



## Kost Business Strategy in Increasing Occupancy Rates After the Covid-19 Pandemic

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Article Info	Abstract
<p><b>Article history:</b> Received June 7, 2023 Revised July 1, 2023 Accepted August 27, 2023 Available online September 15, 2023</p> <hr/> <p>*Corresponding author email: <a href="mailto:dederosaabadia19@gmail.com">dederosaabadia19@gmail.com</a></p>	<p>This study aims to analyze what strategies were implemented by boarding owners to increase the occupancy rate of D`rayla Home after the Covid-19 pandemic. The occupancy rate itself is the number of sales which of course can be a benchmark whether a business is successful or vice versa. This study uses a qualitative method in which the researcher conducts a direct data search by observing the research object and also conducting direct interviews with the owner and all residents of D`rayla Home. The results of this study are that business owners carry out several strategies, namely direct selling, earned media, POP, and also internet marketing. If seen from the data obtained, the strategy undertaken by this owner was successful in increasing the occupancy rate of D`rayla Home. This can be seen from the results of the data obtained where D`rayla Home has experienced an increase in sales and even exceeded capacity so that the boarding house owner must make a waiting list. In carrying out the business strategy chosen, the business owner experiences several obstacles both internally and externally. From this research, it can also be seen that the motivating factor for business owners to choose a boarding house business is not only to seek material benefits but to get a new family. The impact of this strategy is that the owner will never do promotions again.</p>
<p><b>Keywords:</b> Occupancy Rate, <i>Business Strategy, Sale.</i></p>	<p>AICIE with CC BY license. Copyright © 2023, the author(s)</p>

### INTRODUCTION

It is known that before the pandemic the number of boarding houses was large and the income was fixed, while during the Covid-19 pandemic a policy was issued in limiting population mobility, forcing students to return to their areas of origin to conduct lectures from their respective homes. Before the Covid-19 pandemic, the average boarding house business had a lot of boarding houses, but during the Covid-19 pandemic, the boarding house

occupancy rate was reduced because many students returned to their home areas and did not go back to boarding houses (Ruhilatul Janah, 2023).

Growth in the service sector has expanded into various business fields, one of which is the boarding house business. This business is growing and developing due to an increase in interest and desire of students from villages who want to continue their studies to gain higher education (Muhammad Husen, 2020). Housing is the main thing that is needed by migrants by considering the factors of comfort, security and easy access which are the main factors in choosing a place to live (Chalidazia Nizar, 2021). Everyone who runs a business on a small or large scale, definitely wants their business to run well, so since long ago the management has set up a management system. The boarding house management system has a very important role, because without good management, the boarding house business will not run well (La Ode Jerlin, 2020).

Kost is a primary need for students who decide to study far from their place of origin. Students are students who have been registered at a university and meet other requirements set by the university concerned. Students are the same as the community or households, also carry out daily economic activities including consumption. This is where the need for students to choose a place to live is also a form of consumption activity. And of course, consumption in the form of a community or individual residence, including students, varies from one to another. In choosing a boarding house, students are faced with various choices (preferences) (Satya Rachmawati, 2013).

D`rayla Home is one of the boarding houses owned by Ferry Shabarina Sholiha. The owner during the pandemic experienced several obstacles in advancing his boarding house business that had never been imagined and experienced before. This, of course, has had an effect on the boarding house's profit which has decreased since the beginning of 2020. D`rayla Home is located at Jln. East Stadium, Babadan, Ponorogo. Before the Covid-19 pandemic, D`rayla Home was a boarding house that was never empty, even though there were boarding house residents who left after only a few days, there were already residents. However, after the Covid-19 pandemic ended, sales volume was inversely proportional to conditions before the pandemic (Ferry Shabarina Sholiha, 2023).

the owner was confused by what happened. Then, he conducted a survey of several boarding houses to find out what caused his boarding houses to be quiet and even almost uninhabited. After conducting a survey, the boarding house owner finally realized that it was time to improve his boarding house facilities. He makes new innovations so that his boarding house looks different and interesting, such as CCTV that is on for 24 hours, increasing the number of WIFI, a place to dry clean and not carelessly like yesterday which only used makeshift ropes, showers, sinks, equipment in public kitchens and soap washing dishes, and furniture in the room is also very adequate, the boarding house yard has already been cleaned. The boarding house owner's efforts are also producing results, now that the sales volume is the same as before the Covid-19 pandemic (Ferry Shabarina Sholiha, 2023).

The owner of the boarding house always prioritizes the comfort of the boarding children, one of which is by limiting visiting hours, while male guests may only be in the living

room that has been provided, of course this is done so that other boarding residents do not feel disturbed and no more than 22.00 for weeknights and 23.00 for Saturday nights. In terms of promotion, the owner of the boarding house does not exaggerate the condition of his boarding house, this is done so that residents do not feel cheated and so on. In the promotion process, Mrs. Fery uses online and offline methods. The offline method is usually word of mouth, while the online boarding house owner uses social media such as Instagram, Facebook, WhatsApp. Due to the pandemic, promotions were only carried out online (Ferry Shabarina Sholiha, 2023).

Business strategy is a strategy that occurs at the divide or business unit level and is a strategy that emphasizes improving the competitive position of products or services, and on industry specifications or certain market segments. The strategy set in the business unit is often referred to as the generic strategy. The business strategy, as a long-term development plan, is based on the company's current performance in the market, outlines how the company will allocate the necessary resources to meet strategic goals and objectives and identify competitive advantages in the global business market. Developing a business strategy involves using new approaches and creating new business models in terms of marketing strategies, HR strategies, supply chain management strategies, and so on (Dwi Robiul Rochmawati, 2023).

Business strategy is how a particular business competes. Every business needs to find its own basis for competition based on the market segment and certain products it has decided to enter (Mochamad Ammar Faruq, 2014). Business strategy in Micro, Small and Medium Enterprises (UMKM) can be carried out in various ways, one way is that companies or business people must have unique or unprecedented product features as new and superior product creativity (Linda Maryani, 2019). Business strategy consists of two words, namely strategy and business. The word strategy can be interpreted as a strategy or science of war. The word strategy can be associated with other words, such as business strategy, war strategy, learning strategy, communication strategy, marketing strategy and many others. While business can be interpreted as business, trade and work for profit. So, it can be understood that business strategy is a strategy in trading.

Business strategy is divided into 4 types including direct selling, eraned media, point of purchase, and internet marketing. These four types of business strategies have a very important role in achieving the level of sales desired by business owners (Eka Rahayu Puspita Ningrum, 2021). Business in the service sector is an attempt to provide services or other services in order to obtain income in accordance with the size of the services provided to consumers who use services (Juwarta, 2015).

Business activity is carried out as a job of a person, or the activity of a group of people or is carried out by an organization. According to Griffin (1999), states that business is all activities that provide goods or services which then generate profits or profits. The environment also influences business activities, therefore environmental analysis is needed as a basis for business strategy planning.

Managing business strategy is the task of the top manager as part of the implementation of the planning function. In this case the top manager must determine the strategy that will be used by a business that will be carried out for the next 5 to 10 years. The strategy carried out in a business also has levels, starting from a corporate strategy as a general and comprehensive strategy which will be translated into a functional division strategy to a functional strategy, marketing strategy, financial strategy and human resource management strategy.

Before starting a business, a good business plan is needed in terms of minimizing risks that may occur in the following year. Lack of understanding regarding business planning and a mature strategy in building a business for entrepreneurs often results in failure for a business. An established business is usually very vulnerable to failure, especially at the beginning of business activities (irmayanti, 2021). Business strategy is a strategy that occurs at the divide or business unit level and is a strategy that emphasizes improving the competitive position of products or services, and on industry specifications or certain market segments. The strategy set for business units is often referred to as a generic strategy (Dhany Rakhmatulloh, 2022). Business strategy or competitive strategy is usually developed at the managerial level and emphasizes improving the competitive position of the company's service products in its industry (Dadan Ramdhani, 2018).

The right business strategy for marketing products during the Covid-19 pandemic is through electronic media where producers and consumers do not meet directly in one place but have a very wide marketing reach (Maskarto Lucky Nara Rosmadi, 2021). With the emergence of Covid-19, business actors must rack their brains to be able to survive amidst these uncertain conditions and think extra so they don't suffer losses or have to close their businesses. With the policy from the government that is "just stay at home" marketing products directly is not the right thing, but must take advantage of technological developments by means of online marketing (Sri Wahyuni, 2022). One thing that is so important for a company is a business strategy, where a business strategy is a way to achieve business goals. Managing a business requires the development of competition in different companies, currently requires the management of each business person. Make a special strategy to get an advantage over competition (Enda Oktana, 2023).

During the COVID-19 pandemic, social media is the most accessible platform for everyone. In addition, accessing social media can easily be done by all groups, from the old to the young. So, by carrying out even more active promotions (Syamsul Hadi, 2022). Not only disrupting people's lives, the Covid-19 outbreak has an impact on all groups, starting from government, education, and even the business world, one of which is the UMKM sector (Fitriani Puspita Sari, 2022).

Kost/kost is a service that offers a room or place to live in with a certain amount of payment for a certain period (usually a monthly payment). This word is absorbed from the Dutch phrase "in de kost". The definition of "in de boarding house" is actually "eating in", but it can also mean "staying and eating" in the house where you live. Seeing the increasing number of boarding house properties being built around the campus sector, and the

consideration that it is very important to review the boarding house you want to occupy. This is primarily related to the quality and marketing of boarding house service products by boarding house owners/employers so as to attract consumer interest. In addition, based on the concept of elasticity, namely price elasticity of demand, it is stated that cost is an elastic good, that is, the cost demanded is strongly influenced by the size of the price. It's not just students, there are not a few immigrants who have the status of migrating, who have a low economy. The boarding houses were the favorite residences for the 2 migrants, because the boarding houses had cheap rental prices (Faisal Ardiansyah, 2020).

The existence of boarding houses around public facilities is highly expected and profitable for students in a new area. Students who study at a tertiary institution do not only come from within the city, but also come from outside the region. Students from outside the area who will study at tertiary institutions will certainly look for temporary housing around their campus. In selecting this boarding house, there were many obstacles in the selection process, which were influenced by many factors, namely price, location, facilities, contract system, and distance (Angga Pramudhita, 2017).

The urgency of this research stems from the fact that the Covid-19 pandemic has resulted in a decrease in the occupancy rate of the D`rayla Home boarding business. Where the owner of D`rayla Home has difficulties in making sales. To deal with this problem, the boarding house owner changed the strategy that was carried out before the pandemic and after the pandemic. However, in carrying out the business strategy, the owner of the boarding house experienced several obstacles, both externally and internally. The impact of the change in strategy made by the boarding house owner was very good where the occupancy rate of D`rayla Home increased according to the wishes of the boarding owner.

Based on the urgency of the research described above, this study aims to explain what strategies were implemented by D`rayla Home owners after the Covid-19 pandemic ended, as well as what obstacles were experienced by boarding owners in carrying out the chosen business strategy . , and the last is how the impact of the strategy chosen by the boarding business owner has on the occupancy rate of D`rayla Home.

One of the previous studies which became reference material in this study was an article written by the dean of FEBI, IAIN Ponorogo, entitled Marketing Strategy in Increasing Sales at the ex-bike Dolopo Bike Shop. The difference in this research with previous research lies in the type of business that is the place of research where in the previous research examined businesses engaged in the sale of goods while this research examined sales in the service sector. the data information available in this study was obtained by researchers from books and also direct interviews with owners and residents of D`rayla Home.

## **METHOD**

In this study using direct research is field research (field study research) in which the data in this study were obtained through various field studies by interviewing, observing, recording, and collecting data and information obtained and found from reliable sources. This

research is included in the form of secondary data research and primary data using a qualitative type of approach method (Sugiyono, 2017).

## **RESULT AND DISCUSSION**

### **Business Strategy Analysis of D`rayla Home Direct Selling**

Direct selling is a sales strategy that utilizes salespeople to market products directly to consumers. (Luh Mirayani, 2018) Based on the above understanding it can be concluded that direct selling is a promotional system that offers goods face to face without intermediaries and a fixed location. (Hendrawan Tangko Tangdibali, 2022) Indicators that affect direct selling, include product introduction, offering payment terms, increasing trust in products and the ability to convince consumers (William Kurniawan, 2022).

From this study the researcher obtained data from interviews with the owner of D`rayla Home, from the results of the interview the owner of the boarding house stated that at the beginning he owned the boarding house and had met potential customers directly by buying food at stalls around the school during school hours and taking advantage of the free time. there to chat with students who at that time became the target market for boarding house owners. The method used by the owner of this boarding house in approaching potential customers and introducing his boarding house is quite creative. He is well aware that his target market can only be met at certain times.

### **Earned Media**

Earned media is different from direct sales, this type of strategy is actually carried out indirectly. The main thing you have to do to implement this strategy is to build relationships and trust with the community. So, business owners need to build a brand and form a good image through social media. In an effort to introduce his boarding house and build a good image for the boarding house he owns. In the process of promotion, the owner of the boarding house includes evidence in the form of a photo that he deliberately uploaded to see where the previous owner of the boarding house had made repairs to the facilities. This is done so that potential customers believe the statement he made about the boarding house he has. What is done by the owner of this boarding house is of course beneficial for potential customers and owners because there is no need to meet in person. In this case the owner is always improving and adding to existing facilities, such as wifi, cupboards, mattresses, repainting the boarding house, and much more. The owner of the boarding house is very aware that empowering facilities is just as important. Potential customer tastes will change every year, and he always tries to keep up with the times so that his boarding house always looks attractive. Of course this is adjusted to the ability of the target market.

Facility factors are also very important to note. Everything that can facilitate an activity or activity can be referred to as a facility. The availability of adequate facilities and according to the set price will make it easier for each student to choose a boarding house. With the facilities provided, students no longer need to buy items needed for boarding needs (Suri Amilia, 2019).

Ideally a boarding house for students is one that provides a division of space in a dwelling which can be divided according to the function that affects the location of the room itself with other spaces, namely public, semi-private and private spaces (Aprilia Anggra Dana, 2020). The price of renting a boarding house is also something to consider when choosing a boarding house. Price is something that is given up in exchange for getting a good or service (Hafifah Rasti, 2019).

### **Point of Purchase**

Point-of-Purchase (POP) is one of the promotional tools. The main role of the point of purchase is to provide information, so that this basic role can be easily captured by every informant. Point of purchase (POP) is a product promotion media that is right at the forefront of sales (Ahmad Fajar Novariant, 2020). POP must be well planned so that the message the company wants to convey looks attractive to potential buyers (Koniherawati, 2021).

In the initial promotion, he made price cuts for the amount he had set to attract potential customers. She is very aware that at this time attracting potential customers by providing promos greatly affects consumer interest. The owner of the boarding house is quite creative in providing promos to potential customers where he has thought in advance how to make the promos continue to be given but he as the owner also still benefits.

Promotion is a business or effort to advance or improve; for example to increase trade or advance the field of business. Promotion comes from the word promote in English which is defined as developing or improving. This understanding when connected with the field of sales means as a tool to increase sales turnover. Sales promotion is essentially a marketing communication, meaning marketing activities that seek to disseminate information, influence/persuade, and/or remind the target market for the company and its products to be willing to accept, buy and be loyal to the products offered by the company concerned so that in the end it is expected to increase sales to the company (Rami Syah Putri, 2015).

### **Internet Marketing**

Internet marketing is one of the most effective and efficient means of selling, and is experiencing a trend of progress in its use (Irsal Fauzi, 2021). Digital Marketing is one of the marketing media that is currently in great demand by the public to support various activities carried out (Risa Ratna Gumilang, 2019). Technology is currently developing and the benefits of using the internet are felt by users, including UMKM activities (Mohamad Trio Febriyanto, 2018). In this study, the authors observed that the boarding house owner also used Inernet Marketing to introduce D`rayla Home to potential customers by uploading photos of D`rayla Home to his social media account, besides that he also endorsed directly by the celebrity on the social account. instagram media. What the owner of this boarding house is doing is very contemporary, where he utilizes digital technology to increase the occupancy rate of D`rayla Home.

### **Analysis of Pushing Factors and Barriers in Implementing the D`rayla Home Strategy Driving Factors**

There are several factors that can drive entrepreneurship, namely family factors, in this case including the parental environment, and friendships, how a person is affected by the

environment in which he is. Someone will gain knowledge about entrepreneurship and become a thought to become an entrepreneur (Muhammad Bagas Priambodo, 2020). The motivating factors for business people greatly influence the type of business that will be occupied in both the services and goods sectors (Echo Perdana Kusumah, 2020).

From this study, researchers obtained information where the motivating factor for boarding owners to choose a business in the boarding house was solely not because they wanted to gain material benefits, from the results of interviews with the boarding house owner. he stated that apart from material gain he also wanted to start a new family. This is because the owner of the boarding house himself is a nomad in Ponorogo. This phenomenon is very interesting where as we know it is very rare for business people to see profit that is not solely focused on material things.

### **Obstacle Internals**

Internal barriers are obstacles that come from within that can hinder achieving a goal (Ahmad Winardi, 2014). The internal obstacle experienced by the boarding house owner in carrying out the chosen strategy was the lack of awareness of the boarding house occupants to maintain cleanliness, which even once resulted in a blocked sink flow which forced the boarding owner to pay money to pay the builders, some residents were also reluctant to lift the clothesline so they made clotheslines. piled up, and so on. To minimize this from happening, the owner of the boarding house finally made a code of conduct and an agreement that all occupants of the room must obey the rules. In this case he is very aware that the existence of an agreement cannot stop all obstacles that occur 100% but at least he can reduce them so that what he is doing does not seem in vain.

### **Eksternal**

Obstacles are things that are considered to slow down or even prevent a person or group from achieving a goal. The external obstacles are obstacles that come from outside. The external obstacle experienced by the owner of this boarding house was the emergence of new competitors who decided to choose the same strategy and at a lower price. However, this did not make him give up because the owner of the boarding house is well aware that every business will have competitors. He considers the emerging competitors as encouragement for him to always think creatively. Considering that the owner is someone who understands technology, he always takes advantage of existing technology to study and dig up information about his boarding house business, and choose which one is considered suitable for his boarding business.

In facing competition, UMKM need an integrated strategy that can anticipate the impact of an event and be innovative to maintain and improve competitiveness. The large number of UMKM actors who cannot last long in carrying out their business activities is due to the inaccuracy of the business strategy being carried out (Mihani, 2020). Activities in the business world are impossible without competition except monopoly companies, for that companies will always try to face competition by sharing efforts so that companies can excel or at least maintain the company's position in the competition. To deal with one of them is



quality. This quality can be in the form of the quality of the products produced or the quality of service provided to consumers (Safriadi Pohan, 2017).

As for the impact of the strategy carried out by the owner of the boarding house, it was in accordance with what he expected. His 15 boarding rooms are always full and there is often a waiting list, the boarding house owner very rarely posts about his boarding house only occasionally. Of course to reach this point is not easy there is a lot to go through. Now the boarding house owner is only focused on how he maintains the condition of his boarding house to remain like this. The business of the UMKM actors who are being undertaken may already have reliable products and services and have a significant number of consumers. And there's nothing wrong with adding new products and services that are different than before. This method can be taken by giving a new face by switching to a line that has never been tried before. This is one way that can be taken for business expansion (Anava Salsa Nur Savitri, 2020).

### **Sales**

Sales are the amount of money charged and can be made on credit or cash and generally to several customers. Sales on credit "Trade Receivables". Like when buying, when selling a company is bound by certain buying and selling conditions. Pricing in some companies is focused on sales volume over a certain period of time, for example 1 year or 3 years. Management aims to increase sales volume by providing discounts or other aggressive pricing strategies even though it has to suffer losses in the short term.

Sales volume is an important aspect that must be considered in business. This is because sales volume is a measure of the success of a business, the greater the sales volume, the greater the profit the business owner gets (Fauzi Dwi Putra, 2017). Of course this cannot be obtained easily, business owners must be able to choose the best business strategy, business owners must be able to understand the character of the sales target. As we know, having a business in big cities and small towns certainly has a different way of choosing a business strategy. The business owner must adjust the sales price to the average sales target revenue.

Sales Volume is the total sales obtained from commodities traded in a certain period (Yosy Arisandy, 2017). Sales volume can be measured in two ways. First, achieving sales targets, which can be measured in units of product sold. Second, the increase in the number of sales, increased profits obtained from the total value of the company's real sales in a certain period. There are several indicators of volume, achieving sales volume, earning profits, and supporting company growth (Devi Novitasari, 2021). In a company the purpose of marketing is to increase sales volume which is profitable in the sense that it can generate optimal income and increase company profits (Budieli Hulu, 2021).

In this study, sales at D`rayla Home before the pandemic were at a 100% level, but when the pandemic ended, D`rayla Home sales dropped drastically, even below 50%. This ultimately made the owner of D`rayla Home confused and in the end he decided to change his business strategy. What the owner of this boarding house has done is producing results where currently D`rayla Home sales equal or even exceed sales before the Covid-19 pandemic.

## CONCLUSION

Before the pandemic, the strategy chosen by the boarding house owner was almost the same as boarding houses in general. However, after the pandemic ended, owner changed her promotion strategy, such as endorsements, giving discounts, and uploading on her personal social media accounts. In addition, the boarding house owner also made improvements to the facilities to attract the attention of consumers

The owner of the boarding house is a foreigner who is far from her family, so she decided to start a boarding business. He did this because he thought that only by doing this business could he benefit not only materially but also indirectly he could get many new families. The obstacles experienced by the boarding house owner internally were some of the boarding house residents who did not make proper use of the facilities they provided. However, to minimize this, owner made rules of order and an agreement that the boarding house residents must comply with all the rules she made. The external problem experienced by the owner is that new competitors have started to emerge which of course is a threat to his boarding house business.

The impact of the strategy carried out by the boarding house owner is very good. This can be seen from the state of the boarding house which is always fully stocked and there is even a waiting list. So far, the boarding house owner has rarely uploaded his boarding house on his social media account. Apart from that, the consumer's evaluation of the boarding house owners is also very good and they are also satisfied.

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