



COMPETITIVE STRATEGY OF DESA PURI SYARIAH HOTEL IN THE CONTESTATION OF HALAL ACCOMMODATION SERVICE IN YOGYAKARTA

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Abstract

This research wanted to know the competitive strategy chosen by Desa Puri Syariah Hotel to face competition in sharia accommodation industry in order to achieve company goals and objectives. The design of this research is descriptive qualitative. The subjects or informants taken in this study were determined by purposive procedures. The data collection of this research is by deep interview. The conclusion of this research is with competitive strategy that applied, Desa Puri Syariah Hotel able to survive in the syariah accommodation business competition in Yogyakarta. Desa Puri Syariah Hotel can withstand the overall cost advantages that appear from the selling price of its rooms far below its competitors, the differentiation that trying to build compared to other sharia hotels is the familial relationships that management trying to build to its customers, and focus on providing halal service, Muslim niche market, and online marketing.

Keywords: *Desa Puri Syariah Hotel, Competitive Strategy, Halal Accommodation Services, Yogyakarta.*

Introduction

Background

Sharia business trends in Muslim countries are growing rapidly. The Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMEC) in February 2016 noted the growth of Muslim tourist arrivals to countries with large Muslim populations such as Malaysia, Indonesia, Qatar, United Arab Emirates, Tunisia, Singapore and United Kingdom and their total spending in these countries and their predictions by 2020. The data are listed in Table 1 below.

Table 1. Muslim Tourist Visits and Expenditure Data 2010-2020

Country	Year / Number of Visits-Amount of Spending					
	2010		2014		2020	
	Visit (Million)	Spending (Million US\$)	Visit (Million)	Spending (Million US\$)	Visit (Million)	Spending (Million US\$)
Malaysia	4.64	3,427	5.27	4,290	6.59	5,228
Indonesia	0.90	984	1.16	1,328	1.74	1,795
Qatar	0.87	1,895	1.49	5,368	2.76	19,021
UEA	3.63	3,757	6.52	7,734	13.13	12,947
Tunisia	3.08	1,551	2.97	1,316	3.03	1,122
Singapura	2.35	3,643	3.14	5,159	5.19	9,923
UK	1.70	2,442	2.08	3,312	2.47	4,058

Source: COMEC, 2016

From Table 1 above can be seen that the number of visits and expenditures of Muslim tourists in ASEAN countries such as Malaysia, Singapore and Indonesia is quite large. At least until 2014, Malaysia visited 5.27 million Muslim tourists with total expenditure reaching 4.290 million US \$; Singapore visited 3.14 million Muslim tourists with total expenses reached 5.159 million US \$; while Indonesia has visited 1.16 million Muslim tourists with spending reaching 1.328 million US \$. Combined, Muslim tourist arrivals in ASEAN reach almost 10 million with expenses close to \$ 12 million. The number of Muslim tourist arrivals and expenditures increases as the sharia business grows in those countries responded by tourists by visiting and shopping for the various halal products supplied by these countries, especially for Muslim consumers.

Sharia business targeting the main consumers of Muslim society is growing in a variety of forms. CreasentRating, the authorized travel authority website of Singapore travel in 2012, describes the evolution of sharia business. In general, sharia business consists of three categories namely culinary, finance, and lifestyle. The culinary category consists of food and drink, medicine, and beauty and fitness products. The financial category consists of retail banking, investment banking, management of treasury management, and financial projects. While the lifestyle consists of travel, hospitality industry, recreation and medical care.

In Indonesia, in the last two decades, sharia business continues to grow. Not only in the banking sector, but also in other real sectors, such as education, trade, fashion, creative industries, SMEs, hotels, tourism and investment (Riasari, 2016: 1). According to Reni Marlina quoting Aries Mufti, Chairman of the Board of Experts of Islamic Economics of Indonesia, that the growth of sharia business in Indonesia reached 39% and that number is the best in the world, while the conventional business is only 19% (Depok Pos online, December 10, 2016).

Of the existing sharia business line, hospitality becomes one of the interesting to be seen further along with the rapid development in Indonesia. The average occupancy rate of sharia hotels in Indonesia is increasing every year. Quoting the statement from General Manager of Aziza Hotel, Dede Fahruroji, the occupancy rate of Aziza Hotel Pekanbaru by year to year reached 55 percent, 58 percent and 60 percent for three consecutive years. This figure is above the city occupancy which reached 57.73 percent (Kompas.com, July 24, 2013). In the notes of the Association of Indonesian Sharia Hotels and Restaurants (Ahsin) in 2014 there

is an increase in sales or occupancy rate of about 15% -20% in sharia hotels (Bisnis.com, July 14, 2014).

Sharia hotels have some principal differences from conventional hotels. Sharia hotels are defined as “hotels that implement Islamic sharia into the operational activities of the hotel. The shariah aspect of the hotel is highlighted by the management by bringing up the motto, logo, interior ornaments, room facilities, hotel amenities and uniforms or clothing worn by hotel employees.”(Widyarini, 2013: 2) Pressure on the more stringent screening associated couples staying in one room, non-alcoholic and halal food served are also part of the different shariah and conventional hotels. More specifically, the sharia hotels by the Indonesian Ulema Council (MUI) as conveyed by the Deputy Chairman of the National Sharia Council of the Indonesian Ulema Council (DSN-MUI), Adiwarmanto A. Karim, consists of two categories. The Shariah Hotel is classified as Hilal 1 which follows the standards of the Ministry of Tourism and Creative Economy (Kemendag) as stipulated in Ministerial Regulation (Permen) No.2 / 2014 and DSN-MUI. While the category of Hilal 2 is that every operational is appropriate sharia (Republika online, 9 September 2013)

The tendency of the strengthening of the sharia market, especially the hotel is seen as a promising opportunity for entrepreneurs. In addition to Riyanto Sofyan, the owner of Sofyan Group which became the pioneer of the establishment of sharia hotels in Indonesia in 1992 (Riasari, 2016: 6), flocked to other group hotels targeting the sharia market. Recorded several hotel groups that have a hotel targeting the sharia market is the Group of Amazed Seriti Madani brand in Yogyakarta, Horizon Group with brand Aziza Hotel in Solo, and Lor In Group with Shariah Hotel in Solo. Meanwhile, the Sahid Group, which has 20 hotel chains, is preparing the construction of a sharia hotel in Mount Menyan, Bogor and plans to convert one of its hotel chain in Lampung into a sharia hotel (Dream.co.id, October 25, 2016).

Of the existence of sharia hotels in various cities in Indonesia, Yogyakarta is interesting to see further. The growth of sharia hotels in Yogyakarta is quite rapid in comparison with other cities, besides Jakarta and Surakarta of course. Based on the Traveloka website, in Yogyakarta there are several syariah hotels i.e. Grand Dafam Syariah, Sofyan Inn Hotel UNISI, Ansari Syariah Hotel, Namira Syariah Hotel, Hotel Satya Nugraha Syariah, Hotel Madani Syariah, Family Shariah Hotel 2, and Desa Puri Syariah Hotel . In addition there are several hostels, cottages, and other sharia homestay.

Desa Puri Syariah Hotel is one of the syariah hotels located in Yogyakarta. Geographically is located on the edge of the city, exactly on Jl Wonosari Km 6.7, Banguntapan, Bantul. Compared with other sharia hotels as competitors, such as Sofyan Inn UNISI located in front of Tugu Station Yogyakarta, the location of Puri Syariah Hotel is less strategic so it requires a special marketing strategy to get around its marketing in order to remain competitive in dealing with competitors in the competition of kosher accommodation services in Yogyakarta. By identifying and analyzing the competitive strategy, it is expected that Desa Puri Syariah Hotel will be more competitive.

Problems Statement and Research Questions

The prospect of sharia business in Yogyakarta, especially in the hospitality sector has encouraged many players to come to compete for the growing market of sharia market. Various Islamic accommodation services in Yogyakarta, such as hostels, hostels, cottages, and homestays, open up the competition between each in order to win the competition

to reach the syariah market in Yogyakarta, including Desa Puri Syariah Hotel. Then, how competitive strategy has been chosen by Desa Puri Syariah Hotel today in order to achieve the goals and objectives of the company?

Research Method

The design of this research is descriptive qualitative. Qualitative descriptive format according to Bungin (2007: 68) is done in the form of case studies. This format has no characteristic spread over the surface, but focuses on a particular unit of various phenomena. From such characteristics, it is possible that this study can be very profound. One thing to emphasize, that the depth of data to be considered in the study of this model. This descriptive qualitative research is profound and “piercing” the research objectives. Therefore, in carrying out research with design like this takes a long time.

Bungin (2007: 69) adds, another feature of qualitative descriptive case studies is exploratory research and plays a very important role in creating hypotheses or people’s understanding of various social variables. Thus, qualitative descriptive formats are more appropriate when used to examine problems that require in-depth study. The units under study of qualitative descriptive are individuals, groups or families, societies, and social institutions or social institutions.

Informant research in qualitative research related to how the steps taken by researchers to data or information can be obtained by him (Bungin, 2007: 107). Determining informants can be done by the researcher if the researcher understands understanding the general problem of research and also understand the anatomy of the society in which the research is carried out. In determining informants, researchers can define in three ways: 1) purposive procedures, 2) quota procedures, and 3) snowball procedures.

The purposive procedure is performed by determining the group of participants who become informants in accordance with the selected criteria relevant to a particular research problem. The quota procedure, performed by the researcher determines how many people with the desired characteristics to be included as informants. Characteristics include age, residence, gender, class, profession, marital status, etc. The snowball procedure, also known as the referral chain, is a procedure that uses an initial social network of informants encountered by researchers to refer researchers to others who have the potential to participate or contribute and learn or provide information to researchers. The snowball procedure is often used to search for hidden informants, ie groups that are not accessible to researchers through the usual informant decision-making strategy (Bungin, 2007: 107-109).

The subjects or informants taken in this study were determined by purposive procedures. Research determines, which will be used as informants in this study is the Manager of Human Resource (HR) of Desa Puri Syariah Hotel. The reason for the informants was that as a family company, HR managers were central enough that management was sufficiently understood the competitive marketing strategy that had been done by Desa Puri Syariah Hotel Yogyakarta to face its competitors, more specifically fellow players in the field of sharia accommodation.

Literature Review

Some research on sharia hotels in Indonesia, among others, from Mutoifin (2015) from the Mandala Bhakti Tourism Academy, Surakarta, entitled "The Phenomenon of Sharia Hotel: Study Effectiveness, Existence, and Sharia Values of Sharia Hotels in Surakarta". This hospitality study looked at the development of sharia hospitaliti at Zaen Hotel Syariah and Shariah Hotel Al-Maidah Solo. The research used descriptive-qualitative method with object of Zaen Hotel Syariah and Syariah Hotel Al-Maidah Solo.

Another study of sharia hotels is done by Widyarini (2013) from UIN Sunan Kalijaga under the title "Management of Sharia Hotels in Yogyakarta". This study looks at the shariah aspects of sharia hotels from the perspective of al-Qur'an and al-Hadith. The research of the field of tafseer of hadith uses the discriminative-qualitative method that focuses on Simply Homy Homestay Sharia in Yogyakarta.

Anwar Basalamah (2011) from BINUS University also conducts research on sharia hotels entitled "The Presence of Sharia Package in Hotel Business in the Country". His research using this literature study concludes that there is a challenge to sharia hotels to better present the concept, human resources, and implementation that really show the sharia-based business personality that is intact, distinctive eastern, baroque, classy and interesting.

Other research on hotels related to corporate strategy that precedes this research is from Atika Riasari (2016) at Gadjah Mada University entitled "Analysis of Blue Ocean Strategy Application at Sofyan Hotel". This research uses Blue Ocean Strategy (BOS) analysis in order to photograph the transformation of Sofyan Hotel from conventional hotel to syariah hotel. This descriptive-qualitative study looks at the conformity of 25 points in the BOS applied by Sofyan Hotels and has a 100% compliance rate. BOS at Sofyan Hotel succeeds with an average profit increase of 7.72% per year and won the Worlds Best Family Friendly Hotel in 2015.

Mikael Jansen Guru S (2015) from Gadjah Mada University has conducted a research entitled "Diamond Strategy Analysis at Whiz Hotel Yogyakarta". This descriptive-qualitative research aims to find out whether the strategy that has been formulated and applied Whiz Hotel Yogyakarta really has been in accordance with the condition of the business external environment as well as the internal situation of the company to face the competition of the high hospitality industry. The analysis used is the Diamond Strategy which consists of five elements of strategy namely Arenas, Vehicles, Differentiator, Staging, and Economic Logic. The conclusion of this study that Whiz Hotel has applied the five strategies above and continue to be consistent with the vision and mission of the company to achieve corporate goals.

Ronald Sacotra Deray (2014) from Gadjah Mada University also conducted research on hotel industry strategy entitled "Competitive Strategy Analysis on Hotel Industry in Nusa Dua, Bali Study at Hotel ABC". This study uses data collection techniques in the form of surveys and interviews. The analysis stage which is done in this research is the analysis of external environmental factors (macro environment analysis based on economic, social, cultural, political, legal, technological, and demographic factor and environmental industry analysis using Five Forces Model) and internal environment analysis, with SWOT analysis and analysis of corporate strategy with IFE / EFE matrix and concept of the value disciplines.

Deray's research (2014) concludes that in macro-environment analysis, economic, socio-cultural, technological and demographic factors bring opportunities for ABC hotels. In the analysis of the industrial environment, the emergence of newcomers, bargaining power of buyers, and the appearance of replacement products can affect the competition of hotels. But there is no influence on the bargaining power of suppliers, because the hospitality industry is a lot of suppliers and companies are not dependent on one of them. Related competition in the industry, ABC hotel has the highest market share advantage compared to its closest competitors in Nusa Dua. The internal condition of the company is very good especially on the financial and big name. In the SWOT analysis, the strength of the company lies in the uniqueness of the hotel concept and its international network. Weakness lies in the utilization of technology, and BTDC plans to develop the region. The threat lies in the emergence of new competitors and the economic crisis that has not yet recovered. The result of the strategy based on the IFE / EFE matrix shows that the strategy that is more appropriately run by Hotel ABC is the Weakness-Opportunity strategy. And based on the strategy analysis to compete with the concept of The Value Disciplines, discipline strategy more appropriately run by Hotel ABC is Customer Intimacy.

Another research is coming from Tamitha Intassar Husen (2014) from Gadjah Mada University who conducted research with title "Analysis of Sofyan Hotel Betawi Hotel Positioning as Hotel Case Study Syariah". Similarly, Deray's research (2014), Husen's research also uses descriptive-qualitative methods that use external and internal analysts, market conditions, competitor analysis with Five Forces and coupled with SWOT analysis. The difference, penelitain Husen concludes this research in the form of segmentation, targeting, and positioning and marketing mix. In the STP strategy, consumer groupings become more homogeny, choosing the target market Sofyan Hotel Betawi ie all circles. Positioning strategies are viewed on the basis of P-O-P and P-O-D in which firms position themselves as lifestyle providers that are sharia-awaited and provide benefits in terms of profit, people, and the planet. This reseach is closed with 5P strategy in marketing mix that is product, promotion, price, place and human resource. The outcomes of this research include action plans for short and long term.

Competitive Strategies and Generic Competitive Strategies

According to Porter (1980), competitive strategy is an offensive or defensive action in creating a secure position within an industry, to overcome the five forces of competition and generate profits for the company. The point of strategy formulation is to connect the company to its environment; the main aspect of the corporate environment is the industry in which the company competes. Competitive strategy aims to build a profitable and sustainable position against the forces that determine industrial competition.

Companies can gain competitive advantage if the company's resources and capabilities meet the criteria of value, rareness, imitability and organization. The valuable resources and capabilities of the company will enable the company to take advantage of opportunities and face external environmental threats and with resources and capabilities that the company only has, and it is difficult to imitate by competitors, the resources and capabilities are a source of competitive advantage for company. The potential competitive advantage for the company apart from the value, scarcity, and the inability to be imitated, then to achieve and menfaatkan more optimally then the company must also be well organized so as to utilize the resources and capabilities it has and achieve competitive advantage that survives in the run long (Barney, 2003, in Riasari, 2016: 24).

According to Porter (1980 in David, 2006: 247-250), the concept underlying generic strategies is the idea that competitive advantage is at the core of any strategy and to achieve competitive advantage the company must be able to choose the type of competitive advantage to be achieved, will be served. There are three generic proximity strategies that will potentially outperform other companies in the industry:

a. Overall Cost Leadership

This strategy focuses on low selling prices for buyers with low production costs and avoiding large expenditures such as promotions. At a low cost company can earn above-average earnings, despite facing tough competition. Trying to be a low-cost producer in one industry can be especially effective when the market consists of many price-sensitive buyers, when there are few ways to achieve product differentiation, when the buyer does not care about the difference between one brand and another, or when there is a large number buyers with significant bargaining power. The basic idea is to sell below the competitor's price and thus gain market share and sales, shifting some competitors out of the market completely.

b. Differentiation

Differentiation of products or services by the company by creating something new with emphasis on the formation of buyers' perceptions of quality excellence, product design, image, service, technology and distribution network. The company creates different products and is superior to other existing products, so that with the difference, the company can raise the price to get bigger profit.

Differentiation strategies must be run after a careful study of buyer needs and preferences to determine the feasibility of using one feature that distinguishes or more into a unique product that displays the desired attributes. Successful differentiation strategies allow a company to set a higher price for its products and to gain customer loyalty because customers can be strongly tied to these distinguishing features.

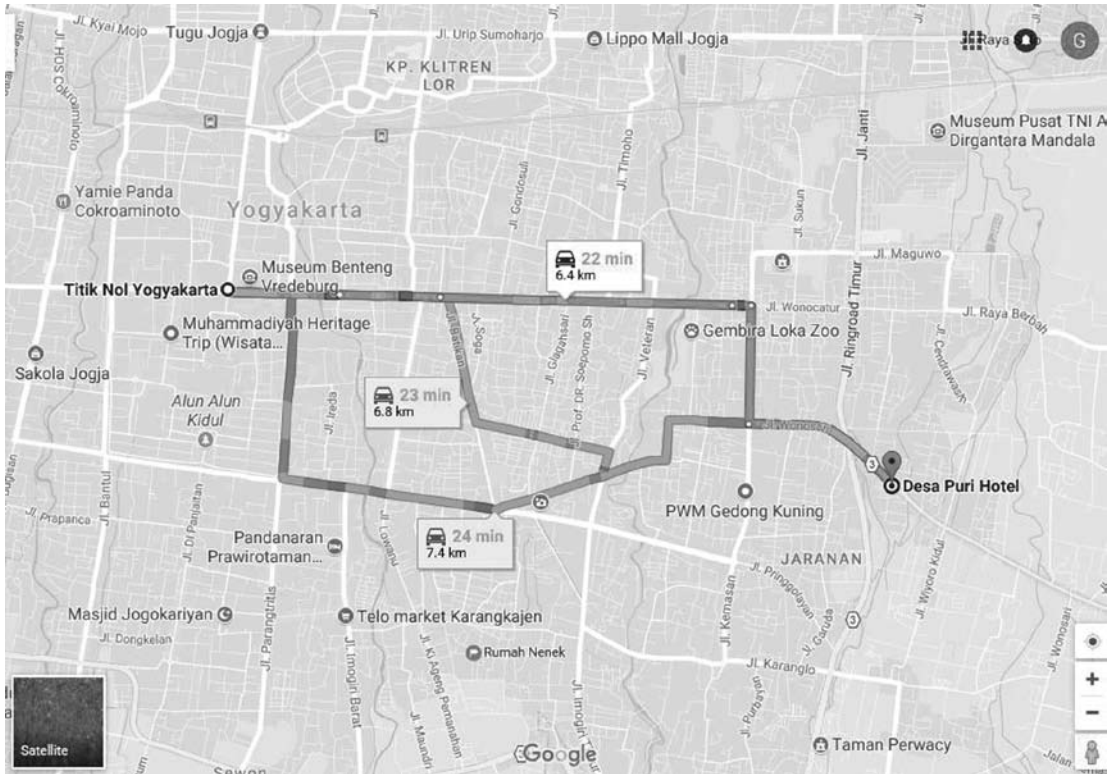
c. Focus

This strategy aims to avoid direct competition from competitors by consecrating to smaller market shares. With a focus on smaller market share, companies can serve more effectively and efficiently than competitors. The basic principle of this strategy is to use low cost leadership or differentiation strategy. Focusing strategies are most effective when consumers have unique preferences or requirements and when a competing company does not try to specialize in the same target segment.

Research Result and Discussion

Data Description

Desa Puri Syariah Hotel is one of the medium-sized hotels in Yogyakarta. The hotel is located on Jl Wonosari KM 6.7 No. 272 Baturetno, Banguntapan, Bantul, Special Region of Yogyakarta, is 7 km from downtown Yogyakarta. The average mileage from the city center is 30 minutes by car or motor vehicle. Public transportation passing through this hotel is the Yogyakarta-Wonosari bus. Trans Jogja bus public transportation does not pass this hotel. A considerable distance from the city center makes this hotel categorized in the range of 4.



Source: Google Maps

Figure 1. Distance Desa Puri Syariah Hotel from Yogyakarta City Center

The history of the establishment of Desa Puri Syariah Hotel according to RR. Sarwi Peni Wulandaru (February 7, 2018), started from the unused family house in Jalan Gedongkuning which was later used for Kencana Indah furniture store. After a long time unused, then when RR. Sarwi Peni Wulandaru studied at Tourism Diploma Program, Faculty of Letters UGM, he wanted to learn how to manage the hotel. After 19 years, in 2013 the land and hotel buildings were sold and bought by Tune In, Air Asia and sold again to others who later made the Hotel Tara. The money from the sale of the house was used to build a new Desa Puri Syariah Hotel in Jalan Wonosari. The selected concept is sharia hotels.

After after officially opened on March 23, 2015, the management of Desa Puri Syariah Hotel was handed over to Smart Management with Sutikno chairman who has handled Rich Hotel management and also currently handles management of Prima Inn. Since mid 2017, the family took over the Desa Puri Syariah Hotel with a family management structure. Commissioner mother of RR. Sarwi Peni Wulandaru, general manager and finance director of her brother-in-law, her husband's marketing director, operational director of her brother, while she herself became director of human resources. (Interview with RR Sarwi Peni Wulandaru, February 7, 2018)

Desa Puri Syariah Hotel Yogyakarta has 20 guest rooms with modern and minimalist concept. There are three types of rooms owned by the standard, moderate, and luxury. Standard type comes with kingsize bed facilities. The moderate type is equipped with twin beds. While the luxury is equipped with a kingsize bed with a larger area of the room.

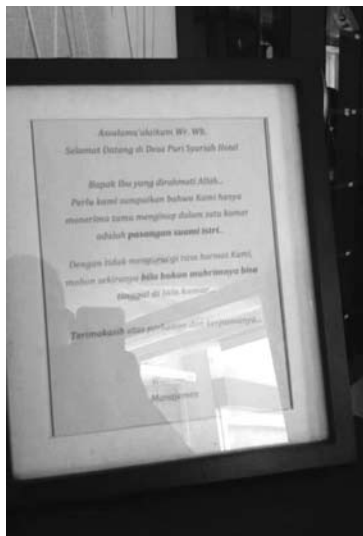
Each room is equipped with prayer utensils (mukena, sarong, prayer rugs), al qur'an, Qibla direction and Islamic ornament or calligraphy.



Source: personal documentation

Figure 2. Al-Qur'an, Qibla Direction, and Prayer Tools

In addition, sharia founding facility owned by Desa Puri Syariah Hotel , among others, does not sell cigarettes and alcoholic beverages. Screening for guests especially with a partner, tend to be more stringent. The management also gave a warning note that the hotel only accepts a husband and wife at the reception desk.



Source: Personal Documentation

Figure 3. Related Warning Couples Placed on the Receptionis Table

In addition to rooms, other facilities owned Desa Puri Syariah Hotel Yogyakarta is a meeting room designed with modern and minimalist. The meeting room is called Arofah Room which can be arranged in three types: class room, U shape, and theater. Class room

type with table and chair facilities can be arranged for 50 person capacity. Type U shape with seat facilities can be set to capacity of 70 people. While the type of theater with seat facilities can be set to 100 people.



Source: www.hoteldesapurisyariah.com

Figure 4. Standard and Moderate Room Type at Desa Puri Syariah Hotel

Another facility owned by Desa Puri Syariah Hotel Yogyakarta is Mina Resto 'n Lounge. The food menu served at this restaurant is a healthy and halal menu. Provided also a place to relax in the open so guests can be more comfortable and relaxed with fresh air away from the noise.



Source: www.hoteldesapurisyariah.com

Figure 5. Meeting Room of Arofah and Mina Resto and Lounge at Desa Puri Syariah Hotel

Desa Puri Syariah Hotel provides exclusive meeting packages at affordable prices ie fullboard package, fullday package and halfday package.

Fullboard package is sold at IDR 245.000, - net / pax for 24 Hours. The facilities provided are Twin Sharing rooms (1 Room for 2 People), Meeting Room, Breakfast, Lunch, Dinner, and Coffee Break twice. Meeting facilities are obtained from 2 Meeting Room (Indoor and Outdoor meeting room, capacity 70 to 100 pax), Meeting Kits (LCD, Screen, White Board, Board Marker, Notes, Pen), Mineral Water, Candies, Standart Sound System and included 21% Service & Tax. The price is valid for Group (minimum 10 rooms).

The second package is Full Day Package consisting of 8 hours and 12 hours. Full Day 8 Hour package is offered at IDR 95.000, - net / pax. Facilities obtained are two times Coffee Break and 1 time Lunch / Dinner. Meeting facilities are 2 Indoor and Outdoor meeting rooms, capacity 70 to 100 pax), Meeting Kits consist of LCD, Screen, White Board, Board Marker, Notes, Pen, Mineral Water, Candies, Standart Sound System. The price includes 21% Service & Tax.

Full Day package for 12 hours with price 170.000, - net / pax. Facilities obtained are two times Coffee Break, 1 Lunch, and 1 Dinner. The meeting facilities are 2 Meeting Room (Indoor and Outdoor meeting room, capacity 70 to 100 pax), Meeting Kits consist of LCD, Screen, White Board, Board Marker, Notes, Pen, Mineral Water, Candies, Sound System Standards . The price includes 21% Service & Tax.

The last package is Half Day 4 Hour package priced IDR 75.000, - net / pax. Facilities obtained is 1 time Coffee Break, 1 time Lunch / Dinner. In addition, the meeting facilities obtained are 2 Meeting Room (Indoor and Outdoor meeting room, capacity 70 to 100 pax), Meeting Kits consisting of LCD, Screen, White Board, Board Marker, Notes, Pen, Mineral Water, Candies, Standart Sound System. Price also includes 21% Service & Tax.

Discussion

According to Porter (1980 in David, 2006: 247-250), the concept underlying generic strategies is the idea that competitive advantage is at the core of any strategy and to achieve competitive advantage the company must be able to choose the type of competitive advantage to be achieved, will be served. There are three proximity generic strategies that will potentially outperform other companies in the industry, namely: 1) Overall Cost Leadership, 2) Differentiation, 3) Focus.

1. Overall Cost Leadership

This strategy focuses on low selling prices for buyers with low production costs and avoiding large expenditures such as promotions. Desa Puri Syariah Hotel provides competitive rates compared to the prices of hotels offering other halal accommodation in Yogyakarta. Compared with the top competitors such as Grand Dafam Rohan Syariah (Rp 700,000-Rp 1,200,000) or Unisi by Sofyan Inn (RP 350,000-Rp 750,000), of course Desa Puri Syariah Hotel is still below it. Nevertheless, the Desa Puri Syariah Hotel Hotel's competitors are now star hotels.

For comparison, Based on Traveloka website, Desa Puri Syariah Hotel sells room rates around Rp. 145,000-Rp. 165,000 for June 8, 2018. The selling price of the room is much cheaper than other sharia hotels in Yogyakarta. Consider the following table.

Table 2. Price Comparison of Selling Rooms of Desa Puri Syariah Hotel with Other Sharia Hotel

No	Name ofSyaria Hotel	Location	Price on June 8, 2018 (Rp)
1	Desa Puri Syariah	Jl Wonosari	145.000-165.000
2	Dafam Rohan Syariah	Jl Janti-Gd Kuning	670.000-800.000
3	UNISI by Sofyan Inn	Jl Pasar Kembang	325.000-380.000
4	Pelemwatu Cottage Syariah	Panggunharjo, Sewon	350.000-450.000
5	Hotel Absari	Tirtonirmolo, Kasihan	325.000
6	Namira Syariah Hotel	Sinduadi, Mlati	287.000-488.281

Source: Traveloka, accessed April 20, 2018

In Table 2 it is clear that Desa Puri Syariah Hotel has the competitive advantage in selling price. With room occupancy based on an interview with RR Sarwi Peni Wulandaru which averages 60% per month, Desa Puri Syariah Hotel seeks to maximize profits and cheap sale price. In addition, the cost of production is also suppressed in such a way that expenditure can be suppressed and generate maximum profit. Human resources of only 15 people is also a strategy of Desa Puri Syariah Hotel depressing expenses for salary.

Related to the promotion of quite a lot of cost, Desa Puri Syariah Hotel has cut many promotional budget and more optimize the online marketing by registering to Traveloka, Booking.com and Agoda page. In the first year of management consultancy time, a lot of hotel expenses must be prepared by management every month for offline marketing, one of which is to print brochures. With this online marketing, management can save a lot of expenses.

Desa Puri Syariah Hotel according to the Director of Human Resources is quite leading the price for the class of "syariah hotel" sharia when compared with other competitors. Desa Puri Syariah Hotel for Rp. 300,000-Rp. 450.000, - has provided standard room facilities such as air-conditioned rooms with TV and bathroom hot shower, wifi, breakfast (by choosing menu and food will be delivered to room). In addition other facilities obtained by guests include newspapers, coffee and tea provided in the lobby.

Desa Puri Syariah Hotel also prepares a special discount for 15% subscribers. That 15% margin is also used to determine prices in online travel agents such as Traveloka, Agoda and Bookingdotcom. As for the guests invited to forum pengajian or raising funds and lodged in the Desa Puri SyariahHotel, the management provides discounts up to 50%.

2. Differentiation

Differentiation of products or services by the company by creating something new with emphasis on the formation of buyers' perceptions of quality excellence, product design, image, service, technology and distribution network. The company creates different products and is superior to other existing products, so that with the difference, the company can raise the price to get bigger profit.

Desa Puri Syariah Hotel focuses on sharia market niche. The differentiators that are trying to build compared to other sharia hotels are the familial relationships that management is trying to build on its customers. Management often provides substantial discounts for charity programs for Palestine for example. Discounts are given up to 50%, also for subscriber customers up to 15%. The target of Desa Puri Syariah Hotel is family (family). For sharia service facilities such as prayer equipment, ornaments, Qibla and al-quran directions are also provided. At first glance is not strong enough pembedanya.

Although sharia hotels, Desa Puri Syariah Hotel not only focuses on the Muslim tourist segment, there are also some non-Muslim tourists more specialized than foreign countries, although most of them are Muslims. So far the percentage between national and international guests is 80:20. With an average age of 25-45.

3. Focus

This strategy aims to avoid direct competition from competitors by concentrating on a smaller market share. By focusing on smaller market segments, companies can serve more effectively and efficiently than competitors. The basic principle of this strategy is to use a low cost leadership strategy or differentiation. Focus strategies are the most

effective when consumers have unique preferences or requirements and when competing companies do not attempt to specialize in the same target segment.

Service

The focus of Desa Puri Syariah Hotel is the sharia service provided to its customers. Overview of this niche market narrows the market, but this is the choice of management to focus on targeting the Muslim segment, although not close the possibility to get non-Muslim guests. With Muslim segmentation, Desa Puri Syariah Hotel actually never empty his room every month.

Desa Puri Syariah Hotel only focuses on accommodation services, especially rooms and meeting rooms, and not yet on other services such as food and beverages. So, at the Desa Puri Syariah Hotel, guests do not find restaurants with any menu variants, but will only encounter halal certified food and soft drinks. However, in addition to accommodation, the hotel also builds a major business support line in the form of tour packages and car rentals.

Marketing

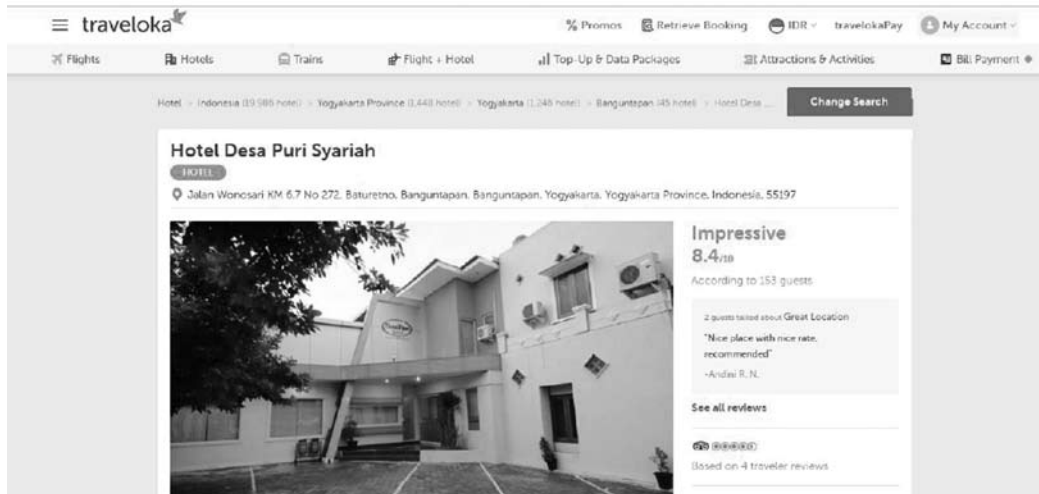
Since being re-handled by the family, the marketing of Desa Puri Syariah Hotel focuses on online marketing. Management in cooperation with online travel agents such as Traveloka, Agoda, Bookingdotcom etc.



Source: www.agoda.com

Figure 6. Views of Desa Puri Syariah Hotel on Agoda.com

In addition, management also uses websites and social media to interact with prospective guests. Hotel Management Desa Puri Syariah, more specifically Director of Human Resources, build network both at home and abroad. Domestically, networks are built in professional, religious, and governmental bureaucratic organizations. While foreign countries, network marketing obtained from several business relations in Malaysia and other countries. The network is strong enough to make Desa Puri Syariah Hotel quite often a choice of foreign tourists and of course domestic. Management no longer chooses offline marketing with brochures or exhibitions.



Source: www.traveloka.com

Figure 7. Views of Desa Puri Syariah Hotel at Traveloka.com

Conclusion

With its competitive strategy, Desa Puri Syariah Hotel is able to survive in the middle of syariah accommodation business competition in Yogyakarta. Desa Puri Syariah Hotel can withstand the overall cost advantages that appear from the selling price of its rooms far below its competitors, the differentiation that is differentiate it is trying to build compared to other sharia hotels is the familial relationships that management is trying to build to its customers, and focus on halal service, Muslim niche market, and online marketing.

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