


# Analysis Of Competitive Strategies At The Santika Premier Dyandra Hotel Medan In Facing Competition In The Hotel Industry In The City Of Medan

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Article Info	ABSTRACT
<b>Keywords:</b> Tourism, Hotel, Strategy, Strategies,	Hotels are a service sector that offers services, such as overnight services, front office, food and beverage, and also recreation. It is know that the number of hotels has increased significantly in the 2021-2023 priode. this research aims to determine the development of competition in the hotel industry at the santika premiere dyandra medan petisah, medan city, north sumatera. This research uses qualitative methods with in-depth interview participant observation. The result of this research at the santika premiere dyandra hotel medan in facing competition in the hotel industry in the city of medan and a sales marketing has carried out their responsibilities and their job desk well and always provides profesional direction,carrying out B2B (business to business) B2C (Business to Customers) marketing, maake sales calls, sales visit, promotion and events. All front office Departemens always apply the characteristics of service dimensions,,namely is tangible, reliability, responsiveness,assurance and emphaty.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Liska Ramadhani Tourism Management, Sekolah Tinggi Ilmu Manajemen Sukma Jl. Sakti Lubis, Siti Rejo 1, Kec. Medan Kota, Sumatera Utara <a href="mailto:liskaramadhani2020@gmail.com">liskaramadhani2020@gmail.com</a>

## INTRODUCTION

Indonesia is an archipelagic country with diverse natural beauty and makes indonesia a country with a high level of tourism potential (M.Sihombing et al., 2022). This provides economic opportunities for indonesia as a source of foreign exchange for the country. Based on data released by the ministry of tourism of the republic of indonesia, hotel are a form of lodging that is often the choice of tourists, the large selection an number of hotels available making compwtition in the industry tighter, so that every entrepreneur must be able to develop and implement appropriate competitive strategies in order to be able to implement and achieve the company's goals (Harefa, 2022). Tourism and hotelare things that are closely related and need each other, tourism is defined as the process of temporarily leaving a person to go to another place outside where he lives, the impetus for his departure was due to various interests, including economic, social, cultural, political, religious, health and others interests (Herdiansya, 2023).

Hotels are a service sector that offers services, such as overnight service, front office, food and beverage and also recreation. Hospitality is considered a form of accommodation in the tourism sector which has an important role, apart from that, there is also management which includes elements of business management and human resource (Batoebara & Zebua, 2023). A hotel is a building that provides accommodation, food and beverage services, as well as other necessary facilities, and is managed professionally to gain profit. A hotel is also a business entity that operates in the field of commercially managed accommodation services. Which provides accommodation services, food and drinks, laundry and other facilities (Dr. Helena Vonny Opit, 2019). The 4 star hotel Santika Premiere Dyandra Medan located on Jalan Captain Maulana Lubis No.7 Medan, has complete and quality facilities inside. However, what is the competitive strategy in facing competition in the hotel industry has other characteristics than the industry we know, consumers buy services in the short term, are influenced by emotional feelings so that hotel service producers need to maintain the environment, aiming to ensure that guests' feeling of security during a hotel stay is one part of the basic contribution to the development of the tourism industry in Indonesia. We know that hotels are an important aspect that is needed when people travel for tourism or work business (Alapján-, 2023). The every rapid growth and development of hotels has forced the management of hotel Santika Premiere Dyandra Medan to create a competitive strategy in facing competition in the hotel industry, especially in the city of Medan, Medan as the capital of North Sumatra, with its unique culture and tourism is starting to make waves in the world of Indonesia tourism, significant infrastructure development has been carried out by the regional government of the city of Medan to increase the economic of the city of Medan to increase economic growth which has previously experienced ups and down in this city (Maria Ulfa, 2023).

Table Of Number Of Hotels In Medan City

Type of accommodation	Number of hotels and other accommodation		
	2021	2022	2023
Star 1	15	13	15
Star 2	6	8	17
Star 3	15	20	21
Star 4	7	8	10
Star 5	5	5	5
Other accommodation	80	130	167
Entire accommodation	128	184	235

Source : BPS Statistik Medan City

In the table above, it can be seen that the number of hotel accommodation has increased significantly in the 2021-2023 period. This number includes the total number of hotels from 1 to 5 stars, the number of foreign tourists, visiting North Sumatra will reach 197,015 people in 2023 and in 2022 the number of foreign tourists' entrances reaching 19,198 visits (BPS, 2023). This proves that competition in the hotel industry in North Sumatra, especially the city of Medan, is getting tighter, the opportunities for the hotel

industry in medan city are quite large, although the opportunities for hotels in medan are quite large with the number of tourists continuing to increase, hoteliers must also be aware that the growth in the number of hotels in medan city also continues to increase competition to take advantage of existing opportunities, in order for hotel santika premiere dyandra to continue to achieve the company's ultimate goals and maintain its advantages so that it can outperform its competitors, hotel santika premiere dyandra need to implement a strategy to reach strategic decisions, strategic management is needed strategic management consists of the internal environment which includes the strengths and weaknesses of the company as well as the external environment which includes opportunities and threats for the company (Maulina, 2023). Competitive advantage is the heart of a company's performance in a competitive market. Competitive advantage basically grows from the value or benefits that a company can create for its buyers. If the company is then able to create an advantage through one of the three generic strategies, it will gain a competitive advantage (Harjanti, 2023). An effective competitive advantage strategy will maximize strengths and opportunities and minimize weaknesses and threats, So SWOT Analysis is an abbreviation of the company's internal strengths and weaknesses as well as opportunities and threats in the environment faced by the company, explaining the strengths, weaknesses, opportunities and threats (Kamaluddin, 2020).

To be able to survive in the competitive hotel industry requires planning and developing appropriate and effective company strategies, apart from that it also evaluates and analyzes internal and external factors that influence the company's competitive strategy regarding the company's performance so that it does not become less competitive and lose its market share (Labibah et al., 2024). A company will have a competitive advantage if the company is in favorable conditions from five main competitive factors namely the entry of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and competition in the industrial environment depends on five basic factors of competition, namely 1. potential entrants, 2. Suppliers, 3. Buyers 4. Substitutes, 5. Competitors, the purpose of business competition strategy in an industrial environment is to determine the company's position strategy in that industrial environment where the company generates options to survive the threat of competition or able to dominate the competition (Andika & Probo Subanu, 2023). This is what attracts the attention of researchers to raise the phenomenon of competitive strategy in the hotel industry, where with the development of the world of tourism, it cannot be separated from competition in the hotel world itself so research is needed this research is important to find out the extent of the influence of the factors that have been explained in influencing to conduct research at the santika premiere dyandra hotel which discusses competitive strategy analysis at the santika premiere dyandra hotel medan in facing competition in the hospitality industry in the city of medan.

Based on the result of observation and interviews that the author obtained, in the analysis of competitive strategies at the santika premier dyandra hotel medan in facing competition in the hotel industry in the city of medan and a sales marketing has carried out their responsibilities and their job desk well and always provides professional direction and communication to guests, the jobdesk of sales marketing is to have a strategy to increase

competitiveness, santika hotels are required to be able to compete by using competitive and precise strategies by knowing how successful the hotel they manage is, so this can be done by evaluating and analyzing using SWOT analysis as a the tool used to determine the hotel internal environmental factros (strengths and weaknesses) and hotel environtmental factors (opportunities and threats) and what sales marketing has done is, 1) Conduct sales visits or outbound visits to look for relationships such as companies and government agencies, 2) Make sales calls or offer rooms, meeting packages or banquet products via telephone, 3) Plan promotional activities and events in hotel units, 4) Collaborating with print and electronic media companies as a means of promotional activities and advertising, 5) Maintain the hotel unit occupancy rate to remain stable, 6) Plan daily, weekly and monthly room sales targets. The success or failure of the Sales Call activity depends on the Sales Person's mastery of the products offered and how the products offered can meet the wishes of guests/clients if they want to hold an event at the hotel. This research is in line with previous research which states that to survive in the competitive hotel industry, appropriate and effective company competitive strategy planning and development is required. One of them is Namira Hotel Syariah which is a sharia-based hotel in Yogyakarta. The competitive strategy used with Porter's five competitive forces is the threat of new entrants, competition between competitors, bargaining power of suppliers, bargaining power of buyers and threat of substitute products. From Porter's five competitive forces, an appropriate competitive strategy can be obtained to be implemented by Namira Hotel Syariah (Alapján-, 2023). We can see that the weaknesses of the Santika Hotel are the lack of soundproofing which disturbs the comfort of other visitors, not all employees participate in promotions and the swimming pool is not too wide. Meanwhile, previous research is not in line with other previous research which states that sales marketing does not have a positive effect, where the obstacles or weaknesses include promotions that are not yet effective and sustainable, the number of rooms that are slightly less able to meet guest requests, gym facilities that are not yet available, which makes guests not feel satisfied and visitors prefer other hotels (Melasari et al., 2020).

## METHODS

The type of research carried out is qualitative data research which depends on the source of information. The source of information as the research subject is the person who best underdtand what is being research or the person who is used to provide information about the situation and background conditions of the research (Dr. Drs. Thobby Wakarmamu, 2021). Data collection techniques participant observation in-depth interviews and documentation (Hasibuan et al., 2022).

- a. primary data  
namely data obtained directly from respondents through questionnaires, interviews and observation is an interview conducted with the Sales Marketing and Front office Manager with a combination of structured and free
- b. secondary data

secondary data, namely data that support primary data, in the form of reports, book, organizational structures, the internet and through literature related to this research problem.

### **Method of collecting data**

Qualitative research data collection techniques can be carried out using participant observation, in-depth interviews or documentation, several types of instruments for collecting data in qualitative research are as follows (bidin A, 2020).

1. Observation

is observation by automatically recording a condition/symptom that is observed

2. interview

is a dialogue carried out by the interviewer to obtain information from the interview. Interviews are divided into structured interviews, free interviews and combination interviews, a structured interview is an interview conducted and detailed question, a free interview is an interview conducted by an interviewer with free question but still focusing on the information they want to explore, combination interviews are interviews conducted with sales marketing and front office managers using a combination of structured and free.

### **Data analysis method**

Management and analysis using descriptive methods is carried out to identify competitive strategies at the Santika Premier Dyandra Hotel in Medan, qualitative research is research based on descriptive data from the status, circumstances, attitudes, relationship or system of thought of a problem that is the object of research, after obtaining the data obtained in the research the next step is to process the collected data by analyzing the data, describing the data, and drawing conclusions (Barat, 2020).

1. Data reduction

Data reduction is defined as selection, separation, attention to simplification, abstraction and transformation of rough data emerging from notes written in the field.

2. Data presentation

After the data has been reduced, the next step is to present the data, by presenting data, it will be easier to understand what happened, and plan further work based on what is understood, in this research, data presentation is realized in the form of descriptions, photos or drawings and the like.

3. Drawing conclusions

That is, carrying out continuous confirmation throughout the research process, the initial conclusions found are still conditional, and will undergo modification if strong evidence is not found to support the next stage of data collection.

## **RESULTS AND DISCUSSION**

Data presentation is the part that reveals the data produced in the research which has been adapted to the problem formulation and relevant data analysis, as has been explained in this research using data collection techniques, namely observation, interviews, documentation. Sequentially, the research results will be presented referring to the focus of problems in the

competitive strategy of the Santika Premier Dyandra Medan Hotel in facing competition in the hotel industry. In this condition, a suitable strategy to use is the strategy of taking various steps to overcome the weaknesses faced so that great opportunities can be exploited. By taking advantage of the internal weaknesses of the Santika Hotel and taking advantage of the opportunities it has, the Santika Hotel can be better at developing its business and can increase its competitiveness, with these conditions it can be seen that optimizing strategies to strengthen competitiveness through superior product quality, facilities and services and the comfort of Santika Premiere Dyandra Hotel Medan can bring a better influence.

The strength of the offer made by sales marketing to get more guests at the Santika Premiere Dyandra Hotel Medan, Sales Marketing involves many parties in the company, therefore Sales Marketing is a work performance in a business activity with the flow of goods or services from the producer to the consumer and sales marketing is also a series of activities starting from the process of creating, communicating, introducing and offering transactions that have value for consumers, clients, partners, marketing strategies provide direction in relation to market segmentation, target market identification, positioning and market

The role of Sales and Marketing in retaining Hotel Santika Premiere Dyandra Medan guests is carrying out Sales Call activities, Sales and Marketing are the people who carry out Sales Calls, while Sales Calls are routine activities (Job Desk) of a Sales Executive and Marketing which aims to increase Occupancy and Revenue from a hotel is to support the survival and development of the hotel. The work carried out by Sales Executives and Marketing is (Agustian et al., 2020).

1. Conduct sales visits or outbound visits to look for relationships such as companies and government agencies
2. Make sales calls or offer rooms, meeting packages or banquet products via telephone
3. Plan promotional activities and events in hotel units
4. Collaborating with print and electronic media companies as a means of promotional activities and advertising
5. Maintain the hotel unit occupancy rate to remain stable
6. Plan daily, weekly and monthly room sales targets. The success or failure of the Sales Call activity depends on the Sales Person's mastery of the products offered and how the products offered can meet the wishes of guests/clients if they want to hold an event at the hotel.

Advantages of Hotel Santika Premiere Dyandra Medan

1. Strategic hotel location  
The location in the middle of Medan city makes it easy for customers and new guests to reach the hotel and the location is close to large malls in Medan city, along with historical places in Medan city.
2. Complete and adequate facilities  
Facilities are equipment provided by the hotel to make visiting guests feel comfortable and memorable, so that the customer's desired needs are met. Facilities that guests at Hotel Santika Premiere Dyandra Medan want. The facilities at Santika Premiere

Dyandra provide a gym, restaurant, swimming pool, wifi, parking area, lounge, coffee shop, spa and room service.

3. Very spacious lobby

Hotel Santika has the largest hotel lobby in the city of Medan and has 2 lobbies, namely the lower lobby and the upper lobby, the upper lobby is used for guests who carry out the check-in and check-out process, the lower lobby is used to wait for guest pick-up and drop-off and a waiting room for guests holding events at the Santika Hotel, and has 5 front office counters located in the upper lobby for checkin and checkout so that the checkin process is fast and there is no queuing, and in the upper lobby there are also many sofas and tables.

4. Ballroom and Meeting Room

Santika Premiere Dyandra has a Ballroom that can accommodate 10 - 2000 people

5. Ample parking

The parking area provided by Hotel Santika Premiere Dyandra Medan is very large, so that guests who have vehicles do not need to park their vehicles outside the hotel. Santika Hotel is one of the hotels that has a very large parking area in the city of Medan.

6. Attractive hotel design

Attractive hotel design is one of the factors that attracts the attention of customers and hotel visitors, therefore the Santika Medan hotel provides the charm of energy and elegant design in Class style, an elegant, classy combination of London city nuances and balanced functionality in the Medan city area.

7. Price

The price is relatively expensive but is in accordance with the facilities provided, this attracts new customers and guests to stay at Hotel Santika Premier Dyandra Medan.

8. Good Management System

The management system implemented by Hotel Santika Premiere Dyandra Medan already has SOPs (Standard Operating Procedures) that are implemented and must be obeyed by employees.

9. 4 Star Hotel

Hotel Santika Premiere Dyandra Medan has completed the 4-star hotel certification procedure in Medan City.

10. Food and Beverage Products

The food and beverage products at Hotel Santika Premiere Dyandra are very diverse and complete, Hotel Santika is the third of the hotels in the city of Medan with the most complete and delicious food.

What the front office does to make guests feel satisfied at Hotel Santika. The front office is quite large and is responsible for supervising and coordinating hotel activities. The roles of the Front Office Department include: 1) First impression and last impression of guests during their stay. 2) It is the center of the hotel. 3) Maintain relations with guests and other departments. 4) Problem solver to resolve guest problems, especially guest complaints. 5) Axis of a hotel 6) Service coordination center 7) Communication center. 8) Representative of management, in certain circumstances the Front Office can act as a representative of

management to resolve problems that can only be resolved by management. 9) Data storage, the front office is also the data storage center for all operational activities in the hotel. The services provided by the Front Office at Hotel Santika Medan are:

1. Provide good service to guests
2. Helping guests make decisions in choosing the goods and services offered.
3. Make guests feel like they are treated very well
4. Increase guests' trust in the goods and services being sold or offered.
5. Avoid complaints regarding the goods or services being sold.
6. Maintain loyalty with guests by having good relations.
7. Develop a sense of satisfaction and trust

The Service Quality Dimensions as indicators of service are tangible, reliability, responsiveness, assurance and empathy (Sugiyanto & Kurniasari, 2020).

a. Responsiveness

This is a policy used to help provide responsive and appropriate service to consumers or customers, by conveying very clear information. Every Front Office Staff at the Santika Premiere Dyandra Hotel Medan who provides services prioritizes aspects that can influence the behavior of someone who receives service, so it requires the responsiveness of the Front Office Staff to serve people according to their level of absorption, understanding, and finally awareness to quickly take action. in assisting guests and providing timely service.

b. Assurance

The ability that the Front Office Staff at the Santika Premiere Dyandra Hotel Medan must have is to be able to foster customer trust in the Santika Premiere Dyandra Hotel Medan. This consists of communication, quality, peace, and ethics. This dimension has characteristics such as: competence to provide service, politeness, and having a caring nature towards guests

c. Tangibles

Physical evidence of service quality that can be seen and utilized by the Front Office Staff at Hotel Santika Premiere Dyandra Medan is in accordance with the benefits that can be felt to help the service received by guests so that the guest feels satisfied with the service provided, as well as showing work performance in providing service. The conclusion is that tangible is visible physical evidence, namely: Grooming, physical facilities, complete equipment in supporting the implementation of services.

d. Empathy

In service, namely an activity that provides attention to guests who visit or carry out activities at the Santika Premiere Dyandra Hotel Medan, therefore the party receiving the service (guest) should understand the limitations and capabilities of the party serving (Front Office Staff), so that there is integration between the parties those who serve and recipients of services can have the same feelings. Therefore, empathy in a company is very important in providing quality service according to a staff's abilities.

e. Reliability

Every Front Office Staff must have reliable abilities to serve guests or customers in accordance with work procedures and be able to provide good direction to parties who do not understand the form of service, thereby providing a positive impact on the services provided. Thus it can be concluded that the ability to provide precisely and correctly the type of service that has been promised to guests.

Based on the results of observations and interviews that the author obtained, in the analysis of competitive strategies at the Santika Premier Dyandra Hotel Medan in facing competition in the hotel industry in the city of Medan and a sales marketer has carried out their responsibilities and their job desk well and always provides professional direction and communication to guests. The jobdesk of sales marketing is to have a strategy to increase competitiveness. Santika hotels are required to be able to compete by using competitive and precise strategies by knowing how successful the hotel they manage is, so this can be done by evaluating and analyzing using SWOT analysis as the tool used to determine the hotel's internal environmental factors (strengths and weaknesses) and hotel environmental factors (opportunities and threats), and what sales marketing has done is (Fitriadi, 2020).

1. Conduct sales visits or outbound visits to look for relationships such as companies and government agencies
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Interview Results Table

No	Question	Answer
1	How is the competition between similar companies for the Santika Premiere Dyandra Hotel?	Very competitive but each hotel has its own market, where our target market is the Government (Taufan). We head straight to the Mercure Medan, Caribbean Medan, Grand Dhika and Ayaduta Medan hotels with the aim of mutual cooperation and mutual benefit (Melva). During 2023-2024 the increase in income is very good and we always meet the needs of customers and guests (Rustan).
2	How the Power of Offering is used by sales marketing to get more guests	We have a venue where all our staff must apply good hospitality and have special service SOP(Taufan) We have a nice building and adequate facilities so it is easier to offer the needs and interests of customers and guests (Melva) To offer to get more guests, namely making promotions according to customer needs, and maintaining good relationships with customers, and providing free free dinners for regular guests once a year (Rustan)
3	What is the Competitive Strategy at Hotel Santika Premiere Dyandra Medan	We Always Leverage the Strengths of Hotels and Opportunities (Taufan) Always carry out good operational standard procedures in working so that the book can compete in terms of service and products/services (Melva) Always Maintain Good Relations with Customers, where we have a special MySantika.com account for customers and this account functions to maintain guest relationships and the latest updates about the Santika Hotel (Rustan)
4	What is the role of Sales Marketing in retaining guests at Hotel Santika Premiere Dyandra Medan	To connect production or services with potential customers (Taufan)

No	Question	Answer
		Conduct market analysis and market research to understand market trends and needs (Melva)
		Recording Sales Results to find out what products are selling best (Rustan)
5	What are the advantages of Hotel Santika Premiere Dyandra Medan	Has good service and fast service process (Taufan) Has a luxurious building and very complete facilities and meets the needs of customers/consumers (Melva) Has diverse and delicious food and beverage products (Rustan)
6	What should the Front Office do to make guests feel comfortable	All employees must be friendly and polite to guests of Hotel Santika Premiere Dyandra Medan (Taufan) We always apply the characteristics of service dimensions, namely Tangible, Reliability, Responsiveness, Assurance, and Emphaty (Melva) Hotel Santika Premiere Dyandra Medan has good service (Rustan)
7	What is the threat of new arrivals for the Santika Premiere Dyandra Medan hotel	We are not afraid of the threat of new arrivals because the Santika Hotel has been established for 12 years and collaborates with the government company (Taufan) There is no need to worry about the threat of new entrants because we have superior products and the best facilities (Melva) Of course we are always ready to compete against the threat of new entrants (Rustan)
8	Is Hotel Santika Premiere Dyandra Medan Successfully Implementing a Competitive Strategy in facing competition in the hotel industry in the city of Medan	Yes, we have succeeded in implementing a competitive strategy, therefore our sales will always increase and never decrease during the Covid-19 disaster (Taufan). Always implement a competitive strategy because that is our motivation to improve the quality at Hotel Santika Premiere Dyandra (Melva)

No	Question	Answer
		Competitive Strategy is an important thing in the hotel industry and other businesses because the level of competition in the hotel industry is increasing and each hotel has its own advantages (Rustan)

## CONCLUSION

Based on the research results, the following conclusions can be drawn: Based on the analysis of the problems discussed in the previous chapter, the author can conclude that sales marketing has carried out its job description well, namely: Sales Marketing carries out its duties and responsibilities and makes offers well to guests and sales marketing also always provides good service to guests. during the checkin to checkout process, provide a detailed and clear explanation about the facilities available at the Santika Premiere Dyandra Hotel Medan. Seles Marketing has carried out collaborative activities with other companies and the hotel industry in the city of Medan so that the Santika Hotel can develop even better in accordance with its vision and mission. A Seles marketing person does HeadtoHead with other hotels with the aim of mutual benefit to each other. A Front Office Manager has carried out standard operational procedures well which explains complete details of the facilities and meets the needs of customers/consumers so that consumers can repeat orders or come back as customers of the Santika Premiere Dyandra Hotel, Medan. All Front Office Departments always apply the characteristics of service dimensions, namely Tangible, Reliability, Responsiveness, Assurance and Emphaty, the aim of which is a. Responsive provides responsive and appropriate service to consumers or customers, by conveying very clear information, b. Assurance fosters customer trust in Hotel Santika Premiere Dyandra Medan. This consists of communication, quality, peace, and ethics, c. Tangible visible physical evidence, namely: Grooming, physical facilities, completeness of equipment in supporting the implementation of services d. Emphaty activities that provide attention to visiting guests, e. Reliability must have a reliable ability to serve guests or customers in accordance with work procedures and be able to provide good direction to parties who do not understand the form of service, thereby providing a positive impact on the services provided.

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