MARKETING STRATEGY THROUGH SALES CALL AND TELEMARKETING TO INCREASE ROOM REVENUE AT THE LERINA HOTEL NUSA DUA

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ABSTRACT

This research is conducted to know the indicators that become the strengths, weaknesses, opportunities and threats. The method used is descriptive qualitative with the number of respondents as many as 8 people through purposive sampling. Purposive sampling is the sampling of data sources with a specific purpose, means that the selected respondents are the people who know how the strategy will be used. Sales Call and Telemarketing are the optimum strategy used to increase room revenue. Based on effectivity and efficiency of these strategy, The Lerina Hotel Nusa Dua keep used these strategy to face client needed. The strength of The Lerina Hotel Nusa Dua is to have complete facilities, but the Weaknesses is to have merchandise that can be brought overside. The opportunities of The Lerina Hotel Nusa Dua is the secure of Bali Island as quite conducive, then the threats is the lifestyle of a growing community. The position of The Lerina Hotel Nusa Dua at present and future is in cell V or grows and stability. Being in a V cell position it is advisable to expand markets, production facilities and technologies through internal or external development through acquisitions or joint ventures with other companies in the same industry. The marketing strategies that can be applied to The Lerina Hotel Nusa Dua are Utilizing social media for promotional tools, Utilizing the Big Days of religious and local culture (Balinese) for promotion, Improving facilities owned to support event activities (MICE) such as adding amenities for meetings, and Adding some amenities that guests can take home as a souvenir. The advice given to the management is to maintain the cleanliness of the hotel and surrounding buildings, intensifying various promotions, especially in the field of Food and Beverage (F & B) and event in order to increase additional hotel revenue.

Keywords: marketing strategy, sales call, telemarketing, room revenue.

INTRODUCTION

Bali as an icon of tourism in Indonesia is not only famous in the country but has also famous in foreign countries. Increased of tourist visiting to Bali will be adding of the competition between hotels in the Island. The hotels will seek to attract tourists by providing information about their products and services. For that, various marketing strategies used by the hotel as an effort in winning the competition is getting tighter. A comprehensive, integrated and unified marketing strategy is the key to achieving optimal results. One of the strategies commonly used to promote the company is the marketing strategy through Sales Call and Telemarketing.

Marketing strategy is the main approach that will be used by the business unit in achieving predetermined objectives, including key decisions about the target market, market product placement, marketing mix and required marketing cost levels such as Kotler & Armstrong's opinion (Sunyoto, 2015). The opinion of Budi (2013) stating that the sales call is a business search either room, event (MICE) or other hotel products conducted by the sales team directly (come directly and meet contact person) to potential companies. Telemarketing also a good and optimal strategy in long distance promotion especially to reach companies that are outside the city or outside the island (overland company).

Sales Call and Telemarketing activities are targeted at business clients that have similar target markets, such as Travel Agent, Corporate, Event Organizer, and Wedding Organizer which are considered capable of increasing revenue. Both activities must be done regularly in accordance with the company's working hours so as not to interfere with client work procedures. Especially for the sales call activity, there must be an appointment first to adjust the meeting time with the relevant informants so that it is easier in conducting cooperation and negotiation offer so as to produce mutually beneficial cooperation contract between both parties.

The sales call and telemarketing data at The Lerina Hotel Nusa Dua can be seen in Table 1 below:

Table 1
Activity of Sales Call and Telemarketing

Activity	Client			
	Travel Agent	Corporate	Event Organizer	Wedding Organizer
Sales Call	24	11	11	12
Telemarketing	36	18	22	16

Source: Sales and Marketing The Lerina Hotel Nusa Dua on 2018

Based on Table 1, it can be seen that the main client of The Lerina Hotel Nusa Dua is Travel Agent. That's because Travel Agent is a company with an important role in contributing the arrival of tourists to a hotel. As for companies such as Corporate, Event Organizer and Wedding Organizer is a support company where its role in contributing various events such as meetings, weddings, gatherings and other activities that support the hotel revenue. The level of Room Revenue 3 latest year at The Lerina Hotel Nusa Dua obtain in Table 2, the following:

Table 2
Room Revenue Level of The Lerina Hotel Nusa Dua
Period 2015-2017

No.	Years	Room Revenue	Room Revenue Target	Persentase
1	2015	2,319,075,091.00	4,899,455,071.00	-
2	2016	3,755,310,163.00	5,623,998,110.00	61.93%
3	2017	5,567,958,487.00	6,342,222,167.00	48.27%

Source: Sales & Marketing The Lerina Hotel Nusa Dua on 2018

Based on Table 2 above shows the level of room revenue at The Lerina Hotel Nusa Dua for 3 years experienced a continuous increase. In 2016 increased by 61.93% and in 2017 increased by 48.27%. The increase in 2017 is not too drastic due to the force majeure that is experienced by the island of Bali. However, despite increasing room revenues every year, The Lerina Hotel Nusa Dua has not been able to achieve the target room revenue that has been planned previously.

The Problem objectives of this research are: 1. How is the implementation of marketing strategy through Sales Call and Telemarketing at The Lerina Hotel Nusa Dua? 2. How is the room revenue level as a result of Sales Call and Telemarketing activities at The Lerina Hotel Nusa Dua?

The research conducted there are several research purposes, among others: 1. To know the application of marketing strategy through Sales Call and Telemarketing at The Lerina Hotel Nusa Dua. 2. To know the room revenue level as a result of Sales Call and Telemarketing activities to increase room revenue at The Lerina Hotel Nusa Dua.

METHODOLOGY

The method used is descriptive qualitative with the number of respondents as many as 8 people through purposive sampling. Purposive sampling is the sampling of data sources with a specific purpose, means that the selected respondents are the people who know how the strategy will be used (Sugiyono,2015:217).

The operational definition of the indicators in the internal factors of marketing are as follows: 1. Products are all facilities owned and offered by the hotel The Lerina Hotel Nusa Dua such as; room, pool, meeting room, rooftop bar and restaurant. 2. Price is a unit of value offered. 3. Location is where the hotel is located. The Lerina Hotel Nusa Dua has a great location, being on the edge of the main road and close to

several restaurants and mini marts. 4. Promotion is an attractive offer that is given to consumers to attract consumers to buy hotel products.

The definition of the indicator variables in the external factors of marketing are as follows: 1. Competitive. The hotel growth rate that stands every year can be a competitor for The Lerina Hotel Nusa Dua. 2. Economic Environment. The economic conditions studied in this study are related to the rupiah exchange rate inflation rate against the dollar that affects the income of the community so it will be difficult in terms of travel and interest to book a hotel room. 4. Technology. The technology in this research consist of computer technology and internet access faster and other technology related to facility and hotel operation. 5. Politic. Local government policy is a regulation set by the government in each region such as the management of hotel and restaurant taxes, the regulation of tourism business permits in the tourism business. 6. Societal and Cultural Environtment. The social and cultural environment to be studied is community support and participation towards preserving and reviving some traditional cultural patterns such as art, dance, music and clothing.

Data analysis techniques used are quality and rating used to identify and analyze internal factors as strengths and weaknesses as well as external factors as opportunities and threats for The Lerina Hotel Nusa Dua in determining the direction of strategy, where further determination of strategy will be done with SWOT matrix. After that determine of Internal-External Matrix (IE-Matrix). Internal Matrix - External aims to see the right strategy to apply, this diagram can identify 9 cells strategy company, Growth Strategy (in cell 1,2,5), Stability Strategy (in cell 4), and Retrenchment Strategy (in cell 3, 6, 9).

The combination of internal factors with these external factors can result in four possible sets of alternative strategies of SO, ST, WO, and WT, as seen in the following Table 3.

Table 3
SWOT analysis matrix

IFAS EFAS	STRENGTHS (S)	WEAKNESSES (W)
	• Determine the factors that become internal strengths	• Determine the factors that become internal weaknesses

OPPORTUNITIES (O)	SO STRATEGY	WO STRATEGY
• Determine factors of external opportunity factors	• Create strategies that use force to take advantage of opportunities	• Creating strategies that minimize weaknesses to take advantage of opportunities
THREATS (T)	ST STRATEGY	WT STRATEGY
• Determine external threat factors	• Creating strategies that use force to overcome threats	• Creating strategies that minimize weaknesses and avoid threats

Source: Rangkuti (2016: 83).

Description:

1. SO strategy (Strengths - Opportunities), that is, by utilizing all the power to correct weaknesses and exploit the greatest opportunities.

2. Strategy ST (Strengths - Threats), which uses the power of the company to overcome the threat.

3. WO (Weaknesses - Opportunities) Strategy, this strategy is applied based on the utilization of existing opportunities by minimizing weaknesses.

4. WT Strategy (Weaknesses - Threats), this strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

RESULTS AND DISCUSSION

Description of research results is a description of all data and discussion that ultimately is the result of research. Results from The Present Internal Factor Analysis Summary (IFAS). The determination of the total qualitied value (score) of each indicator to obtain the total qualitied value is shown in Table 4 as follows.

Table 4
Internal factor analysis summary (IFAS) The Lerina Hotel Nusa Dua
at present (2018)

No	STRENGTHS	Quality	Rating	Score	Description
1	Hotel has complete facilities	0.176	3.9	0.683	High Strength
2	Hospitality of hotel staff to guests	0.136	3.0	0.409	Low Strength

No.		Quality	Rating	Score	Description
3	The location at the strategic hotel is on the main road	0.131	2.9	0.376	Low Strength
4	It has good road access and is easy to reach	0.153	3.4	0.518	High Strength
5	The hotel has various promotions	0.125	2.8	0.344	Low Strength
	Total	0.722	16	2.329	
	WEAKNESSES				
1	Cleanliness of hotel and surrounding buildings	0.108	2.3	0.243	Low Weakness
2	Special price for repeater guests	0.091	2.0	0.182	Low Weakness
3	Have a take-away merchandise	0.080	1.8	0.139	Low Weakness
	Total	0.278	6.0	0.564	
	Quality x Score Total of Internal Factors	1.000	21.875	2.893	

Based from the result of internal factor analysis at present (2018) in Table 4 above, it is known that from the result of multiplication of qualities and rating obtained the overall result of total qualitied value (score) of 2,893. This indicates that The Lerina Hotel Nusa Dua has good strength in its operation in 2018.

Description of research results is a description of all data and discussion that ultimately is the result of research. Results from The Present External Factor Analysis Summary (EFAS). The determination of the total qualitied value (score) of each indicator to obtain the total qualitied value is shown in Table 5 as follows:

Table 5
External factor analysis summary (EFAS)
at The Lerina Hotel Nusa Dua at present (2018)

No.	Opportunities	Quality	Rating	Score	Description
1	The secure of Bali Island is quite conducive	0.119	2.6	0.313	Low Opportunity
2	Unpredictable political and economic situation	0.125	2.8	0.344	Low Opportunity
3	Increasing Event Growth (MICE)	0.125	2.8	0.344	Low Opportunity
4	Rapid technological advancement	0.148	3.3	0.480	High Opportunity
5	Lifestyle of a thriving society	0.148	3.3	0.480	High Opportunity
6	The attraction of local culture	0.125	2.8	0.344	Low Opportunity
	Total	0.790	17.38	2.305	
	THREATHS				

1	Many similar accommodation with cheap price	0.102	2.3	0.235	Low Threath
2	Preservation of the surroundings of the hotel	0.108	2.4	0.259	Low Threath
	Total	0.210	4.7	0.494	
	Quality x Score Total of External Factors	1.000	22.1	2.799	

Based from the results of the analysis of external factors of the present (2018) in Table 5, it is known that from the results of qualities and rating obtained overall results total number of total qualitied (score) of 2.799. This indicates that The Lerina Hotel Nusa Dua is in a good position to further develop the company, but does not close the possibility to stay alert to the threats that exist.

After analyzing internal and external factors in the present, the next step is to move the value scores into The IFAS/EFAS matrix. In the previous calculation, The IFAS score was 2.893. Then the score value of EFAS is 2,799, so the position of The Lerina Hotel Nusa Dua on IFAS / EFAS matrix can be seen in Figure 1, as follows.
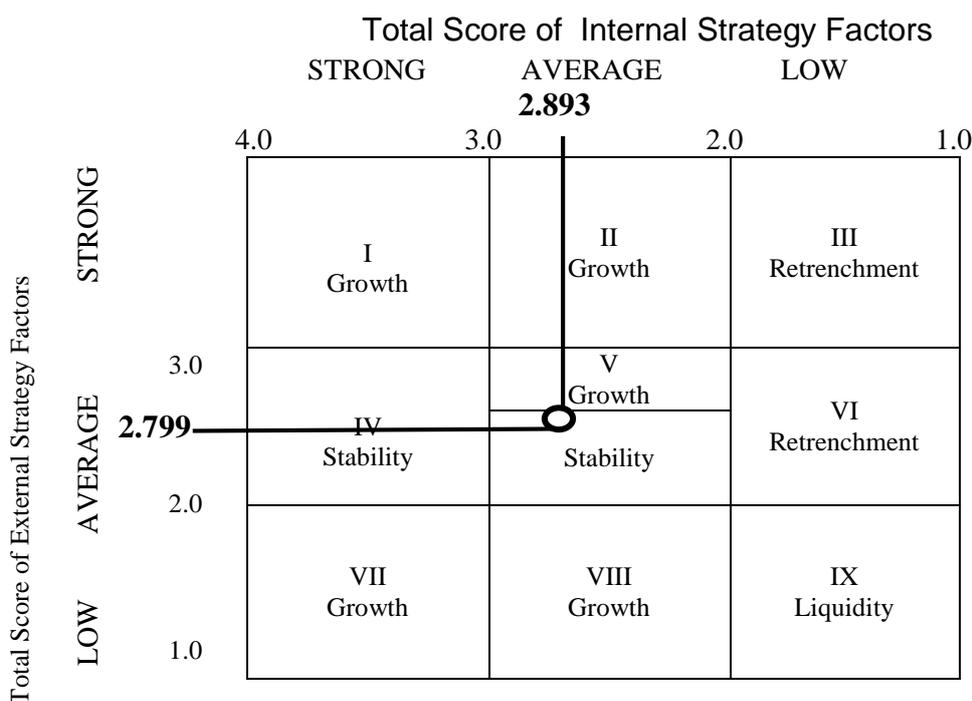

Figure 1.

Internal-External Matrix of The Lerina Hotel Nusa Dua at present (2018).

Based on Figure 1 shows the strategic position of The Lerina Hotel Nusa Dua at present is in the position of growth (growth). But this cell growth strategy through horizontal integration means an activity to expand the company by building in other locations and increasing the types of products and services. An alternative strategy that can be applied is to expand markets, production facilities and technology through internal or external development through acquisitions or joint ventures with other companies in the same industry.

Qualifiying and rating of the indicator of future internal variable factors is same like the qualifying and rating of the present before. Respondents consisting of 8 people who are the Top Management of The Lerina Hotel Nusa Dua were asked to predict internal factor variables in the future as shown in Table 6 as follows.

Table 6
Internal Factor Analysis Summary (IFAS) The Lerina Hotel Nusa Dua
at future (2019)

No	STRENGTHS	Quality	Rating	Score	Description
1	Hotel has complete facilities	0.170	3.9	0.659	High Strength
2	Hospitality of hotel staff to guests	0.143	3.3	0.472	High Strength
3	The location at the strategic hotel is on the main road	0.126	2.9	0.362	Low Strength
4	It has good road access and is easy to reach	0.148	3.4	0.500	High Strength
5	The hotel has various promotions	0.121	2.8	0.333	Low Strength
	Total	0.708	16.2	2.325	
	WEAKNESSES				
1	Cleanliness of hotel and surrounding buildings	0.110	2.5	0.275	Low Weakness
2	Special price for repeater guests	0.093	2.1	0.198	Low Weakness
3	Have a take-away merchandise	0.088	2.0	0.176	Low Weakness
	Total	0.291	6.6	0.649	
	Quality x Score Total of Internal Factors	0.999	22.8	2.974	

Based from the results of the analysis of future internal factors (2019) in Table 6 above, the change in the score from the present to the future increased from 2,893

to 2,974 with a difference of 0.081. This change is caused by changes in the value given by the respondents on the variable of internal factors in the future.

There are the future internal factor rating that has been predicted by Top Management The Lerina Hotel Nusa Dua is listed in Table 7, as follows.

Table 7
Prediction of Internal Factor Rating Replacement The Lerina Hotel Nusa Dua at future (2019)

No	Indicator of Internal Factors	Rating 2018	Rating 2019	Description
1	Hotel has complete facilities	3.9	3.9	Stable
2	Cleanliness of hotel and surrounding buildings	2.3	2.5	Increase
3	Hospitality of hotel staff to guests	3.0	3.3	Increase
4	Special price for repeater guests	2.0	2.1	Increase
5	The location at the strategic hotel is on the main road	2.9	2.9	Stable
6	It has good road access and is easy to reach	3.4	3.4	Stable
7	The hotel has various promotions	2.8	2.8	Stable
8	Have a take-away merchandise	1.8	2.1	Increase

Qualifiying and rating of the indicator of future external variable factors is same like the qualifying and rating of the indicator of future internal variable factors before. External factor variables in the future as shown in Table 8 as follows.

Table 8
External factor analysis summary (EFAS) The Lerina Hotel Nusa Dua at future (2019)

No.	Opportunies	Quality	Rating	Score	Description
1	The secure of Bali Island is quite conducive	0.139	3.3	0.459	High Opportunity
2	Increasing Event Growth (MICE)	0.150	3.5	0.525	High Opportunity
3	Unpredictable political and economic situation	0.112	2.6	0.291	Low Opportunity
4	Rapid technological advancement	0.139	3.3	0.459	High Opportunity
5	The attraction of local culture	0.134	3.1	0.415	Low Opportunity
6	Preservation of the surroundings of the hotel	0.123	2.9	0.357	Low Opportunity
	Total	0.797	18.7	2.506	
	THREATHS				
1	Lifestyle of a thriving society	0.107	2.5	0.268	Low Threath
2	Many similar accommodation with cheap price	0.096	2.3	0.221	Low Threath
	Total	0.203	4.8	0.488	
	Quality x Score of External Factors	1.000	23.5	2.994	

Based from the results of the analysis of future external factors (2019) in Table 8 above, the change in the score from the present to the future increased from 2,799 to 2,994 with a difference of 0.195. This change is due to a change in the value given by the respondent on the variable of the external factors of the future.

The future or in 2019, it is known the internal factors of The Lerina Hotel Nusa Dua has 5 strength indicators and 3 indicators of weakness. Then the external factors of The Lerina Hotel Nusa Dua has 6 indicators of opportunities and 2 indicators of threats. To clarify the strengths, weaknesses, opportunities and threats of The Lerina Hotel Nusa Dua in the future can be seen in Table 9 as follows:

Table 9
The strengths, weaknesses, opportunies, and threaths
of The Lerina Hotel Nusa Dua at future (2019)

No	INDICATOR	Rating	Description
	Indicator of Internal Factors		
1	Hotel has complete facilities	3.9	High Strength
2	Cleanliness of hotel and surrounding buildings	2.5	Low Strength
3	Hospitality of hotel staff to guests	3.3	High Strength
4	Special price for repeater guests	2.1	Low Weakness
5	The location at the strategic hotel is on the main road	2.9	Low Strength
6	It has good road access and is easy to reach	3.4	High Strength
7	The hotel has various promotions	2.8	Low Strength
8	Have a take-away merchandise	2.1	Low Weakness
	Indicator of External Factors		
1	Many similar accommodation with cheap price	2.5	Low Threath
2	The secure of Bali Island is quite conducive	3.3	High Opportunity
3	Unpredictable political and economic situation	2.6	Low Opportunity
4	Increasing Event Growth (MICE)	3.5	High Opportunity
5	Rapid technological advancement	3.3	High Opportunity
6	Lifestyle of a thriving society	2.3	Low Threath
7	The attraction of local culture	3.1	Low Opportunity
8	Preservation of the surroundings of the hotel	2.9	Low Opportunity

After analyzing internal and external factors in the future, the next step is to move the value scores into The IFAS / EFAS matrix. In the previous calculation, The

IFAS score was 2.893. Then the score value of EFAS is 2,799, so the position of The Lerina Hotel Nusa Dua on IFAS/EFAS matrix can be seen in Figure 2, as follows.
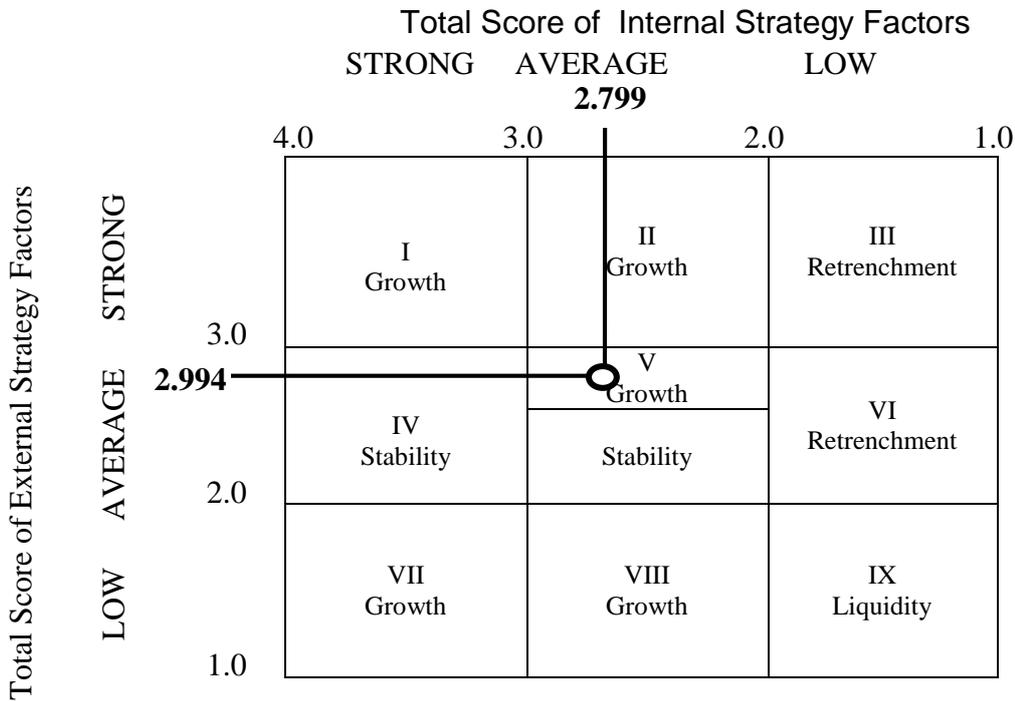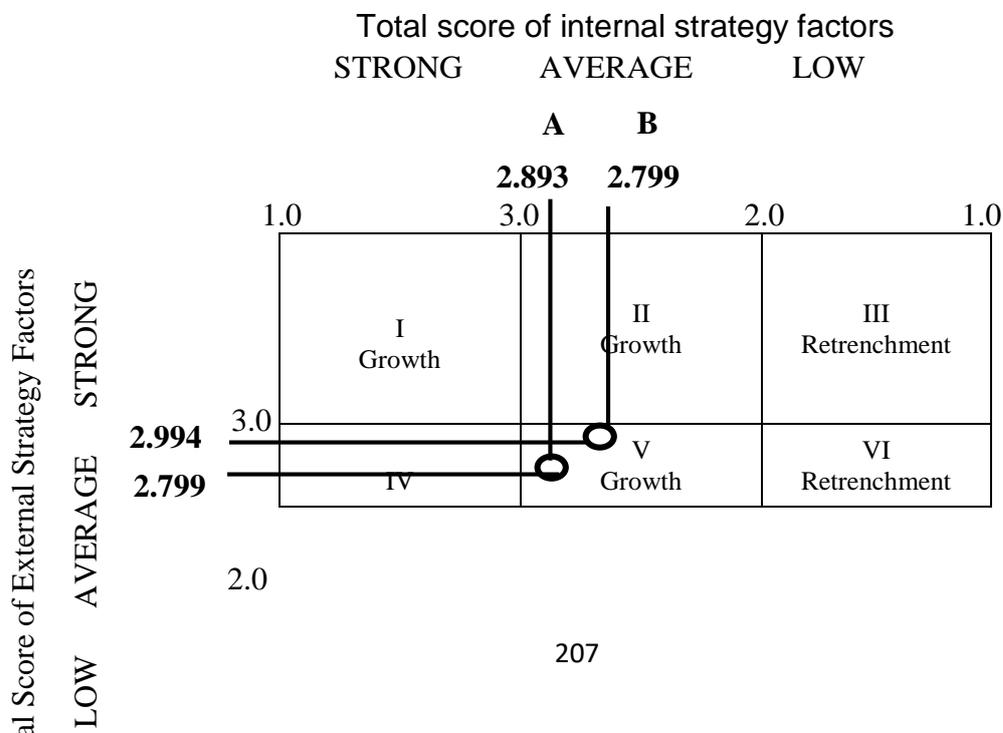

Figure 2
Internal-external matrix of The Lerina Hotel Nusa Dua at future (2019).

After analyzing both internal and external factors in the present and the future, the next is to move the value scores into the IFAS / EFAS matrix. In the previous calculation it is known that the qualitied value in the present IFAS is 2893 and the future is 3,047. Then the score of current EFAS value of 2,799 and the future is 3.133, so the position of The Lerina Hotel Nusa Dua on IFAS / EFAS matrix can be seen in Figure 3, as follows:

Stability	Stability	
VII Growth	VIII Growth	IX Liquidity

Figure 3.
IE Matrix of The Lerina Hotel Nusa Dua at present and future.

Description:
A = Position The Lerina Hotel Nusa Dua at present (2018).
B = Position The Lerina Hotel Nusa Dua at future (2019).

Figure 3 shows the position of The Lerina Hotel Nusa Dua at present or future is in cell V in the internal-external matrix. Cell V means that The Lerina Hotel Nusa Dua is at a growth strategy and stable. Growth strategy is through horizontal integration used to expand the company by building in other locations and increasing the type of products and services. An alternative strategy that can be applied is to expand markets, production facilities and technology through internal or external development through acquisitions or joint ventures with other companies in the same industry.

After analyzing the position on the Internal-External (IE) matrix, the next step is to choose the right marketing strategy applied to The Lerina Hotel Nusa Dua using SWOT matrix. In this SWOT matrix will match all factors of strength, weakness, opportunity and threath. It aims to get an alternative marketing strategy. The grouping of alternative strategies contained in the SWOT matrix in Table 10 as following.

Table 10
SWOT Matrix Diagram

IFAS / EFAS	STRENGTHS (S)	WEAKNESSES (W)
	1. Hotel has complete facilities 2. Hospitality of hotel staff to guests 3. Strategic location hotel located on the main road 4. Have good road access and easy to reach 5. The hotel has various promotions	1. Special price for guest repeaters 2. Cleanliness of hotel and surrounding buildings 3. Have a take-home merchandise

OPPORTUITIES (O)	SO STRATEGY	WO STRATEGY
1. The Secure Bali Island is quite conducive 2. Unpredictable political and economic situation 3. Increased event growth (MICE) 4. Rapid technological advancement 5. The attraction of local culture	1. To Utilize social media for promotional means 2. Leverage the major religious and cultural days for promotion 3. To increase facilities owned to support event activities (MICE) such as the addition of amenities for meetings	1. To add some amenities that guests can take home as a souvenir 2. To Utilize technological advances to facilitate operations
THREATS (T)	ST STRATEGY	WT STRATEGY
1. Many similar accommodation with low price 2. A thriving community lifestyle 3. Environmental preservation around the hotel	1. To improve facilities and promotions are diverse for the sake of competition with similar hotels. 2. To improving the environment around the hotel to keep looking beautiful	1. To improve hotel hygiene and environmental conservation in order to support guest comfort 2. Enliven attractive promotions in order not to fall in the fierce competition

CONCLUSION AND SUGGESTION

Based on the analysis and description in the previous chapter on internal and external factors of The Lerina Hotel Nusa Dua, it can be drawn some conclusions as follows: (1) The strengths of The Lerina Hotel Nusa Dua in 2018 and 2019 include having complete facilities, good road access and easy access, hospitality of hotel staff to guests, the location of the hotel is strategically located on the main road and the hotel has various promotions . While the weakness is owned by The Lerina Hotel Nusa Dua in 2018 and 2019 includes special rates for guest repeaters, have merchandise that can be taken home, as well as the cleanliness of hotel buildings and surrounding areas. (2) Opportunities owned by The Lerina Hotel Nusa Dua in 2018 and 2019 include rapid technological advances, local cultural attractiveness, growing event (MICE) events, unpredictable political and economic situation and adequate Bali island security conducive. While the threats owned by The Lerina Hotel Nusa Dua include environmental conservation of hotels and surrounding areas and many similar accommodation at low prices. (3) The marketing strategy that can be applied at The Lerina Hotel Nusa Dua is to utilize social media for promotional facilities, utilize major

religious and local cultural days for promotion, improve event support facilities such as adding amenities for meetings, and adding take-home merchandise by guests.

There are some things that need to be suggested to the management of The Lerina Hotel Nusa Dua associated with the weaknesses and threats that exist in order to make improvements in the future, so the management can improve its performance. The suggestions that can be given are: (1) The first suggestion is to maintain the cleanliness of hotel buildings and surrounding areas. Most of the guests staying at The Lerina Hotel Nusa Dua always leave comments that lack of hygiene and sometimes even complain about the amount of dust that is in their room. This of course should be made homework for the management because no matter how comfortable the guest is the top priority of all hotel employees. (2) The second suggestion is to continue to intensify the various promotions, especially in the field of Food and Beverage (F & B) and event in order to increase hotel revenue. Both fields can be capitalized for promotion by bringing up unique and interesting ideas so that tourists will glance at The Lerina Hotel Nusa Dua as their accommodation.

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