



**TECHNIUM**  
SOCIAL SCIENCES JOURNAL

[www.techniumscience.com](http://www.techniumscience.com)



**Vol. 75/2025**  
**A New Decade for Social Changes**

**PLUS**  
**COMMUNICATION P**



**International**  
Communication & PR

## Hotel Business Sustainability Strategy in Bogor Raya

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**Abstract.** Every business owner hopes their business will grow, develop, and remain sustainable. To achieve this, an effective strategy is necessary for operating a business. This study aims to analyse the external aspects of the hotel business related to efficiency policies. The research method used a quantitative research design. The population consisted of 18 member hotels of the Indonesia Hotel General Manager Association (IHGMA) in Bogor Raya, with a saturated sample. The results found that the Question Marks strategy is an appropriate approach for hotel businesses in Greater Bogor to maintain sustainability. The implications of the research results are optimising revenue from existing products or services, carrying out self-improvement, while waiting for the situation to improve.

**Keywords.** general manager, hotel, accommodation, hospitality, welfare.

### 1. Introduction

The hospitality industry is one of the most dynamic sectors in operation. The hotel industry is highly susceptible to external factors. External factors can be economic, political, social, technological, environmental, and legal (Ardani & Harianto, 2021; Awaluddin & Surgawati, 2024; Blengini & Heo, 2024; Breier et al., 2021; Makos, 2024; Rini & Fikri, 2022). Economic factors that impact hotel operations include fluctuations in the value of the rupiah against foreign currencies, which are difficult to predict (Issn & Hafiz, 2024; Reginata et al., 2024). Issn & Hafiz (2024) found that the volatility of the rupiah exchange rate significantly affects the number of foreign tourists visiting Indonesia, thus affecting hotel occupancy. Meanwhile, (Reginata et al., 2024) found that the tourism and hospitality sector is susceptible to fluctuations in the USD/IDR exchange rate, where a weakening rupiah attracts more foreign tourists and increases revenue, while a strengthening rupiah decreases the sector's revenue. Political aspects refer to the policies implemented by the government in a region, which contribute to hotel operations (Makos, 2024). Makos (2024) found that political factors, such as political stability, tourism promotion policies, formal regulations, and tax reforms, directly affect hotel operational strategies, including investment, profitability, and regulatory compliance. In addition, (Blengini & Heo, 2024) found that hotels adjust their room prices (ADR/RevPAR) in response to government macroeconomic policies, including changes in exchange rates, taxes, and demand resulting from fiscal/regulatory policies. Social aspects, such

as a green lifestyle affect the sustainability of the hotel business (Santos et al., 2023). Santos et al. (2023) reported that social sustainability practices (such as the use of environmentally friendly materials, employee well-being, and community responsibility) improve consumer perceptions and hotel brand reputation, which indirectly impact long-term profitability. Furthermore, research on safety culture and job satisfaction in Turkish and Qatari hotels found that safety culture and job satisfaction (social dimensions) moderate customer-oriented behaviour and organizational commitment, which impact hotel business sustainability (Dağlı et al., 2024). Technological aspects such as innovation impact hotel sustainability (Patrick et al., 2023). Environmental technology factors, such as solar energy, reused water, and waste-to-energy, trigger "sustainable intelligence" in customers and promote pro-environmental behaviour, thereby strengthening hotel operational sustainability (Patrick et al., 2023). Furthermore, disruptive digital technologies such as AI, big data, robotics, mobile apps, and virtual reality contribute to hotel performance dimensions—including flexibility, innovation, resource efficiency, and sustainability (Iranmanesh et al., 2022). Environmental factors, including energy-efficient behaviour, water consumption, waste management, CO<sub>2</sub> emissions, and mitigation solutions, contribute to hotel business sustainability (Azrai et al., 2017). Legal aspects, such as policies to comply with environmental regulations and green certification, are strategies for sustainability (Astuti et al., 2023).

After assessing external aspects, companies need to consider internal aspects. Internal elements in the hotel business include a strong organizational culture, quality service, leadership, and training (Kuar et al., 2022; Oliveras-Villanueva et al., 2020; Taha & Espino-Rodríguez, 2020; Utami et al., 2020). Taha & Espino-Rodríguez (2020) found that a strong organizational culture has a positive influence on hotel sustainability performance, whereas a rigid hierarchical culture hinders outsourcing and operational stability. (Oliveras-Villanueva et al., 2020) found that service quality increases guest loyalty, which in turn supports the sustainability of the hotel business. Meanwhile, Utami et al. (2020) found that internal factors, including strategic leadership, corporate governance, organizational culture, and internal adjustments, significantly contribute to sustainability through a corporate hospitality approach. Kuar et al. (2022) found that training contributes to the sustainability of hotel businesses. Based on the literature review, it was concluded that both external and internal aspects can influence hotel business sustainability.

The sustainability vision of hotel owners contrasts with the reality on the ground. The reality on the ground indicates that hotel businesses in Bogor, ranging from non-star hotels to 3-star hotels and 4-star hotels, are experiencing a decline in occupancy. Guest occupancy of 2-4-star hotel in Bogor Raya is described in **Table 1**.

**Table 1. Occupancy of 2-4 star hotels in Bogor Raya.**

2023		2024		2025	
January	64,37	January	52,76	January	51,02
February	73,03	February	64,05	February	54,68
March	66,24	March	51,18	March	28,97
April	56,78	April	52,13	April	-
May	67,18	May	63,57	May	-
June	72,08	June	66,96	June	-
July	72,87	July	70,56	July	-
August	71,96	August	61,93	August	-
September	70,59	September	65,78	September	-
October	75,90	October	72,15	October	-

November	80,54	November	65,86	November	-
December	81,16	December	71,87	December	-

Source: Indonesian Hotel and Restaurant Association (2025).

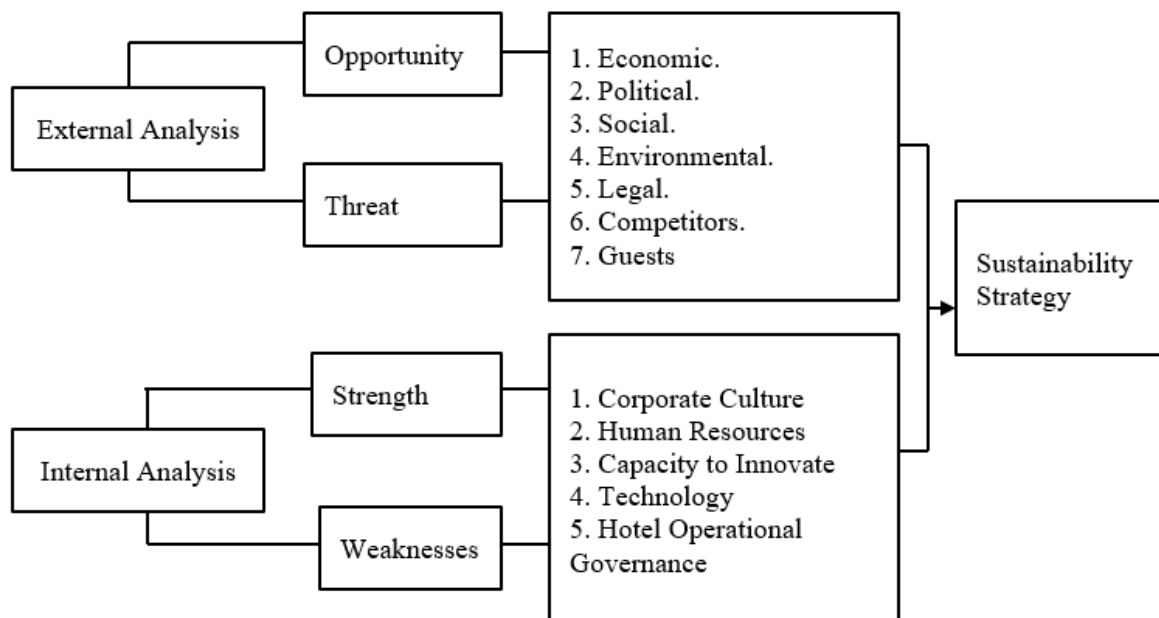
The continuing decline in guest occupancy is correlated with a decrease in hotel revenue, and it challenges the sustainability in the financial domain and the people domain (Boella et al., 2019). Low occupancy impacts revenue. The decline in revenue is suspected to be influenced by efficiency policies. One of the impacts of the policies is a decrease in MICE events held in hotels. This research is urgent because vocational and vocational education institutions in the hospitality industry produce 3.8 million graduates annually. With three current intakes, approximately 11.4 million graduates are expected to graduate. These graduates undoubtedly need jobs. If the decline in hotel revenue is not addressed promptly, graduates will not be absorbed into the workforce suited to their skills.

The purpose of this study is to identify an effective strategy for the sustainable hotel business in response to the government’s efficiency policy in Bogor Raya.

## 2. Literature Review

### 2.1 External and Internal Analysis

A business strategy in the hospitality industry is a comprehensive plan that enables a hotel to achieve a competitive advantage, increase revenue, and maintain sustainable growth and development (Panteleiev, 2023). This strategy can be determined by considering both internal and external aspects of the hotel. **Figure 1** illustrates the internal and external analysis required to develop an appropriate sustainability strategy.



**Figure 1. External and Internal Analysis**

Source: Panteleiev, 2023.

**External aspects** include opportunities and threats from economic, social, political, technological, environmental, and legal perspectives, including competitor and guest preference aspects (Ardani & Harianto, 2021; Awaluddin & Surgawati, 2024; Blengini & Heo, 2024;

Breier et al., 2021; Makos, 2024; Rini & Fikri, 2022). Meanwhile, **internal aspects** include analysing the hotel's strengths and weaknesses, including corporate culture, human resources, innovation capacity, technology, and hotel operational governance (Kuar et al., 2022; Oliveras-Villanueva et al., 2020; Taha & Espino-Rodríguez, 2020; Utami et al., 2020). A thorough analysis of both internal and external aspects yields an effective business strategy.

## 2.2 Business Strategy

One business strategy is a strategy initiated by the Boston Consulting Group (BCG). BCG establishes a product or service-based strategy that is linked to market growth (External) and relative market share (Internal). The BCG matrix is: (1) Stars; (2) Cash Cows; (3) Question Marks; and (4) Dogs (Hermawan & Pratminingsih, 2024). The Stars' strategy can be implemented if market growth and market share are relatively high. When the product or service provided by the company is in the Stars position, the company must carry out aggressive marketing because the product or service that the hotel can provide is in high demand by the public (high market growth). People choose the products or services provided by the hotel (a relatively high market). The Cash Cow strategy can be implemented when market growth is low but market share is relatively high.

When the hotel's product or service is in the Cash Cows position, the company must innovate to create new products or services. This can be done because the hotel has sufficient resources to innovate. The Question Marks strategy involves high market growth but a relatively low market share. This condition indicates that guests who are interested in a particular product or service do not choose to purchase it from the hotel. If the hotel is in the Question Marks position, it must implement self-improvement efforts, such as improving existing products or services to enhance their quality. In this condition, the hotel does not need to innovate to create new products or services, but rather to improve existing ones. The Dogs' strategy can be applied if market growth and market share are relatively low. Suppose the hotel is in the dog's position. In that case, the strategy is to operate existing resources and adopt a precautionary approach while monitoring market growth conditions and relative market share. **Figure 2** shows the BCG Business Strategy.

		Market Growth	
		High	Low
Relative Market Share	High	Stars	Cash Cows
	Low	Question Marks	Dogs

**Figure 2. Boston Consulting Group Strategy.**

Source: Hermawan & Pratminingsih, 2024.

## 3. Method

The study used the quantitative method, the research applied descriptive quantitative (Park, Y.S., Konge, 2020). The unit of analysis is the general manager or someone previously in charge as general manager of a 2-star hotel, 3-star hotel, and 4-star hotel in Bogor Raya. The population was the general managers of a 2-star hotel, 3-star hotel, and 4-star hotel in Bogor

Raya are 18 hotels. The research respondents were selected by saturated sample. The data was collected by distributing questionnaires. The researcher approached the respondents offline, and online (via Google Forms link, Zoom, or telephone). Some of the indicator used a 5-point Likert scale. A value of 1 for strongly disagree, a value of 2 for disagree, a value of 3 for quite agree, a value of 4 for agree, and a value of 5 for strongly agree (Coetzee & Moosa, 2019). The data was collected from January to May 2024. The tests include a frequency test for respondent profiles and the policy impact of efficiency. The frequency test of the respondents' profiles described the number of respondents and the composition of the hotels.

#### 4. Results and Discussion

The results include: a Respondent profile (**Table 2**); b. Policy impact on hotels; c. An effective strategy for the sustainable hotel business in response to the efficiency policy in Bogor Raya.

##### 4.1. Respondent profile

The study respondents were 18 hotel general managers in Bogor, West Java (**Table 2**). Based on the star rating, one hotel (6%) was a 2-star hotel, five hotels (28%) were 3-star hotels, and 12 hotels (66%) were 4-star hotels.

**Table 2. Respondents' Profile.**

Demographic	N (18 respondents)	%
Position:		
General Manager	18	100%
Hotel:		
2-star hotel	1	6%
3-star hotel	5	28%
4-star hotel	12	66%

Description: n is the number of respondents.

Source: Primary Data Processing Results, 2025.

The significant dominance of 4-star hotels, at 12 (66%), is due to Greater Bogor being a special interest tourism destination (Sari, 2024). Central Statistics Agency of Bogor Regency reports that the number of tourists visiting Bogor in 2024 was 402,811 international tourists and 15,093,309 domestic tourists (Badan Pusat Statistik Kabupaten Bogor, 2025).

##### 4.2. The Efficiency Policy Impact on Hotels

The government's efficiency policy strategy is an example of a political aspect (Makos, 2024). A survey of 18 hotels in Bogor Raya asked the following questions:

- How does the efficiency policy affect hotel operational policies?
- How many employees are affected by layoffs?
- How much has hotel revenue decreased?
- How much have local taxes decreased?
- How much business has been lost?

- f. How much revenue has been lost?  
g. How much has the efficiency policy affected hotel vendors?

The results of the survey on the impact of efficiency policy in hotels in Bogor, including 2-star, 3-star, and 4-star hotels, are presented in **Table 3**.

**Table 3.** The Impact of Efficiency Policy on the Hotel Business in Bogor Raya.

Indikator dan Sub Indikator	N (18 responden)	%
The efficiency policy affects hotel operations:	18	100%
The number of employees is affected by layoffs:		
1. Kurang dari 10 orang.	6	33%
2. 10 – 50 orang.	11	61%
3. 51 – 100 orang.	1	6%
Hotel revenue decreased Q1 2025 Vs Q1 2024:		
1. 5-10%.	2	11%
2. 11-20%.	1	6%
3. 21-30%.	11	60%
1. 41-50%.	2	11%
2. 51-60%.	1	6%
3. 61-70%.	1	6%
Local taxes decreased Q1 2025 V.s PB1 Q1 2024		
1. 5 -10%.	3	17%
2. 11-20%.	4	22%
3. 21-30%.	7	39%
4. 41-50%.	3	16%
5. 51-60%.	1	6%
The business has been lost:		
1. Meeting & room.	17	94%
2. Room.	1	6%
The revenue has been lost:		
1. Less than 200 million up to less than 1 billion.	6	33%
2. More than 500 million up to less than 1 billion.	5	28%
3. More than 1 billion up to less than 2 billion.	2	11%
4. More than 2 billion up to less than 3 billion.	4	22%
5. More than 3 billion.	1	6%
Pengaruh kebijakan terhadap hotel:		
1. Berdampak signifikan, perlu strategi baru	5	27%
2. Sangat berdampak, bisnis terancam tutup	13	73%
The efficiency policy affected hotel vendors:		
1. Affect 10-<20 %.	4	22%
2. Affect 20 -35 %	2	11%
3. Affect more than 35 %	12	67%

Remark: Q1 Quarter 1; PB1 Regional tax is 10% of the product price and service charge.

Respondents at 18 hotels in Bogor Raya, representing 100%, stated that the Efficiency Policy would impact hotel operations. Of the 18 respondents, 6 (33%) said they would lay off "less than 10 employees." Eleven (61%) would lay off between 10 and 50 employees, and one (6%) stated they would lay off between 51 and 100 employees.

A decline in revenue drove the hotel's layoff policy. Of the 18 respondents, two (11%) stated that revenue in Q1 2025 would decrease by 5-10% compared to Q1 2024. Furthermore, one (6%) said that revenue in Q1 2025 would decrease by 11% to 20% compared to Q1 2024. Next, 11 respondents noted that revenue in Q1 2025 decreased by 21% to 30% compared to Q1 2024. Furthermore, two respondents (11%) stated that revenue in Q1 2025 decreased by 41% to 50% compared to Q1 2024. One respondent (6%) said that revenue in Q1 2025 decreased by 51% to 60% compared to Q1 2024. Finally, one respondent (6%) stated that hotel revenue in Q1 2025 decreased by 61% to 70% compared to Q1 2024.

The decline in hotel revenue will undoubtedly impact the decrease in Regional Tax (PB1). This PB is taken from 10% of the price of products and services consumed by guests. The research results found that three respondents (17%) stated that PB1 payments in the first quarter (Q1) of 2025 decreased by 5 to 10% compared to PB1 in Q1 of 2024. Meanwhile, four respondents (22%) stated that PB1 payments in Q1 2025 decreased by 11 to 20% compared to Q1 2024. The majority, namely seven respondents (39%), indicated that PB1 payments in Q1 2025 decreased by around 21 to 30% compared to Q1 2024. Meanwhile, three respondents (16%) stated that PB1 payments in Q1 2025 decreased by 41 to 50% compared to Q1 2024. Finally, one respondent reported that PB1 payments in Q1 2025 decreased by 51-60% compared to PB1 payments in Q1 2024.

The decrease in revenue and regional tax payments was due to the loss of business, specifically meeting packages and rooms. Of the 18 respondents, 17 (94%) stated that they had lost between 10% and 20% of their meeting package and room business. One respondent (6%) also reported a loss of room business. The loss of meeting and room business has resulted in significant revenue losses for hotels.

Six respondents (33%) reported revenue losses of between Rp 200 million and less than Rp 1 billion. Furthermore, five respondents (28%) reported revenue losses of between Rp 500 million and Rp 2 billion. Two respondents (11%) reported revenue losses of between Rp 1 billion and less than Rp 2 billion. Four respondents (22%) reported revenue losses of between Rp 2 billion and Rp 3 billion. Finally, one respondent (6%) reported experiencing a loss of revenue exceeding IDR 3 billion.

#### ***4.3. An effective strategy for the sustainable hotel business in response to the efficiency policy in Bogor Raya.***

In response to the decline in hotel revenue, the majority of respondents (72 %) need government support. **Table 4** describes the respondents' opinions regarding an effective strategy for the sustainable hotel business in response to the efficiency policy in Bogor Raya.

**Table 4.** The respondents' opinions regarding an effective strategy for the sustainable hotel business in response to the efficiency policy in Bogor Raya.

Indicator dan Sub-Indicator	N (18 respondents)	%
Government incentive provision strategy:		

1. Strongly disagree.	3	16%
2. Quite agree	1	6%
3. Agree	1	6%
4. Strongly agree	13	72%

Remark: Q1 Quarter 1; PB1 Regional tax is 10% of the product price and service charge.

**Table 4.** Continued.

Indicator dan Sub-Indicator	N (18 respondents)	%
Government support strategies:		
1. Efficiency through other methods or strategies to increase occupancy rates.	1	6%
2. Tourism promotion to increase occupancy rates.	3	17%
3. Relaxation of policies related to hotel operations.	2	11%
4. Tax incentives/hotel tax reductions.	10	55%
5. Subsidy programs or direct financial assistance.	2	11%

Remark: Q1 Quarter 1; PB1 Regional tax is 10% of the product price and service charge.

The form of support most desired by respondents was tax incentives/hotel tax reductions (55%). Government support has a significant impact on business sustainability (Ahmadu et al., 2025; Kumar & Singh, 2023; Perdana et al., 2023).

Besides relying solely on government support, hotels in Greater Bogor have several opportunities. First, Greater Bogor is a special interest tourism destination (Sari, 2024), specifically in the realm of gastronomic tourism. This opportunity can be leveraged by targeting special-interest tourists (market shift). Second, the number of tourists visiting Greater Bogor in 2024 was 402,811 international tourists and 15,093,309 domestic tourists (Badan Pusat Statistik Kabupaten Bogor, 2025). This high number of tourists is a potential source of guests for hotels in the Greater Bogor area. Therefore, this study offers recommendations for hotels in Bogor that rely heavily on organising Meetings, Incentives, Conferences, and Exhibitions (MICE) to implement **the Question Marks strategy** (Hermawan & Pratminingsih, 2024). The Question Marks strategy includes efforts to improve themselves in terms of a. Corporate Culture; b. Human Resources; c. Innovation Capacity; d. Technology, and e. Hotel Operational Governance (Panteleiev, 2023). Self-improvement efforts are being made to enhance various aspects of hotel products and services, including mentoring, coaching, and employee training programs, as well as improvements to hotel operational governance. When the external environment is more favourable, hotels in Bogor will be better prepared to compete.

## 5. Conclusion

The proposed efficiency policy has impacted the hotel business, resulting in a decline in the organisation of Meetings, Incentives, Conferences, and Exhibitions. The most noticeable impact is on 3- and 4-star hotels that have a dominant MICE market share. For hotels to continue growing and developing, government support and self-improvement efforts from the hotel are necessary. Support from the government includes: a. Providing tax incentives/hotel tax reductions; b. Intensifying tourism promotion by utilising digital platforms to increase tourist visits, which has an impact on increasing occupancy rates (Mardianti, 2025). Self-improvement

effort through employing the Question Marks strategy. These self-improvement efforts are important because the Bogor Raya is a special interest tourist destination. Further research can provide a more in-depth analysis of the motives that draw tourists to Bogor Raya, allowing the hotel to tailor its products and services to the preferences of potential guests.

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