



ABSTRACT

Yogyakarta is one of the cities in Indonesia that has had a considerable impact on Covid-19 as the dependence Yogyakarta highly on tourism. The significant drop in the tourist that stayed at hotels affected Yogyakarta's economic growth massively. The changes due to the pandemic should be mapped as the response of the hotels would change the industry that relates to the post-pandemic situation. Porter's Five Forces Analysis is used to obtain the big picture of the competition through the hotel's management perspective. In addition, strategic group map analysis is used to understand the competition and able to provide specific information in the response to the strategy through key strategic dimensions. This study aims to identify the intensity of competition and the characteristics of competition in the hospitality industry of three-star class and four-star hotels in the Special Region of Yogyakarta which will further enable the mapping of the industry into strategic groups as a guide in determining the best position and formulate alternative strategies to gain competitive advantage in responding the changes post-pandemic. This study was an analytic descriptive, where the quantitative and qualitative data were collected, processed, interpreted, and analyzed to answer the problem of research. Data were collected using interviews, questionnaires, and study of documents from the 10 hotels each in three and four-star hotels in the Special Region of Yogyakarta that became the sample in the study. Results of the research that has been done can be seen that the intensity of competition that occurs in the hospitality industry of three-star class and four-stars hotels in the Special Region of Yogyakarta is high that one of the factors is the threat of substitutes as highest. Following this, the pandemic has affected the hotel's response which leads the hotels to the new competitive map post-pandemic based strategic group map 3-dimensions. Characteristics of competition going on are based on the analysis of strategic groups can be identified and every player in the hotel industry has the same market segmentation that each group is going to be intersecting on the results of the strategic group map.

Keywords: Strategic Group Map, Porter Analysis, Hotel Industry, Three Dimension, Key Success Factor.



ABSTRAK

Yogyakarta merupakan salah satu kota di Indonesia yang terkena dampak Covid-19 cukup besar karena ketergantungan Yogyakarta yang tinggi terhadap pariwisata. Penurunan signifikan wisatawan yang menginap di hotel mempengaruhi pertumbuhan ekonomi Yogyakarta secara masif. Perubahan akibat pandemi harus dipetakan karena respons hotel akan mengubah industri terkait dengan situasi pasca pandemi. Analisis Porter's Five Forces digunakan untuk mendapatkan gambaran besar persaingan melalui perspektif manajemen hotel. Selain itu, analisis Strategic Group Map digunakan untuk memahami persaingan dan mampu memberikan informasi spesifik dalam merespon strategi melalui key strategic dimensions. Penelitian ini bertujuan untuk mengidentifikasi intensitas persaingan dan karakteristik persaingan di industri perhotelan kelas bintang tiga dan hotel bintang empat di Daerah Istimewa Yogyakarta yang selanjutnya akan memungkinkan pemetaan industri ke dalam kelompok strategis sebagai panduan dalam menentukan posisi terbaik dan merumuskan strategi alternatif untuk mendapatkan keunggulan kompetitif dalam merespon perubahan pasca pandemi. Penelitian ini bersifat deskriptif analitik, dimana data kuantitatif dan kualitatif dikumpulkan, diolah, diinterpretasikan, dan dianalisis untuk menjawab permasalahan penelitian. Pengumpulan data dilakukan dengan wawancara, kuesioner, dan studi dokumen dari 10 hotel masing-masing di hotel bintang tiga dan empat di Daerah Istimewa Yogyakarta yang menjadi sampel dalam penelitian. Hasil penelitian yang telah dilakukan dapat diketahui bahwa intensitas persaingan yang terjadi pada industri perhotelan hotel kelas bintang tiga dan bintang empat di Daerah Istimewa Yogyakarta adalah tinggi. Setelah itu, pandemi telah memengaruhi respons hotel yang mengarahkan hotel ke peta kompetitif baru pasca pandemi berdasarkan peta grup strategis 3 dimensi. Karakteristik persaingan yang terjadi berdasarkan analisis kelompok strategis dapat diidentifikasi dan setiap pelaku industri perhotelan memiliki segmentasi pasar yang sama sehingga masing-masing kelompok akan bersinggungan pada hasil peta kelompok strategis.

Kata Kunci: *Strategic Group Map, Porter Analysis, Industri Perhotelan, 3 Dimensi, Key Success Factor*