

# GROSS OPERATING PROFIT (GOP) ACHIEVEMENT POSITIVE STRATEGY IN THE NEW NORMAL ERA (Case Study at Swiss Belresidences Hotel Kalibata Jakarta)

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**Keywords:**

*Hotel, Strategy, Gross  
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**Abstract**

*The COVID-19 pandemic has impacted various sectors of life, including the hotel business. Due to restrictions on community mobility resulting in a decrease in room occupancy rates, MICE (Meeting, Incentive, Convention, and Exhibition), and the provision of social events at the Swiss Belresidence Hotel Kalibata Jakarta. This decrease can have an impact on decreasing hotel revenues which can affect the acquisition of Gross Operating Profit (GOP) which is calculated by revenue minus costs and expenses that must still be paid. This study aims to analyze the achievement of Gross Operating Profit (GOP) during the pandemic and predict it for the next 5 years, as well as formulate a strategy so that the GOP obtained is in accordance with the target. The data in this study were obtained by SWOT analysis through observation, interviews and documentation. Informants in this study are financial statements and hotel management. The data analysis technique in this study used qualitative descriptive. The results of this study are strategies that can be formulated for Swiss-Belresidences Kalibata Hotel, such as implementing a strategy of utilizing green areas in the hotel, offering attractive promos with complete facilities and easy transportation access. So the GOP for 2021 and predictions for the next 5 years GOP obtained are positive with an average growth of around 11.39 percent.*

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**INTRODUCTION**

The coronavirus (COVID-19) pandemic has brought a major blow to the tourism industry and its derivatives. To mitigate the spread of COVID-19, the Indonesian

government has issued policies and called for social distancing and physical distancing precaution measures, stay-at-home and work-from-home (WFH) practices for all Indonesian people. In Nurbaeti, et al (2021) to mitigate the spread of COVID-19, the Indonesian government has issued a policy and called for social distancing and physical distancing, stay at home and work from home (WFH) practices for all Indonesian people. So many hotels are closed because of this pandemic, more than a thousand hotels are closed because of this pandemic. The sector that was hardest hit was the tourism sector and its derivatives, such as hotels, restaurants, transportation, airlines and there was also an impact on local business.

During the COVID-19 pandemic, all business or business activities are allowed by running the New Normal. The definition of new normal is a scenario to accelerate the handling of COVID-19 in health and socio-economic aspects. The Indonesian government has announced plans to implement a new normal scenario taking into account epidemiological studies and regional preparedness. The President hopes that this new normal will be implemented with several considerations. In the last few days, the Coordinating Ministry will propose an assessment mechanism, both based on epidemiological calculations and regional capacities in handling COVID-19 such as disease development, virus control, and health capacity.

Hotel Swiss Belresidences Kalibata Jakarta is a 4-star hotel in Jakarta that provides quality standards of service and international facilities. This hotel is strategically located in the prime area of South Jakarta, close to the business center and commercial area in the Kalibata area. Located in the ultimate combination area, Swiss-Belresidences Kalibata Jakarta allows easy access to the central business district, government offices, shopping centers, entertainment and tourist attractions as well as various dining options. The hotel is only a 5-minute walk to Duren Kalibata Train Station, Mall Plaza Kalibata and to Kalibata City Mall. Halim Perdana Kusuma Airport is only a 15-minute drive away. Meanwhile, Soekarno-Hatta Airport is only 45 minutes away, and Shuttle Bus is available with 6 departures per day. For business or leisure travelers, Swiss-Belresidences Kalibata Jakarta is the ideal place to stay.

The existence of the COVID-19 pandemic that hit the entire world, including Indonesia in early 2020, had a considerable impact on the Swiss- Belresidences Hotel Kalibata Jakarta. This has an impact on Swiss- Belresidences Kalibata Jakarta's revenue

(revenue), which has decreased compared to 2017, 2018 and 2019 when conditions were normal. The decrease in revenue greatly affects the gross profit income or Gross Operating Profit received. Because the GOP is obtained from hotel revenues in the form of rooms revenue, food and beverage revenue, and other operated departments revenue.

So if the income does not exist or decreases, the GOP generated will also decrease and it can even become a deficit or minus because they have to continue to finance hotel operations.

Gross Operating Profit (GOP) is very important as the level of success of the General Manager. Gross Operating Profit (gross profit), according to Ageftry (2018) is the expertise of hotel management in achieving high income and being able to manage costs and costs well, a high GOP value will be achieved. A good GOP hotel should have a percentage value of not less than 35 percent. This is the same as the GOP target for the Swiss Belresidence Kalibata hotel set by the owner at 35 percent. Because GOP is obtained from the existence of revenue which is reduced by hotel operational costs such as paying employee salaries, paying for electricity, maintenance expenses, and others. The decrease in GOP obtained by the Swiss-Belresidences Kalibata Jakarta Hotel in 2020 was due to the impact of the COVID-19 pandemic, where this hotel closed in April and May 2020 so that it had a very significant impact, namely getting a negative Gross Operating Profit (GOP) in the month of April. April minus Rp. (454,621,453) and the month of May minus Rp. (163,011,567). GOP's revenue is highly dependent on revenue from rooms revenue, food and beverage revenue, and other operated departments revenue. The dominant income in hotel operations is derived from room revenue in the form of room occupancy and ARR (Average Room Rate).

The occupancy rate in January 2020 was 67.16 percent with a GOP of Rp. 1,889,908,618 and experienced an increase in occupancy in February 2020 to 83.69 percent with a GOP of Rp. 2,374,091,063. This happened because in February 2020 there were more events from ministries/government than in January 2020. Meanwhile, the Swiss Belresidence Kalibata occupancy in March 2020 was recorded at only 38.37 percent with a GOP of Rp. 534,413,136. This figure shows a decrease from conditions in January 2020 and February 2020. Furthermore, the occupancy rate in the April and May 2020 periods was 0 percent with GOP minus in April of Rp. (454,621,453) and

GOP in May minus Rp. (163,011,567) where Swiss Belresidence Kalibata closed all its business activities. Then in June 2020 the hotel was re-opened by observing very strict health protocols. There are still very few guests who come to stay and hold meetings so that an occupancy of 18.43 percent is obtained with a GOP of Rp. 159,294,572. In July and August 2020, the occupancy and GOP obtained by Swiss Belresidence Kalibata continued to increase. Occupancy in July 2020 was 46.12 percent with a GOP of Rp. 1,012,774,062 and in August 2020 the occupancy was 57.61 percent with a GOP of Rp. 1,226,853,394.

Occupancy and GOP in September 2020 again decreased compared to the previous month. This happened because in September 2020 the COVID-19 pandemic experienced an increase again so that the PSBB (Large-Scale Social Restrictions) was imposed. So that obtained occupancy of 44.75 percent with a GOP of Rp. 775,844,934. The following months, namely in October, November, and December in 2020, the occupancy and GOP obtained by Swiss Belresidence Kalibata continued to increase. In October 2020 the occupancy obtained was 49.00 percent with a GOP of Rp. 1,038,454,596, in November 2020 the occupancy obtained was 64.94 percent with a GOP of Rp. 1,650,237,534 and in December 2020 the occupancy obtained was 70.45 percent with a GOP of Rp. 1,821,249,675. Furthermore, in April 2020 where there was a provision to close the hotel, the costs and expenses incurred were greater than the revenue earned. The cost issued in April 2020 is Rp. 12,613,855 and expenses incurred amounting to Rp. 230,541,212. While the revenue or income is only Rp. 53,150,889 only so that the resulting GOP is minus Rp. (454,621,453) with a minus percentage of (885.34) percent.

## **RESEARCH METHOD**

This study uses a qualitative research approach where qualitative research as a scientific method is often used and carried out by a group of researchers in the social sciences, including education sciences. Qualitative research methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. In qualitative research, a researcher talks directly and observes several people, and interacts for several months to study the background, habits, behavior and physical and mental characteristics of the person being studied. The characteristics of qualitative research are: (1) natural, (2) descriptive data not numbers,

(3) inductive data analysis, and (4) meaning is very important in qualitative research.

Primary data sources, namely data directly collected by researchers (or officers) from the first source. The primary data sources in this study are the General Manager, marketing, accounting, and HRD Hotel Swiss Belresidence Kalibata Jakarta. Secondary data sources, namely data directly collected by researchers as a support from the first source. It can also be said that data arranged in the form of documents. In this study, documentation and questionnaires are secondary data sources.

The sample is part of the population whose characteristics are to be studied. While the population is a group of people or objects that have in common things that form the main problem in a study. The population of this research is the entire Swiss Belresidence Hotel Kalibata Jakarta. The sample in this study is in the form of the financial statements of the Swiss Belresidence Hotel Kalibata Jakarta and related informants. The research objects or informants in this study are the General Manager, Director of Sales and Marketing, Accounting Manager, Food and Beverage Manager, and HRD Manager of Swiss Belresidence Hotel Kalibata Jakarta. In research, it is necessary to have a data as the final result of the research. For collecting concrete data, the researcher carried out several data collection techniques, namely observation, interviews, and documentation studies.

The data analysis technique uses data triangulation, namely data reduction, data presentation, and data conclusions. Meanwhile, the tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has.

## **RESULT AND DISCUSSION**

As the findings described above, based on the results of observations, interviews, and documentation about the positive GOP (Gross Operating Profit) achievement in the new normal era. In this sub-chapter, the researcher will present a description of the discussion in accordance with the formulation and research objectives. Researchers will also integrate findings in the field and then analyze them with existing theories.

Achievement of Gross Operating Profit in 2021 in the midst of the COVID-19 pandemic and predictions for the next 5 years at Swiss Belresidences Hotel Kalibata. In January – May 2021, the COVID-19 pandemic still hit Indonesia, which was previously predicted in 2021 the pandemic would end because there was a vaccine. However, in reality, new variants of COVID- 19 have emerged which have exposed many people again and the government has imposed restrictions on community activities, which greatly impacted the hotel business.

With experience in the early days of the COVID-19 pandemic in April and May 2020, Swiss Belresidences Hotel Kalibata received a minus GOP of Rp. (454,621,453) and in May 2020 those who still get a minus GOP of Rp. (163,011,567) made the Swiss hotel Belresidences Kalibata formulate a strategy so as not to get another minus GOP. When the hotel was closed, Swiss Belresidences Hotel Kalibata tried to keep getting revenue from selling Kalibata souvenirs and rice bowls online, but fixed costs such as paying employees, electricity costs, and other maintenance expenses had to be paid so that the GOP obtained was still minus. So the revenue obtained is still not enough to cover costs and expenses.

It is relevant to what Atmajaya (2013) said in his research that one of the goals of the company is to make a profit, so that the company can continue to run and develop. However, the company's success in obtaining large profits is not a measure that the company's financial performance has been efficient in using capital. A company needs profit or profit to be able to continue to support the establishment of the company. By getting a minus GOP, this has a huge impact on the company which can affect the company's next state. For this reason, financial predictions are made by considering business patterns and conditions relevant to that period. The benefits of financial reports according to Atmajaya (2013) can also be used to measure financial performance. Although in different forms and ways, it can be seen from the techniques commonly used by companies or other business organizations. One of them is financial ratio analysis which has the objective of evaluating the current situation and predicting future financial conditions. So Hotel Swiss Belresidences Kalibata analyzes the achievement of Gross Operating Profit (GOP) in 2021 in the midst of the COVID-19 pandemic and predicts the achievement of Gross Operating Profit (GOP) for the next 5 years, namely in 2022, 2023, 2024, 2025, and 2026.

When making this plan, did not pay attention to the acquisition data in the previous year due to having a different business pattern during the COVID-19 pandemic with normal conditions. Then there are also differences with the level of economic growth and unmeasured inflation. This is what makes the measurement barometer during normal conditions different from during the COVID-19 pandemic. Strategy to achieve a positive Gross Operating Profit amid the COVID-19 pandemic for the next 5 years at the Swiss Belresidences Hotel Kalibata. According to David (2011) strategy is a shared means with long- term goals to be achieved. A strategy is needed by a person or a company as an initial plan to carry out the goals to be achieved. Strategy can also be a plan of steps that will be taken to overcome a problem that occurs.

Meanwhile, according to Pearce II and Robinson (2008), strategy is a large-scale plan, with a future orientation, to interact with competitive conditions to achieve company goals. With changing circumstances like now, a different strategy is needed to be able to run a company, especially during this pandemic. If the strategies that are used to be carried out during normal times can apply to normal conditions, therefore for a pandemic situation like now which also applies to new normal conditions, it requires a separate strategy to be able to adapt during a pandemic. Through the experience of the GOP slump in the early days of the pandemic, Hotel Swiss Belresidences Kalibata made a strategy to adjust the hotel business business during this pandemic. As stated by (Memet, 2021) that the strategy "What we are doing is that we stop all purchases, and so that this hotel still exists, we do delivery at that time for food such as souvenirs and rice bowls, whose prices can compete with other restaurants. We do this so that we can at least pay for our basic needs." In addition, rice bowls with a price range of Rp. 50,000 – Rp. The 100,000 is offered to the fans, we directly contact them personally, especially for regular customers, although they are also installed through advertisements.

Furthermore, in June 2020 the hotel was re-opened even though the health protocol was very strict. The health protocol implemented according to (Ega, 2021) is "For guests who come, we must pay attention to the process, both upon arrival, during the check-in process, and all employees must also be vaccinated and they must also be in good health, using prokes also in serving guests." In addition, according to (Uli, 2021) for employees, efforts are also made as much as possible to maintain health. As

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he said, "Yes, moreover, employees are the most valuable asset for us, especially those who serve guests. For that we do routine antigen test once a month. To ensure all employees are safe and they are also confident to serve guests. In addition, we register all employees for vaccination. In addition to supporting government programs, vaccines also make employees' immune systems safe."

After being prepared as best as possible for the hotel to reopen with new normal conditions, Swiss-Belresidences Kalibata Hotel began operating again in June 2020. When the hotel reopened to the public by implementing strict health protocols, several strategies were carried out in order to keep getting as much revenue as possible. with visitor restrictions. The management has started looking for markets that can be segmented properly, for example, such as repatriation and also accepting social events such as marriage contracts or weddings which are crowded during the July-December 2020 period. According to (Ega, 2021) our business support is repatriation. Repatriation is the arrival of Indonesian citizens who have returned from abroad who have to self-quarantine for 5 days, for that we are collaborating with PHRI to be able to accommodate guests who arrive from abroad, both Indonesian citizens and foreigners."

The repatriation is carried out with strict attention to the process. Indonesian citizens or foreigners who have traveled from abroad are quarantined without doing any activities outside the room, with employees delivering breakfast, lunch and dinner at tables available outside each guest's room. In addition, the wedding ceremony which had been delayed was carried out by the public due to the prohibition on holding weddings at the beginning of the COVID-19 pandemic, which was held again with restrictions and carried out with health protocols. With these restrictions, many brides and grooms prioritize the intimate wedding theme which is considered the most suitable to be done during a pandemic, namely having a wedding attended by their closest family. So the budget spent is not too big. Swiss-Belresidences Hotel Kalibata accepted the wedding because it was validated by the government and has received a CHSE (clean, health, safety, & environment) certificate so that the bride and groom can feel safer and more comfortable to carry out their event.

In addition, the savings made are by reducing employees as said by (Uli, 2021) "For this pandemic period, because the business is low, we have to reduce employees by not extending contracts for some employees. This has been previously informed so that



employees can prepare. But this is not really recommended, we play more on the unpaid. Unpaid employees are divided into WFH and WFO. WFH is unpaid, and is calculated on a per-entry basis for payment. Unpaid so far has been effective for both the hotel and the employees.” The implementation of the employee reduction does not reduce the effectiveness of the employee's work, because the existing employees are required to be able to work multitasking. The method used by the HRD Hotel Swiss-Belresidences Kalibata team so that employees are able to adapt according to (Uli, 2021) is "The first strategy is given an understanding first, because it's not that easy. So understanding is given to employees in times like this. And it's also good for them because they learn other skills. Even yesterday's security also helped with housekeeping. So help each other, work together and support each other."

Based on the views of Dan Schendel and Charles Hofer, Higgis (1985) explains that there are four levels of strategy. Everything is called the master strategy, which consists of enterprise strategy, corporate strategy, business strategy, and functional strategy. In this study, the strategy used to create a positive GOP in the new normal is in accordance with the level of strategy according to Dan Schendel and Charles Hofer, Higgis (1985), namely Business Strategy. The strategy at this level explains how to seize the market in the community. How to place the organization in the hearts of the rulers, entrepreneurs, and owners of capital. All of this is intended to obtain strategic benefits while at the same time being able to support the development of the organization to a better level.

## **CONCUSION AND SUGGESTION**

The achievement of GOP (Gross Operating Profit) in 2021 is not much different from 2020 because the COVID-19 pandemic has not subsided and even had a high rate of increase due to the emergence of new variant viruses with faster transmission rates. However, Hotel Swiss-Belresidences Kalibata has made financial predictions until 2026 with a strategy if the pandemic has not ended with a reference to 2017, 2018, 2019 when conditions were normal and 2020 when the pandemic occurred. For 2021 the GOP prediction is Rp. 14,450,541,266 or 35.72 percent. Assuming income from the room is Rp. 19,584,014,799 or 48.41 percent of the total revenue of Rp. 40,453,695,281, with an

occupancy rate in 2021 predicted to be 53.52 percent at a price of Rp. 472,892 per room.

The internal environmental factors that are the strengths of Swiss- Belresidences Kalibata Hotel are green areas in the City, variable meeting rooms, new hotel with complete facilities, ample parking, walking distance to Shopping Centers (Kalibata Plaza and Kalibata City), close to Government Offices, there are no odd or even car numbers, shuttle buses to Halim airport are available, and health protocols are strictly enforced during the pandemic. Meanwhile, the internal environmental factors that become the weakness of Swiss-Belresidences Kalibata Hotel are the presence of a ballroom pillar, the location is integrated with the apartment, and the hotel access is via a railroad crossing.

External environmental factors that become opportunities for Swiss Belresidences Kalibata Hotel are business forms of local government, easy access to public transportation, and being able to find new customers from Halim Airport. Meanwhile, external environmental factors that pose a threat to Swiss-Belresidences Kalibata Hotel are proximity to 2 and 3 star hotels, and middle class apartments, the number of public transportation near the hotel entrance area, and restrictions on meeting and social event activities during the pandemic due to government regulations. The position of the Swiss- Belresidences Kalibata Hotel in this study based on the results of the calculation of data analysis on the SWOT diagram is in quadrant 1, namely a position that supports an aggressive growth policy, meaning that the company must be maximal in overcoming competitive market developments in order to expand market share.

The strategy that can be formulated for Swiss-Belresidences Hotel Kalibata at this time is to apply the SO (Strength Opportunities) strategy. This strategy is carried out to use the strengths of the company to seize the opportunities that exist. Utilizing the green area in the hotel as a meeting place for government or company activities in the vicinity, and social events which during this pandemic are advised not to congregate in closed rooms. This aims to provide a good space for visitors to continue to carry out events with health protocols at the Swiss-Belresidences Hotel Kalibata. Offering attractive promos for visitors to stay with complete facilities and easy transportation access. With the facilities available at the Swiss-Belresidences Hotel Kalibata and supported by attractive promos, it can attract visitors to do a staycation in accordance with the prokes

in the new normal era.

With restrictions on activities during the new normal period, strict procedures must be carried out continuously where providing training to employees in carrying out operational functions can be carried out properly and correctly. Management must provide education and guidance to employees regarding the corona virus. create ready-to-use instructional guides for employees that not only educate them about viral infections, but also look for ways to avoid them. Placing posters on walls, emails, chat groups, this will relieve employee panic. Another example could be by telling how to wash hands properly and properly, keep the company environment clean, know the supplies of tools and materials to clean the hotel area, prepare hand sanitizer in places where employees pass a lot, ensure good air ventilation for employees. In addition, periodically check the cleanliness of the company's environment at least once a day. The SO, ST, WO, and WT strategies implemented to increase sales volume at Swiss Belresidences Hotel Kalibata are utilizing and delivering information to customers regarding existing facilities at the hotel, adding and promoting food and beverage products according to the tastes and needs of the community, developing facilities for education in the form of table manners and cooking classes, product innovation for special family events, Marketing through B2B and B2C, Providing competitive price levels. Regarding hotel access via railroad crossings and the number of public transportations near the hotel entrance area, the hotel can approach local community leaders and local officials so that the general forces are not too crowded in front of the hotel entrance.

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