

ABSTRAK

MODIFIKASI MODEL BISNIS HOTEL JATILUHUR VALLEY RESORT PURWAKARTA

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Indonesia memiliki potensi pariwisata yang sangat besar karena keindahan alam dan keragaman budaya yang menarik minat wisatawan. Hal ini ditunjukkan dengan meningkatnya jumlah kunjungan wisatawan dari tahun ke tahun, yang mendorong pertumbuhan positif industri perhotelan, termasuk di Kabupaten Purwakarta. Hotel Jatiluhur Valley Resort (Hotel JVR) adalah hotel bersejarah bintang 3 yang telah beroperasi sejak tahun 1967 di Purwakarta. Hotel ini terletak di kawasan wisata Bendungan Jatiluhur dan menawarkan berbagai tipe kamar serta fasilitas yang beragam. Namun, Hotel JVR saat ini menghadapi tantangan dalam mencapai target pendapatan dan tingkat okupansi akibat persaingan yang semakin ketat. Untuk mengatasi masalah tersebut, maka disusun penelitian ini yang bertujuan untuk merancang model bisnis baru yang dapat membantu Hotel JVR dalam mencapai target okupansi dan pendapatan yang ditetapkan Perusahaan.

Penelitian ini menggunakan metoda deskriptif kualitatif, dengan pengumpulan data melalui wawancara terhadap manajemen dan pelanggan Hotel JVR, serta observasi langsung di hotel tersebut. Selanjutnya, data dianalisis dengan menggunakan metoda *content analysis*. Hasil analisis digunakan untuk merancang model bisnis, memahami kebutuhan pelanggan, dan memodifikasi model bisnis dengan pendekatan peta empati dan kanvas model bisnis, yang diperkaya dengan perspektif inovasi model bisnis dan *manajemen hospitality*.

Berdasarkan hasil penelitian, ditemukan bahwa modifikasi model bisnis dilakukan dengan menambahkan dua *value proposition* baru, yaitu Kualitas Layanan Prima dengan Harga Kompetitif dan Pilihan Paket Menginap, serta penguatan satu *value proposition* eksisting melalui kegiatan Malam Ragam Budaya dalam Wisata Edukasi. Modifikasi ini mempengaruhi elemen lain dari model bisnis, yaitu *channels*, *customer relationship*, *revenue stream*, *key resource*, *key activities*, *key partners* dan *cost structure*. Dengan model bisnis yang baru ini, Hotel JVR dapat menarik pelanggan, memberikan opsi yang lebih beragam, mengakomodasi kebutuhan dan preferensi pelanggan, sekaligus memberikan pengalaman yang unik dan menyenangkan yang berdampak terhadap peningkatan kepuasan dan retensi pelanggan, mendorong kunjungan dan pemesanan berulang, menghasilkan ulasan positif, memperkuat citra dan reputasi hotel, dan pada akhirnya berkontribusi pada peningkatan okupansi serta pendapatan secara berkelanjutan.

Kata Kunci : modifikasi model bisnis, pariwisata, perhotelan, *resort hotel*

ABSTRACT

BUSINESS MODEL MODIFICATION JATILUHUR VALLEY RESORT HOTELS – PURWAKARTA

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Indonesia has enormous tourism potential because of its natural beauty and cultural diversity which attracts tourists. This is shown by the increasing number of tourist visits from year to year, which encourages positive growth in the hotel industry, including in Purwakarta Regency. Hotel Jatiluhur Valley Resort (Hotel JVR) is a historic 3-star hotel that has been operating since 1967 in Purwakarta. This hotel is located in the Jatiluhur Dam tourist area and offers various types of rooms and various facilities. However, JVR Hotels are currently facing challenges in achieving revenue targets and occupancy levels due to increasingly fierce competition. To overcome this problem, this research was prepared which aims to design a new business model that can help JVR Hotels achieve the occupancy and revenue targets set by the Company.

This research uses a qualitative descriptive method, by collecting data through interviews with JVR Hotel management and customers, as well as direct observation at the hotel. Next, the data is analysed using the content analysis method. The results of the analysis are used to design business models, understand customer needs, and modify business models using the empathy map and business model canvas approaches, which are enriched with business model innovation perspectives and hospitality management.

Based on the research results, it was found that modifications to the business model were carried out by adding two new value propositions, namely Excellent Service Quality with Competitive Prices and Choice of Stay Packages, as well as strengthening one value proposition existing through Cultural Diversity Night activities in Educational Tourism. These modifications affect other elements of the business model, namely channels, customer relationships, revenue streams, key resources, key activities, key partners and cost structure. With this new business model, JVR Hotels can attract customers, provide more diverse options, accommodate customer needs and preferences, while providing unique and enjoyable experience that has an impact on increasing customer satisfaction and retention, encouraging repeat visits and bookings, generating positive reviews, strengthening the hotel's image and reputation, and ultimately contributing to sustainable increase in occupancy and revenue.

Keywords: *business model modification, tourism, hospitality, resort hotel*