yoga area (Putra, 2022). This is done to equalize the working hours of each employee except those who are laid off. Given the state of the hotel which is empty of visitors; 4) Take advantage of visitors' quiet time to carry out maintenance of hotel buildings such as community service that is carried out every week. What is done in community service is cleaning the area around the hotel, cleaning the backyard or balcony of the rooms and villas, and cleaning the yoga area (Putra, 2022). This is done to equalize the working hours of each employee except those who are laid off. Given the state of the hotel which is empty of visitors; 4) Take advantage of visitors' quiet time to carry out maintenance of hotel buildings such as community service that is carried out every week.

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### **3.2 Staycation Hotel Packages Diversification**

Innovation through product diversification into staycation packages is an effort for hoteliers in Bali to attract tourists and maintain business in the midst of difficult situations due to the pandemic, either by developing new products or developing existing products. Hotels must make products that are varied and innovative for tourists. Product diversification actions must be well thought out and planned, to suit the needs of tourists, without compromising the quality of service. Hotels that can survive with good quality will get a greater competitive advantage compared to their competitors. The staycation trend in the midst of the Covid-19 pandemic shows a significant shift in travel patterns by the community. Now, people like staycation holidays to get out of the routine without requiring long time and preparation while still paying attention to health protocols. This travel pattern provides an opportunity for hotels to continue to grow and adapt to the needs of tourists. Therefore, hotels need superior human resources who are able to think creatively and innovatively in making staycation packages at hotels. The staycation packages offered must be adjusted to the actual hotel conditions and tourist expectations (Lumanauw & Gupta, 2022). Hotels need superior human resources who are able to think creatively and innovatively in making staycation packages at hotels. The staycation packages offered must be adjusted to the actual hotel conditions and tourist expectations (Lumanauw & Gupta, 2022). Hotels need superior human resources who are able to think creatively and innovatively in making staycation packages at hotels. The staycation packages offered must be adjusted to the actual hotel conditions and tourist expectations (Lumanauw & Gupta, 2022).

In order to complete the staycation package, hoteliers in Bali provide a comfortable workspace with a strong internet signal, provide outdoor and semi-outdoor dining rooms, make booking sites more accessible to tourists and apply Health protocols, one of which is sterilized rooms before being occupied (Herawati et al., 2022). The most popular staycation packages in the hospitality sector in Bali include: splash pool experience (swimming in hotels), last minute offer (one night room only including the use of swimming pool facilities. The modification of the last minute one night package which is actually in demand by the public, is triggered by the price which is relatively cheap compared to the last minute package listed on the hotel website), and a long staying package with a period of stay of one month.

### **3.3 Adaptive Marketing Strategy Implementation**

The marketing strategy in dealing with declining occupancy rates is to use travel agents as second parties for promotions, such as Agoda, Etrip.net, traveloka, booking.com, Trip.com, FindHotel, Tripadvisor.com. Travel agents have their own promotions to offer hotels to their customers (Herawati et al., 2022). In addition, hoteliers in Bali also use social media to market their products, such as Instagram, Facebook (Nurhabibah & Dewi, 2021). In maximizing their promotion, hoteliers in Bali use digital means such as the My Santika website and application (Christiawan, 2022).

Not only intensifying promotions through digital media, but hoteliers in Bali are also expanding their target market, namely the Asian market which has similarities to Indonesia, such as Japan, Australia, and the Philippines. In addition, hoteliers in Bali are also strengthening existing markets. Strengthening the market by targeting the local market and the national market as a whole, if initially the market share was only from Bali and Jakarta, now the market share is also from outside Bali, such as East Java, West Java, Central Java and Lombok (Nurhabibah & Dewi, 2021).

### **3.4 Defense Strategy Implementation**

The COVID-19 pandemic has paralyzed the tourism industry around the world, including Bali. This situation forced hoteliers in Bali to take steps to survive the crisis and anticipate what to do if the crisis could end as expected. There are six survival strategies that are carried out, namely: first, lay off employees temporarily without a clear limit on when they are rehired. Second, limit the use of hotel facilities to suppress ordinary operations. Third, the efficiency of hotel spending. Fourth, selling non-room products online to acquaintances and former hotel room users. Fifth, do it with the "pay now stay later" model. Sixth, refusing to refund the booking by changing the reschedule of the visit. (Nurudin et al., 2020).

### 3.5 Innovation Standard Operating Procedures (SOP) for Front Office Hotel Management Services

After the COVID-19 pandemic, hoteliers in Bali innovated service SOPs, namely at the front office. The order of front office services is carried out from the time the guest arrives until the guest leaves the hotel. Several new things are being done by hoteliers in Bali, namely: 1) Registration: Reducing making guest documents in offline form. Guests can be given a file in online form, so guests only need to show it to the guest assistant); 2) Check-in: Guests are greeted by the Guest assistant, FOM or Supervisor Guest Assistant, sometimes also greeted by the General Manager. Guests are escorted to rooms that have been disinfected by housekeeping for check-in, guest assistants wear masks, bellboys also use masks, gloves and must disinfect all guest luggages. The hotel in Bali also provides free pouches containing masks, hand sanitizers, and wet wipes for guests, these are given at airport pick-up or can also be given during the check-in process in the room; 3) Provision of room keys: The entry and exit of room keys will be disinfected first to increase guest comfort; 4) Delivery to the room: Delivery as usual but the guest assistant or bellboy must wear a mask and reduce physical contact with guests; 5) In house period: During the stay of guests, everything related to physical contact will be minimized, guests can also use the dining room so they don't meet many people, hotel facilities and guest rooms will often be disinfected; 6) Transaction payment: Transactions using cash are no longer possible; 7) Check-out:

The post-covid-19 pandemic which has changed the order of people's lives around the world has resulted in the issuance of government regulations for business actors to implement a new normal life in carrying out ordinary activities outside the home (Pramesti, 2022). Various efforts have been made by hoteliers in Bali, both in terms of hotel management and new innovations for the sustainability of their hospitality business. Hospitality in Bali is managed following the current changing tourism trends. This is aimed at increasing hotel revenues, which had declined due to the COVID-19 pandemic. Management carried out in the hospitality sector in Bali includes effective and efficient management of hospitality human resources as well as the implementation of survival strategies. Management that focuses on hospitality HR related to employee benefits, training provision, setting working hours, and requiring employees to carry out maintenance and cleaning of hotel buildings when there are no visitors. Meanwhile, the implementation of survival strategies is more related to hotel management so that they can continue to operate, such as temporary employee termination, restrictions on the use of hotel facilities, hotel spending efficiency, online sales, implementing an early payment system before staying, as well as refusal to cancel bookings by rescheduling.

For innovation in the hospitality sector in Bali, several things were carried out, namely diversification of hotel staycation packages, implementation of adaptive marketing strategies, and changes to hotel front office management SOPs. The staycation package is one of the relevant packages when offered to tourists after the pandemic, because this package does not require preparation and takes a long time, so that people are stressed due to the restrictions on activities during covid-19. Then for the implementation of an adaptive marketing strategy in the hospitality sector in Bali is to do online marketing through social media, websites, and travel agents as well as services through applications. However, hoteliers in Bali are also trying to pick up the ball, such as expanding the target market and strengthening the market.

## 4. Conclusion

The hotel sector in Bali has also been affected by the COVID-19 pandemic, so as a business actor in the hospitality sector, you must be able to rise from this adversity. Various steps have been implemented starting from management to innovation in the hospitality sector. These steps include effective and efficient management of hospitality human resources, diversifying hotel staycation packages, implementing adaptive marketing strategies, implementing survival strategies, and innovating standard operating procedures for hotel front office management services. Collaboration with the government and related agencies is needed so that management and innovation in the hospitality sector can run optimally.

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