

SUSTAINABLE BUSINESS STRATEGY AT HOTEL SELARONG BOGOR

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Abstract: The objectives of this research was (1) identified the existing business model of Hotel Selarong Bogor; (2) formulated a business development strategy using SWOT analysis at the Selarong Hotel, Bogor; (3) obtained priority strategies that the company will use; and (4) designed the BMCS Hotel Selarong Bogor for the future. This study used descriptive analysis methods, BMCS, IFE and EFE, IE, SWOT, and AHP EVM. Based on the results of interview data regarded the existing BMCS, Hotel Selarong wasn't implement a sustainable strategy. Building the IE matrix requires, the results of IFE matrix and EFE matrix. The total scores for IFE and EFE was 2,939 and 2,818. These results indicated that, Selarong Hotel was in cell V of the IE matrix (Internal-External). The company was a hold and maintain status. The Companies can implement market penetration and product development strategies. After conducted a SWOT analysis, get ten strategies, then weighting priorities using the AHP EVM approach. Provide questionnaires to CEO, Co-CEO, and manager. Based on the priority strategy, strategy 5 was the highest priority, then strategies 7, 4, 8, 6, 9, 10, 2, 3, and 1. The first step that can be took to change the business model was through activities to change the company's vision and mission to a sustainable business direction. The green hotel concept was the new strategy used in implementing the sustainability strategy. Based on the new BMCS, there were additions in 8 of the 10 BMCS sections, namely vision and mission, value proposition, customers, stakeholders, key activities, essential resources, critical partnerships and cost structure.

Keywords: BMCS, Sustainable Business. AHP, IFE, EFE, IE

Abstrak: Tujuan dari penelitian ini adalah (1) mengidentifikasi model bisnis eksisting Hotel Selarong Bogor; (2) merumuskan strategi pengembangan bisnis dengan menggunakan analisis SWOT pada Hotel Selarong Bogor; (3) memperoleh strategi prioritas yang akan di gunakan oleh perusahaan; dan (4) merancang BMCS Hotel Selarong Bogor untuk masa mendatang. Penelitian ini menggunakan metode analisis deskriptif, BMCS, IFE dan EFE, IE, SWOT dan AHP EVM. Berdasarkan hasil data wawancara mengenai BMCS eksisting, Hotel Selarong belum menerapkan strategi yang berkelanjutan. Membangun matriks IE membutuhkan hasil matriks IFE dan matriks EFE. Skor total untuk matriks IFE dan EFE masing-masing adalah 2.939 dan 2.818. Hasil ini menunjukkan bahwa Hotel Selarong berada pada sel V matriks IE (Internal-External) perusahaan memiliki status hold and maintain. Perusahaan dapat menerapkan strategi penetrasi pasar dan pengembangan produk. Setelah melakukan analisis SWOT, mendapatkan sepuluh strategi kemudian pembobotan prioritas dengan menggunakan pendekatan AHP EVM. Memberikan kuesioner kepada CEO, Co-CEO, dan manajer. Berdasarkan pembobotan strategi prioritas, strategi 5 memiliki prioritas tertinggi, selanjutnya strategi 7, 4, 8, 6, 9, 10, 2, 3, dan 1. Langkah pertama yang dapat dilakukan untuk merubah model bisnis ialah melalui kegiatan mengubah visi dan misi perusahaan ke arah sustainable business. Strategi baru yang di gunakan dalam menerapkan strategi keberlanjutan adalah konsep green hotel. Berdasarkan BMCS baru di hasilkan penambahan di 8 bagian dari 10 bagian BMCS yaitu pada vision and mission, value proposition, customers, stakeholders, revenue model, key activities, key resources, dan key partnership.

Kata kunci: BMCS, Bisnis Berkelanjutan. AHP, IFE, EFE, IE

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INTRODUCTION

Sustainability is currently the main goal in many industries, including the hospitality industry, it is an important issue for industrial development (Shen et al. 2020). Although different experts have illustrated that the rapid growth of the hospitality industry makes a significant contribution to environmental degradation worldwide, because hotels consume large amounts of energy and water for heating, cooling and lighting, which has a negative impact on the environment, several hotels have implemented environmental policies. to specifically promote environmental preservation in the hope of improving the quality of human life (Abdel-Maksoud et al. 2016).

Growing interest in the principles of sustainable development, and the resulting pressure from media, government and consumer sources to increase activity levels in this area, are forcing many hotels to increasingly adopt more environmentally friendly practices (Kapera, 2018). Examines the results of a survey conducted by TripAdvisor and states that about two-thirds (62%) of travelers consider environmental issues when deciding to stay at a hotel. Hotels benefit from implementing sustainable practices from two perspectives: first, implementation leads to increased efficiency and resource savings related to energy and water consumption; secondly, it serves as a marketing tool to attract customers interested in sustainability (Erdogan and Baris, 2007).

The hospitality industry has launched various initiatives to express their willingness to support sustainability, such as installing eco-labels, adopting practices related to sustainable behavior and adopting environmental management systems (Kang et al. 2012). Undoubtedly, if the hospitality industry does not incorporate sustainability and resource conservation into the core of its business culture, it will not be able to move into the future as pollution can undermine the basis for further industry development (Berezan et al. 2013). Green hotel practices are considered as one of the eco-friendly initiatives that aim to eliminate negative impacts on the environment by conserving energy (for example, by installing energy-efficient appliances and implementing renewable energy programs), reducing water consumption (for example, by installing water-efficient devices and equipment and implementing linen and towel reuse programs) and waste management and reduction (for example, by implementing recycling

programs and using perishables instead of disposables) (Erdogan and Baris, 2007).

Sustainability in the hospitality industry has been discussed from various viewpoints. For example, Kapera (2018) discusses current implementation capabilities and the barriers and circumstances of applying sustainable development principles in the hospitality industry in Poland. Han et al. (2018) examined the role of guest perceptions of hotel practices in terms of water conservation and waste reduction management in increasing hedonic and utilitarian values and examined the effect of these relationships on guest participation intentions in green practices and loyalty intentions. Jauhari (2014) focuses on a number of key issues including green hotel design, reducing energy consumption, the role of modern technology in achieving sustainability and how human resource management practices can contribute to sustainable development. Gil-Saura and Ruiz (2011) illustrate that the application of information and communication technology can contribute to reducing energy demand. Prud'homme and Raymond (2013) explored the impact of sustainable development practices in the hospitality industry on customer satisfaction in a number of hotels in the Canadian province of Quebec. Alipour et al. (2019) investigated employee perspectives on sustainable practices in four and five star hotels on Mediterranean islands using the global sustainable tourism council hotel criteria indicators, sustainable development indicators for tourist destinations and the European Union sustainability framework for Mediterranean hotels in topic three. pillars of sustainable development namely social, economic and environmental.

While different studies have shown that green hotel practices contribute to reducing operational costs and increasing hotel profits, increasing guest satisfaction and loyalty, sustaining the environment and gaining competitive advantage (Buunk and Werf, 2019), there has been relatively little empirical investigation into the role of hotel practices. green in achieving sustainable development goals, especially in developing countries. The increase in the construction of villas and illegal buildings has caused significant changes in land use in the Puncak area as a result of land use irregularities, environmental damage in the area has reached a massive level. Landslides and floods have also occurred due to rampant development. Data from the Bogor Regency Culture and Tourism Office as of 2022 in Bogor Regency there are 24 star hotels and 195 non-

star hotels, not including guest houses, guest houses, villas, and more than 500 restaurants. Of these, 142 accommodations and restaurants are members of the Bogor Regency PHRI.

Selarong Hotel is located in the Puncak Bogor water catchment area, sustainable management is very important to minimize the environmental impact of the company's activities. Serong Hotel is a jasmine class hotel, the strategy used is still using conventional strategies in implementing the business that is being carried out, there is a need for the development of a sustainable business model. In facing the competition that will occur, Selarong Hotel Bogor can use a sustainable business development strategy to anticipate environmental changes and provide added value to the company. Based on this background, the objectives of this research are (1) to identify the existing business model of Hotel Selarong Bogor; (2) formulate a business development strategy using SWOT analysis at the Selarong Hotel, Bogor; (3) obtaining priority strategies that will be used by the company; and (4) designing the BMCS Hotel Selarong Bogor for the future.

METHODS

This research was conducted for 4 months from April to July 2022. This research was conducted at the Selarong Hotel Bogor, located at Jl. Raya Puncak - Cibogo II No. 103 A RT. 06 Cipayung Flat Village, Kec. Megamendung, Bogor Regency, West Java 16710. The data used are primary data and secondary data. According to Sekaran (2011), primary data is data obtained using individual, group (organizational) interviews and the internet. The primary data taken in this research is the result of interviews conducted with several sources that have been determined by the owner, representative of the owner and manager. As for the secondary data taken is derived from documents and related literature studies. The interview technique taken was the semi-structured interview technique.

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Descriptive analysis, namely the collection of data regarding information on the condition of the Selarong Hotel, Bogor. Descriptive analysis methods are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2014). Descriptive research is research that is intended to investigate the circumstances, conditions or other things that have been mentioned, the results of which are presented in the form of a research report. In descriptive research there are phenomena in the form of forms, activities, characteristics, changes, relationships, similarities and differences between one phenomenon and another (Suharsimi and Arikunto, 2013).

Analysis of existing approaches and specific features of sustainability-oriented business models provides a basis for developing concepts to integrate sustainability into business model development (Figure 1) (Fichter and Tiemann, 2015). Create a current business plan for the company, which is handled by Hotel Selarong Bogor. The advantages of developing a business model that is comparable to a company's business model will be discussed. The purpose of a business model is to assist businesses and startups in developing business strategies and creating and validating key aspects of the company line, such as activities, resources, customer interactions, revenue, and costs.

The business model canvas sustainable (BMCS) was developed by Fichter and Tiemann (2015) in the context of StartUp4Climate. According to them, existing tools will be used for different purposes and in different contexts. With BMCS, their aim is to integrate sustainability at the heart of the business model. They started from BMCS because of its clear structure, low complexity and room for experimentation (Fichter and Tiemann 2015). Also, as previously mentioned, BMCS is already popular and used in a variety of contexts. Using the BMCS as a base will ensure widespread use of their new tool. Following Müller-Stewens and Lechner (2005), the development of a business model is preceded by defining a vision/mission. The business model vision describes what will differentiate the business model in the future (for example, in the next

three to five years) and what long-term goals it pursues. The business model mission, in contrast, models the central values of the business model and thus the true goals of the company to be founded (Müller-Stewens and Lechner, 2005). The vision and mission provide an important orientation in the process of establishing a company and developing a business model; they provide meaning and identity within corporate teams, both internally and externally.

Internal and external business factors are studied to identify current conditions and choose the best course of action. The Internal Factor Evaluation Matrix (IFE) is a strategy-making tool used to identify and assess the main advantages and disadvantages of a company's functional areas and their interrelationships (David, 2006). External Factor Evaluation (EFE) matrix is used to identify external elements that affect the company's opportunities and threats. External data is collected to assess topics related to economics, society, culture, demography, environment, politics, government, law, technology, and competitiveness (David, 2006). The Internal-External (IE) matrix is a strategic management tool used to analyze working conditions and strategic business positions. The Internal-External Matrix or IE matrix is based on an analysis of internal and external

business factors combined into one suggestive model. The IE matrix is a continuation of the EFE matrix and the IFE model matrix.

Strengths, weaknesses, opportunities, and threats. When examining a company's strategy, a SWOT analysis is used (Figure 2). This is because the external SWOT analysis provides in-depth information about the company's internal conditions as well as the external environment in which it operates, enabling the company to have a better understanding of the strategic decisions that must be made (Rangkuti, 2008).

By using the analytical hierarchy process, a complex and unstructured problem is broken down into groups, organized into a hierarchy, and solved by entering numerical values in place of human perception. Which elements have high importance after conducting comparative analysis and synthesis. An approach called AHP pays attention to the irrational elements including perceptions, preferences, experiences, and intuitions. Complex or unstructured problems can be divided into smaller problems and then organize smaller problems into a hierarchy thanks to a hierarchy, which is a functional hierarchy with input mostly from human perception (Kusrini, 2007).

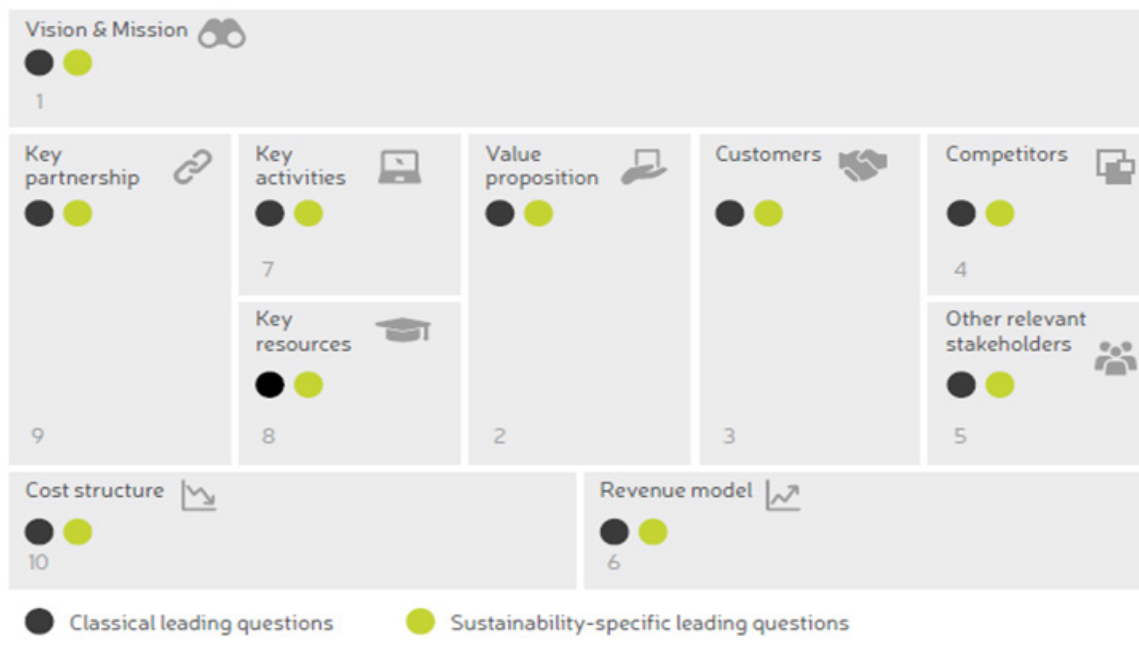


Figure 1. Business model canvas sustainable (Fichter and Tiemann 2015)

	Strength (S) Determine 5-10 internal strength factors	Weakness (W) Determine 5-10 internal weakness factors
Opportunity (O) Determine 5-10 external threat factors	SO STRATEGY Use power to take advantage of opportunities	WO STRATEGY Overcome weaknesses by taking advantage of opportunities
Threat (T) Determine 5-10 external threat factors	ST STRATEGY Use power to avoid threats	WT STRATEGY Minimize weaknesses and avoid threats

Figure 2. SWOT matrik

Any analysis that uses AHP must first identify the scenario correctly and enter as many related facts as possible, followed by the development of the hierarchical model with many degrees of detail, including the focus of the problem, criteria, and alternatives. This problem focuses on the highest level of authority. This hierarchy consists of one element, namely the general goal. The focal point of the problem is the main problem that must be solved. The second level consists of criteria. Criteria are important factors that must be considered when deciding on the focal point of the problem. The lower level is alternative. Alternative is an alternative action or strategy. Alternative is an alternative decision for solving problems (Herjanto, 2009). Decision hierarchical structure can be illustrated in Figure 3.



Figure 3. AHP hierarchical structure

The framework starts from identifying the company's existing business model canvas, the obstacles experienced by companies are still using conventional strategies, the number of hotels that have the same target market, and the increasing trend of environmental awareness. After that analyzing the company's internal and external environment, will produce a strategy from the IE matrix. The strategy generated by the IE matrix then becomes a reference in the SWOT analysis. SWOT analysis produces a strategy that will later be implemented in the company. Generate strategies that will be sorted according to company priorities using the AHP EVM method. The final result is designing a BMCS that will be implemented in the company (Figure 4)

RESULTS

The hospitality industry has developed into one of the most productive corporate subsectors. On the other hand, the creation of ever-increasing efficiency forces all stakeholders to continue to seek ways to achieve more efficient performance results. One of the recommendations is to complete business facilities, namely the hotel "Pondok Selarong" jasmine class, a/n Jono Murdono. Realizing that the construction of the "Pondok Selarong" Hotel in Cipayung Datar Village, Megamendung District, Bogor Regency, West Java Province, can have a detrimental effect on the community, the initiator aims to fulfill the relevant requirements in running his business.

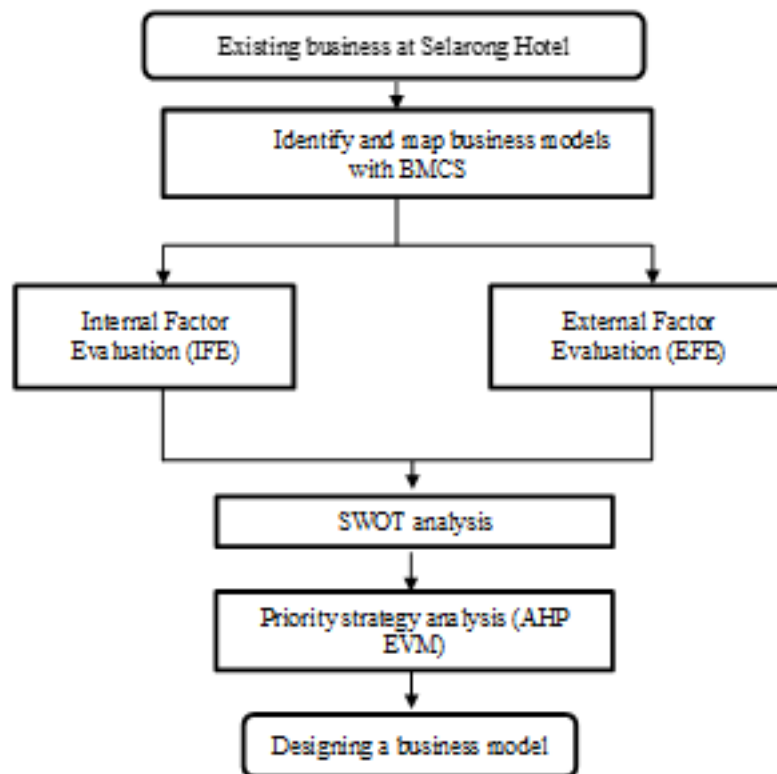


Figure 4. The research framework

Hotel Selarong Bogor is a family start-up company that dates back to the 80s. Under the leadership of Mrs. H. Bariah as a company owner who continues to innovate and develop the Selarong Hotel business, Bogor. The area of the hotel's land area is 5,721 M². Hotel Selarong Bogor is a strategic hotel because it is close to the main road and easy road access. The land area built is 15.14%, the parking area is 14.59%, and the green area is 70% of the total land area. The workforce employed is the local community around the company, a total of 90% of the company's employees are local residents around the company. Recruiting local workers because the owner wants to prosper the community around the company and establish family values. Hotel Selarong Bogor facilities include a prayer room, restaurant, ample parking space, and a large green area.

Identification of the Company's existing BMCS

Identification of existing business models is used to identify existing business models. By identifying it first, it will be possible to evaluate a business operational activity. This identification is also useful for seeing business development opportunities that have not yet been implemented and have a high impact on the

company. A business model is the fundamental idea behind how a company will function both internally and externally. The company's internal organizational structure is dictated by the business model to ensure that operations can continue to develop successfully. While externally, a business model helps in deciding what value to provide to customers and how to operate a company in a profitable way. A business model is more than just a plan of a company with a vision and goals stated in it. The business model also helps you in developing an income-generating strategy. This research involves Selarong Hotel personnel to determine the current business model of Selarong Hotel. The following description of the Selarong Hotel business model canvas is based on the findings of a study on 10 aspects of sustainable BMC (Figure 5).

Internal and External Factors of Selarong Hotel

The company's internal factors relate to the strengths and weaknesses that are considered important. External factors are related to opportunities and threats that affect directly or indirectly the company. These factors can be seen in Table 1.

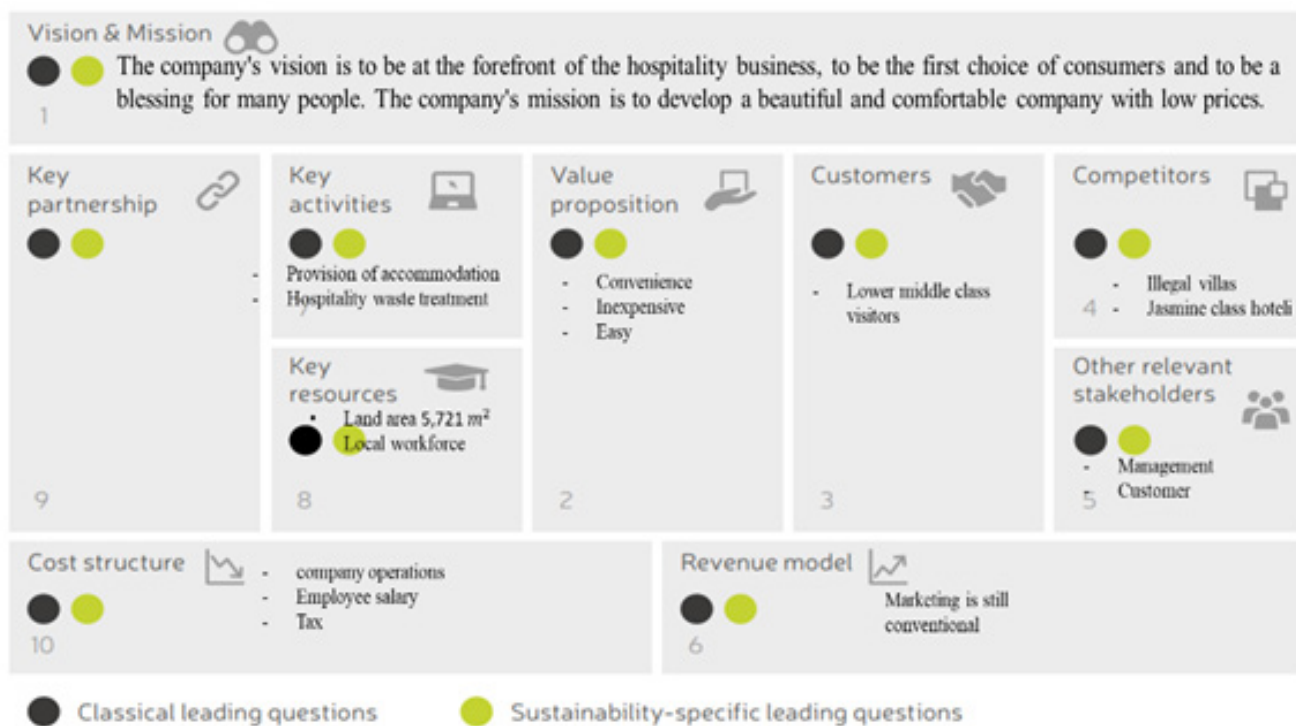


Figure 5. The company's exiting BMCS

Table 1. Internal and External Factors of Selarong Hotel

IFE	Strength 1. Has a good brand image can be seen on Google maps reviews, friendly service and clean rooms. 2. Has low operational costs. 3. Has complete facilities such as prayer facilities (mushola, public toilets, and function rooms), parking area and large green open space, strategic location on the edge of the Cisarua main road. 4. Have environmental documents, have joined the PHRI (Indonesian Hotel and Restaurant Association). 5. Have loyal old customers.	Weakness 1. Marketing strategy that is still conventional. 2. Lack of skilled manpower 3. Unvaried business utilization. 4. The family business has not yet accepted investors 5. The company's vision and mission are not sustainable
EFE	Opportunity 1. Is a tourist location. 2. Many means of hotel promotion. 3. There are many investors to develop the company.	Threat 1. Environmental issues arising from hotel activities 2. Many competitors have the same target market. 3. Rapid technological developments.

IFE Matrix Results

Internal environmental studies are carried out by identifying the company's internal variables to determine its strengths and weaknesses. Once the variables are found, their weights and ratings are determined. The results of the weighting and rating using the IFE matrix show that the IFE matrix has a total score of 2,939. This shows that the internal status of the

Selarong Hotel is moderate. The biggest advantage of this hotel is that it has a low price with a total score of 0.606. The unsustainable vision and mission of the company is the biggest weakness of the hotel with a score of 0.242. Vision and mission is important for a company. Both of which will become the basis and reference for how the company will develop and what goals the company wants to achieve.

EFE Matrix Results

External environmental analysis is the result of identifying external elements in the form of opportunities and hazards that affect Selarong Hotel either directly or indirectly. Once the variables are found, their weights and ratings are determined. It can be observed that the EFE matrix has a total score of 2.818 based on the weighting and rating values. This shows that Selarong Hotel is not reacting well to the current opportunities and dangers. With a total score of 0.727, it is a tourist location that has the greatest potential at the Selarong Hotel. The main threat from Hotel Selarong is environmental issues that arise due to hotel activities and rapid technological developments with a score of 0.364. The issue of environmental problems is important because the quality of the environment will directly affect the quality of human life. In addition, the quality of the environment also affects the quality of human life in the future. Information technology has enabled businesses to achieve a wider reach. Now more than ever, it's easier for companies to do business around the world. Email, text, instant messaging, websites and applications have made global communication faster and more effective than ever.

IE Analysis (Internal-External)

Then it can be arranged in the IE matrix based on the results of the IFE matrix and the EFE matrix. The combined scores for the IFE and EFE matrices are 2.939 and 2.818, respectively. Based on these findings, Selarong Hotel is in cell V of the IE (Internal-External) matrix, which represents hold and maintain or stabilization of the company's status. According to Fred R. David, this position can benefit from the use of market penetration and product development tactics. The location of the Selarong Hotel was chosen by balancing the projected results of the IFE and EFE studies on the map. Selarong Hotel's position in quadrant V is determined by the relative importance of its strengths, weaknesses, opportunities and threats. This position indicates a medium-sized company. Market penetration and product development are the proposed company management tactics.

SWOT analysis

The SWOT matrix is used to match factors from IFE and EFE which aims to help companies develop strategies. These strategies are SO (Strength-Opportunity) strategy, WO (Weakness-Opportunity) strategy, ST (Strength-Threats) strategy, and WT (Weakness-Threats) strategy. The SWOT matrix for the Selarong Hotel can be seen in Table 2.

Analytical Hierarchy Process (AHP)

Based on the findings of the paired comparison questionnaire given to the expert who is the owner of the Selarong Hotel itself, the AHP approach is used to determine which plan should be implemented first. Based on the weighting results, strategy 5 is the most prioritized, followed by strategies 7,4,8,6,9,10,2,3 and 1 (Table 3). Based on the results of AHP, it is known that strategy 5 has the biggest priority, namely changing the company's vision and mission towards a sustainable business. Green hotel is a hotel operational activity that implements various kinds of environmentally friendly programs such as saving water and energy, having an environmentally friendly purchasing policy, and reducing emission or waste disposal to protect the environment and reduce operational costs. New business model canvas in Figure 6.

Managerial Implications

Based on the new BMCS, 8 points were added out of 10 BMCS points, namely vision and mission, value proposition, customers, stakeholders, revenue model, key activities, key resources, and key partnerships. Vision and mission: Changing the hotel's vision and mission with the concept of a green hotel. Green hotel is a hotel that focuses on sustainability in its business practices. It differentiates itself from other hotels with a strong focus on reducing carbon emissions, water use, waste reduction and electricity usage, this type of hotel seeks to reduce its impact on the environment as much as possible.

- Value proposition : Adding sustainability value
- Customers: New market segmentation, namely consumers who care about environmental issues.
- Stakeholders: Membership, with membership it is hoped that it can record visitor loyalty and provide rewards related to the environment. For example giving plant seeds, or accessories that are produced from recycled waste.

Table 2. SWOT Matrix

	<p>Strength-S :</p> <ol style="list-style-type: none"> 1. Has a good brand image can be seen on Google maps reviews, friendly service and clean rooms. 2. Has a low price. 3. Has complete facilities such as prayer facilities (mushola, public toilets, and function rooms), parking area and large green open space, strategic location on the edge of the Cisarua main road. 4. Have environmental documents, have joined the PHRI (Indonesian Hotel and Restaurant Association). 5. Have loyal old customers. 	<p>Weakness-W :</p> <ol style="list-style-type: none"> 1. Marketing that is still conventional. 2. Lack of skilled manpower. 3. Unvaried business utilization. 4. The family business has not yet accepted investors. 5. The company's vision and mission are not sustainable.
<p>Opportunity-O :</p> <ol style="list-style-type: none"> 1. Has a strategic location. 2. Increase hotel promotion. 3. Getting investors to develop the company. 	<p>Strategy SO :</p> <ol style="list-style-type: none"> 1. Penetrate the market by developing services and customer segments (S2, S5, O1, O2, O3) 2. Improving sales services and facilities in a sustainable manner. (S1,S4.O1.O2) 3. Provide facilities and offers that are sustainable and have added value in the eyes of consumers. (S3,O1,O2) 	<p>Strategy WO :</p> <ol style="list-style-type: none"> 1. Digitizing marketing for services offered by the company and conducting training for employees (W1, W2, O2) 2. Making the company's vision and mission towards a sustainable business. (W3, W5, O3) 3. Increasing the sales volume of Selarong Hotel services and operations. (W4,O1,O3)
<p>Threats-T :</p> <ol style="list-style-type: none"> 1. Environmental issues arising from hotel activities 2. Hotels that have the same target market 3. Rapid technological developments 	<p>Strategy ST :</p> <ol style="list-style-type: none"> 1. Carrying out new innovations with the continuous promotion of Hotel Selarong "Green Hotel". (S1, S3,T1,T2) 2. Efficient energy sources used by the Selarong Hotel (.S2,S4,S5,T3) 	<p>Strategy WT :</p> <ol style="list-style-type: none"> 1. Establish cooperation with the authorities in eradicating illegal hotels. (W1,W3,W4,T2,T3) 2. Establish cooperation with employee training services to develop employee potential. (W3,T1)

Table 3. Overall Strategic Priority Weights

Strategy	Alternative Criteria	Overall Priority	Priority
Penetrating the market by developing services and customer segments.	Strategy 1	8,9%	10
Making improvements to sales services and facilities in a sustainable manner.	Strategiy 2	9,6%	8
Provide facilities and offers that are sustainable and have added value in the eyes of consumers.	Strategy 3	9,1%	9
Improve and add facilities to improve the company's position in the eyes of consumers.	Strategy 4	10,4%	3
Changing the company's vision and mission towards a sustainable business.	Strategy 5	11,1%	1
Increase sales volume of Selarong Hotel services and operations.	Strategy 6	10,1%	5
Strengthen the ongoing promotion of Selarong Hotel "Green Hotel".	Strategy 7	10,9%	2
Efficient energy sources used by the Selarong Hotel.	Strategy 8	10,2%	4
Establish cooperation with the authorities in eradicating illegal hotels.	Strategy 9	9,9%	6
Establish cooperation with employee training services to develop employee potential.	Strategy 10	9,9%	7

- Revenue model: Digitization, by promoting in e-marketing such as Traveloka and adding green hotel value in hotel promotion.
- Key activities: Streamline the energy used
- Key resources: Conducting green training for workforce. Green training is a practice for capacity building that enhances employees' awareness, knowledge, and skills related to the environment
- key partnership :Eco friendly distributor, Tourism Office (Recording illegal hotels and villas)

This researcher suggests management implications based on the results of AHP and the theory of Tiemann and Fichter (2016). In developing and implementing the strategy, the company's management considers client requirements derived from the BMCS design. BMCS is a strategic management tool for continuously establishing and presenting company ideas or concepts in a straightforward and efficient manner. The BMCS is a one-page document that organizes and describes the key parts of a business or product in a logical manner. According to the findings and direction of this study, these management implications serve to eliminate, decrease, increase, and generate change.

The construction of the business model will be tailored to the three identified strategic goals utilizing the AHP approach and the findings of research and data

processing. These priorities were selected based on the highest weighting scores, namely changing the company's vision and mission to a sustainable business, strengthening the ongoing promotion of the Selarong Hotel "Green Hotel," and repairing and adding facilities to strengthen the company's standing in the eyes of consumers. These three core initiatives serve as the foundation for the development of an optimal business model for the Selarong Hotel in Bogor. Osterwalder and Pigneur's (2010) business model canvas is a thorough method for analyzing or developing a business model. It is a nine-element framework that outlines how a corporation produces a business. Osterwalder and Pigneur's (2010) framework is economic, as evidenced by the framework's fundamental components (cost structure and income streams), and disregards sustainability factors beyond the economic dimension. Therefore, it is essential to add new components into the framework to enable the study and creation of a business model geared toward sustainability. The majority of business units pursuing the combination of objectives described by Fichter and Tiemann (2015) have added three additional elements: the vision/mission of the business model, rivals and connected stakeholders, and a Sustainable Business Canvas. Simultaneously, they integrate customer categories, channels, and customer interactions into a single element: "customers."

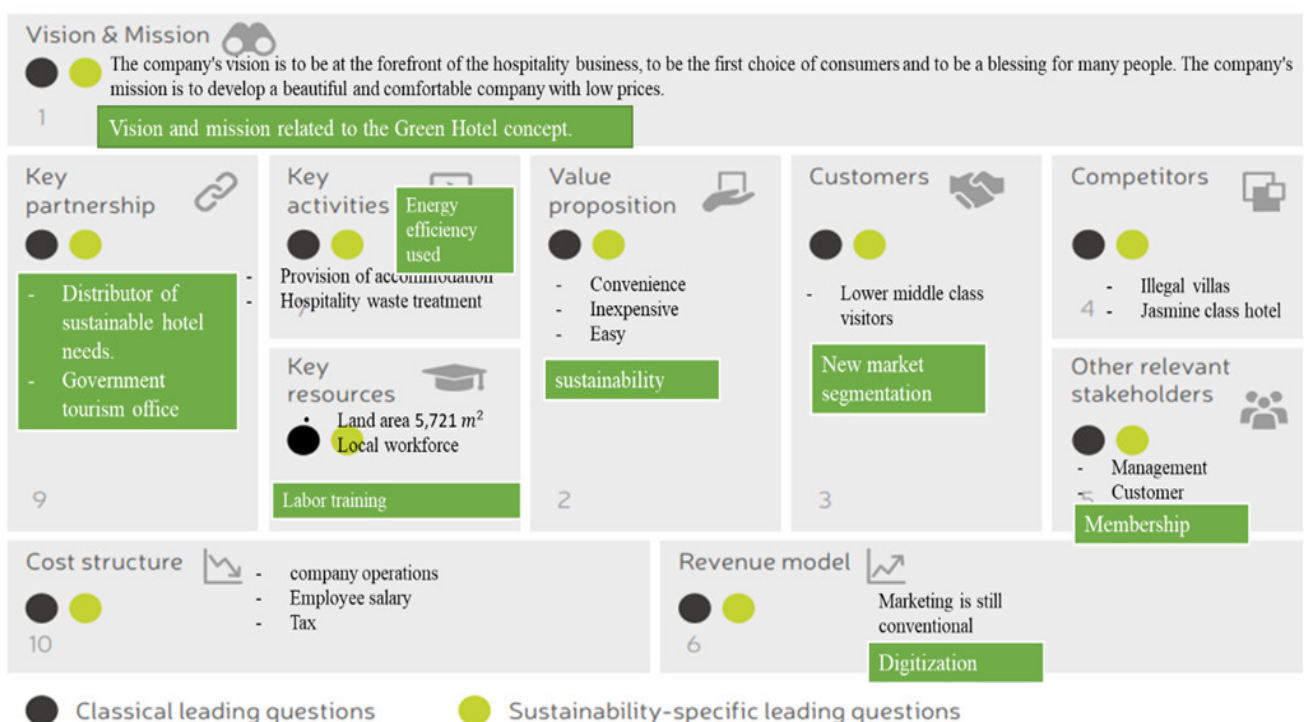


Figure 6. The company's new BMCS

The priority strategies that come from the AHP analysis can have an effect on several components of the new BMCS that will be developed. Alterations might be either direct or indirect. Direct changes are those that occur in the BMCS component as a result of the strategy's implementation, whereas indirect changes are those that occur in other components as a result of substantial changes in the BMCS component as a result of the strategy's implementation.

Changing the company's vision and purpose towards a sustainable business is connected to the vision and mission components in the first strategy. As a result of sustainability efforts, the vision and mission components will undergo direct modifications, which will encourage indirect modifications to other components. Vision and mission statements can facilitate workers' comprehension of the purpose of their job. Therefore, a company's mission and vision have a significant impact on raising the motivation and excitement of its personnel and achieving its goals or vision.

The second approach is to boost the Selarong Hotel's continuous promotion using the "Green Hotel" idea in relation to its value proposition. As a result of a new product innovation, namely the green hotel, these elements will undergo rapid transformation. This program supports modifications to other components, including client segmentation, stakeholders, revenue models, and critical activities. The green hotel idea results in indirect modifications to the consumer group, stakeholders, revenue model, and core operations. In addition, with the green hotel idea, businesses may sell sustainable accommodation services via social media and ecommerce sites like Traveloka.

The third approach is to upgrade and expand facilities in order to enhance the company's standing in the eyes of consumers in terms of key resources, important partnerships, and cost structure. When adopting a green hotel, whether through an informal environmental program or an environmental management system (EMS), hotel workers are typically required to complete additional tasks to protect the environment and enhance organizational performance. For instance, office personnel may be forced to utilize two-sided printing or photocopying, as well as sifting waste for recyclable materials such as plastic bottles. The inclusion of significant alliances is in accordance with the second approach of establishing relationships through social

media-based online advertisements. Instagram, WhatsApp, Facebook, and line are all implementable social networking platforms. This social media campaign attempts to strengthen customer connections and raise brand recognition.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the existing BMCS, Selarong Hotel has not implemented a sustainable strategy from the 10 BMCS points that have been analyzed based on data and interview results. Based on the results of the IFE matrix and the EFE matrix can then be arranged in the IE matrix, the total score of the IFE matrix is 2.939 and the total score of the EFE matrix is 2.818 indicating that Hotel Selarong enters cell V in the IE (Internal-External) matrix, namely the condition of the company hold and maintain or stabilization. Strategies that can be applied are Market Penetration and Product Development. SWOT analysis produces 10 strategies. Strategy 5 is the most prioritized strategy followed by strategies 7,4,8,6,9,10,2,3, and 1. The first step that can be taken to change the business model is through activities to change the company's vision and mission towards sustainable business. The new strategy used in implementing the sustainability strategy is the green hotel concept. Based on the new BMCS, 8 points were added out of 10 BMCS points, namely vision and mission, value proposition, customers, stakeholders, revenue model, key activities, key resources, and key partnerships.

Recommendations

A new business strategy model based on the BMC Sustainable perspective was created as a consequence of this research. Several topics can be studied in more detail based on the findings of the analysis that has been done, including research on how strategic performance can improve company quality and revenue.

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