

## **PUBLIC RELATIONS STRATEGY IN BUILDING BRAND IMAGE AT MOVENPICK RESORT**

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### **ABSTRACT**

This research aims to formulate public relations strategy in brand building to shape the most desired image for Movenpick Resort & Spa Jimbaran Hotel by taking advantage opportunities and anticipating existing threats, and utilizing the business strength and incapacitating shortcomings. The data retrieval technique used includes interview to the public relation officers on the hotel. Respondents in this study consists of 7 people, each from the public relations division, sales, human resources, DOS, front office and 2 visitors. Data is analysed using SWOT, IFAS and EFAS matrix, and IE Matrix. The outcome of data processing on SWOT matrix and IE Matrix resulted in the values of 2.90 and 2.95 which lie in quadrant V which is 'Defense strategy'. Subsequently, the strategy recommended for the hotel is formulated which comprises: undertaking steps to be implemented devising the aspects of public relation in building the brand image aiming at increasing the intensity and the quality of advertising promotion on the online media, educate the market to harness new customers, with the support of media such as magazines, newspapers and radio.

Keyword: strategy, public relation, brand image, Internal External Matrix (IE MATRIX)

### **INTRODUCTION**

Tourism is one of the engines of the world economy that proved to be effective contributing to the prosperity of a country or an area. Bali experiences this phenomena and becomes a showcase of the effectiveness of tourism in upgrading local economic. Bali is one of the islands in Indonesia that attracts many tourists it is crowned as Top 10 Traveler's Choice Destination World in Traveler's Choice Award 2017 version of TripAdvisor website.

One of the tourists needs in tourist destinations is accommodation and Mövenpick meets these needs by providing high quality accommodation. Mövenpick Resort & Spa Jimbaran is newly built hotel in Jimbaran, Bali. Mövenpick Resort & Spa Jimbaran is a 5-star resort hotel that has 297 rooms with facilities that support the comfort and safety of guests while in Bali. The condition of Mövenpick Resort & Spa

Jimbaran which is one of the new hotel brands operates in Indonesia especially Bali, which urges the management to conduct promotion and build the hotel brand image.

Establishing a brand image for Mövenpick Resort & Spa Jimbaran is the main issue when pioneering a business amidst the tightness of hotel competition in Bali. A strong and widely recognized brand image is generally formed and developed by Sales and Marketing Department particularly the Public Relations Division. Public relations are included in the Sales and Marketing Department that is in charge with the duties related to marketing and communication to the public.

The importance role that the public relation (PR) plays to create and develop a positive image / brand image as one of the company policies, then public relations must be a reliable informant that could provide positive and objective information for the business. In addition, public relations staff should also be responsive in observing, studying and solving problems source from either within and outside the company. Currently, Mövenpick Resort & Spa Jimbaran builds its brand image as a new hotel with a tagline "We Make Moments" which is very friendly for family trip. The strategy used by the public relations of Mövenpick Resort & Spa Jimbaran to develop the brand is through a joint cooperation with external parties such as mass media and influencers to provide information to the public.

Based on the phenomenon described above the author intends to examine the above problems, subsequently, using internal and external business factors to formulate strategies to accomplish success in building a brand image for the Mövenpick Resort & Spa Jimbaran.

## **METHODOLOGY**

This research was carried out at the Department of Sales and Marketing specifically in the Marketing Communication section at Mövenpick Resort & Spa Jimbaran. As for the object in this research is the Public Relations strategy by Mövenpick Resort & Spa Jimbaran in building brand image as a new hotel. The types of data used in this study are primary and secondary data. Data collection methods used were field observation for 6 months, interview to Sales and Marketing Department staff, and documentation study. This research used SWOT matrix analysis technique and

matrix analysis of External Strategic Factors Analysis Summary (EFAS) and Internal Strategic Factors Analysis Summary (IFAS), to identify the position of the hotel in the IE Matrix.

The Brand of Mövenpick Hotels & Resorts was first coined by Ueli Prager. Mövenpick's own name was inspired by Mowe's bird activity in the selection of food on a lake in Zurich, Switzerland. In 2006, Movenpick Hotel Franchise was successfully entered the hotel business in the Asian region in Thailand and the Philippines. Movenpick Resort & Spa Jimbaran Bali is one of the first Movenpick hotel chains in Indonesia. Movenpick Resort & Spa Jimbaran Bali was opened and inaugurated on January 12, 2017, and is owned by PT. Hotelindo Permata Jimbaran and the central management of this hotel is executed by Movenpick Corporation in Thailand.

## **FINDINGS AND DISCUSSION**

The qualitative data regarding the external and the internal aspects of the hotel are collected based on SWOT categories, which then, developed into a questionnaire that is used to collect the quantitative data through a survey. Both study using the same respondent who are the Sales and Marketing Managers and staff at the Movenpick hotel. The results and discussion of both studies are presented in the following section.

The results of SWOT analysis are turned into questionnaires in the form of IFAS Matrix (Table 1) and EFAS Matrix (Table 2), in which the hotel staff who are familiar of the issue, in this case the managers and the staff of the Sales and Marketing Department give the score and rating to the parameter presented in both matrix, which results are used to identify the position of the Movenpick in the IE quadrant (Figure 1).

IFAS Matrix calculations obtained from the weighted average of each external indicator multiplied by the average rating of each internal indicator, then scores for each external indicator are obtained. The total score of the IFAS matrix in the above table is 2.90

Table 1  
Internal Strategic Factor Analysis Summary Matrix (IFAS Matrix)

No	Internal Strategic Factor	Bobot (%)	Rating	Score
<b>Strength</b>				
1	Have a one stop shopping mall that is located in one complex with the resort	7.85	3.45	0.27
2	Have facilities that support family holidays such as swimming pool, gym, spa and kids club	8.17	3.35	0.27
3	New food and beverage innovations regularly	7.65	3.3	0.25
4	Location Mövenpick Resort & Spa Jimbaran is strategically close to several tourist destinations	7.72	3.25	0.25
5	It is a new property in Jimbaran area with Bali Swiss design and concept	7.27	3.15	0.23
6	Have excellent chocolate hour service	7.75	3.1	0.24
7	The only one who owns the Japanese Peruvian restaurant in Jimbaran	7.98	3	0.24
8	Consistency brand to continue to create a global campaign that became typical Movenpick in each country	6.18	3	0.19
<b>Weakness</b>				
1	Room size is small for most room types	7.45	2.65	0.20
2	Not having a wedding chapel as one of the wedding venues	6.41	2.65	0.17
3	Lack of supporting facilities in swimming pools such as sun-lounges and cabana	6.70	2.6	0.17
4	Uneven consistency of service among staff	6.31	2.5	0.17
5	Do not have direct access to the beach	6.48	2.05	0.13
6	Not all rooms have pool view	6.07	2.05	0.12
				2.90

EFAS Matrix calculations obtained from the weighted average of each external indicator multiplied by the average rating of each internal indicator, then scores for each external indicator are obtained. The total score of the EFAS matrix in the above table is 2.95

Table 2  
External Strategic Factor Analysis Summary Matrix (EFAS Matrix)

No	External Strategic Factor	Bobot (%)	Rating	Score
<b>Opportunity</b>				
1	Bali as one of the destinations to carry out sports events, music, culinary and art.	10.00	3.85	0.39
2	Movenpick Resort & Spa Jimbaran is surrounded by favorite tourist attractions such as Jimbaran Beach, Uluwatu Temple, GWK, and others.	9.90	3.5	0.35
3	Political, natural and terrorism conditions in Indonesia	9.90	3.5	0.35
4	Having a strong concept as one brand in the field of Food and Beverages	9.15	3.25	0.30
5	Have a green globe certificate worldwide	8.00	3.1	0.25
6	Have a strong marketing for domestic market Jakarta	8.90	2.9	0.26
<b>Threat</b>				
1	Infrastructure that does not support the comfort and security of guests while in Bali	8.80	2.7	0.24
2	Limited number of flights to Bali	8.70	2.5	0.22
3	The development of tourism in other Asian countries such as Thailand, Vietnam and Sri Lanka	8.50	2.25	0.19
4	Increased European visitors especially the Middle East visit where Movenpick Hotels & Resorts has a strong brand image	8.20	2.15	0.18
				2.95

The outcome of data processing on SWOT matrix and IE Analysis resulted in the values of 2.90 and 2.95 which lie in quadrant V which is 'Defense strategy'.

TOTAL VALUE IFAS					
TOTAL VALUE EFFECTS	4	3	2	1	
		I Grow (Concentration Vertical Integration)	II Grow (Concentration Horizontal Integration)	III Keep and maintain (Turnaround)	
		IV Grow	V Preserve and maintain (strategy no changed)	VI Harvest or divestment (bound or region sell out vigilance)	
		VII Preserve and maintain (diversification concentration)	VIII Harvest or divestment (diversification conglomerate)	IX Harvest or divestment (liquidation)	

Figure 1: Determination of Current Position (IE Matrix Analysis)

Based on the result of the IE analysis shown on the IE Matrix, in which Movenpick is positioned in Cell V 'Defense strategy' which is 'Preserve and Maintain' or 'Strategy no Changed', a public-relations based branding strategy is developed for the Mövenpick Hotels & Resorts which shown in Table 3.



<p>attractions such as Jimbaran Beach, Uluwatu Temple, GWK, and others</p> <p>3. Political, natural and terrorism conditions in Indonesia</p> <p>4. Having a strong concept as one brand in the field of Food and Beverages</p> <p>5. Have a green globe worldwide certificate</p> <p>6. Have a strong marketing for domestic market Jakarta</p>	<p>friendly circles (go green)</p> <p>3. Make a highlight culinary promotion by viewing Japanese Peruvian Restaurant &amp; Bar as a supporter in Jakarta</p> <p>4. Invite some influencers both locally and internationally to experience the stay experience at the resort</p>	<p>2. Enhance outdoor family activities</p> <p>3. Develop services by opening training</p>
<p><b>Threats (T)</b></p> <p>1. Infrastructure that does not support the comfort and security of guests while in Bali</p> <p>2. Growing family and concept hotels in Jimbaran</p> <p>3. Limited number of flights to Bali</p> <p>4. The development of tourism in other Asian countries such as Thailand, Vietnam and Sri Lanka</p> <p>5. Increased visitor visits of Europe especially Middle East where Mövenpick have strong brand image</p>	<p><b>ST Strategy</b></p> <p>1. Building partnerships with local and international media</p> <p>2. Equalize the concept and quality with Movenpick around the world</p> <p>3. Cooperate with the government</p>	<p><b>WT Strategy</b></p> <p>1. Not taking events in large numbers</p>



## **CONCLUSION AND SUGGESTION**

Based on the description of the results of the SWOT analysis and in-depth interviews conducted, it can be concluded that the strategy of Marketing Communication Movenpick Resort & Spa Jimbaran is not only focus on the promotion and sales but to build a corporate image in the eyes of the community as a family-friendly resort. PR activities also relate directly with expansion, innovation, education, persuasion both in terms of marketing and the influence of the image and the identity of Movenpick Resort & Spa Jimbaran. As defined, PRs are an activity of a management function that focuses on the management and development of communication between the organization and public society which aims to build a harmonious relationship between attitudes and actions to the community. At present, the brand image at Movenpick Resort & Spa Jimbaran is built based on the substances as presented in the IFAS and EFAS, within the values of 2,90 and 2,95. It is positioned in Quadrant V in the IE Matrix which indicates that the current strategy is substantial and must be maintained.

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