

Analysis of MICE (Meeting, Incentive, Convention, and Exhibition) Development as an Effort to Increase Grand Rohan Jogja Hotel Revenue

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KEYWORDS	ABSTRACT
development; hotel revenue; Hotel Grand Rohan; MICE; Yogyakarta	This research aims to analyze the development of MICE (Meeting, Incentive, Convention, and Exhibition) as a strategy to increase the revenue of Grand Rohan Jogja Hotel in Yogyakarta. MICE is a crucial sector in the hospitality industry, especially in big cities that become centers of business and conference activities. By utilizing MICE potential, Grand Rohan Jogja Hotel is expected to attract more event organizers and participants, thereby increasing the hotel's occupancy rate and revenue. The research method used was a mix-method, by conducting a survey to visitors and event organizers, interviews with hotel management, and secondary data analysis regarding MICE trends in Yogyakarta. The research results show that Grand Rohan Jogja Hotel has great potential in the MICE sector, but faces challenges in terms of facilities, marketing strategy, and service. The recommendations include improving facilities and services to support MICE activities, developing special service packages, and collaborating with local institutions and event organizers to increase the hotel's visibility as a MICE destination. By implementing the right strategy, Grand Rohan Jogja Hotel is expected to be able to maximize its MICE potential and experience a significant increase in revenue. This research provides insight for hotel management and other stakeholders in developing the MICE sector in Yogyakarta.

PENDAHULUAN

MICE (Meeting, Incentive, Convention, and Exhibition) merupakan sektor yang semakin penting dalam industri perhotelan di Indonesia, khususnya di Yogyakarta yang dikenal sebagai salah satu destinasi wisata dan bisnis. Hotel Grand Rohan Jogja, sebagai salah satu hotel yang berkomitmen untuk meningkatkan pendapatan melalui sektor ini, perlu melakukan analisis mendalam terhadap potensi dan tantangan yang ada. Penelitian ini bertujuan untuk mengidentifikasi strategi pengembangan MICE yang dapat diterapkan oleh Hotel Grand Rohan Jogja untuk meningkatkan pendapatan.

MICE (Meeting, Incentive, Convention, and Exhibition) is an increasingly important sector in the hotel industry in Indonesia, especially in Yogyakarta, which is known as a tourist and business destination. Hotel Grand Rohan Jogja, as one of the hotels committed to increasing revenue through this sector, needs to carry out an in-depth analysis of the existing potential and challenges. This research aims to identify MICE development strategies that can be implemented by the Grand Rohan Jogja Hotel to increase revenue.

Yogyakarta has a strong appeal as a MICE location, supported by adequate infrastructure, good accessibility, and various tourist attractions. According to Asrifah (2016), the MICE sector in Yogyakarta is undergoing significant growth, with the number of events increasing every year. This shows that there is great potential for Hotel Grand Rohan to get benefit from this trend. However, to be able to compete with other hotels that also offer MICE services, appropriate and innovative strategies are needed.

This research used a mixed-method that combined surveys and interviews. Surveys were conducted on visitors and event organizers to obtain quantitative data regarding their preferences and needs. Meanwhile, interviews with hotel management provided qualitative insight into the strategies that have been implemented and the challenges faced. The result of this research is expected to be able to provide useful recommendations for the management of Grand Rohan Jogja Hotel in developing MICE services.

Concept of MICE

MICE stands for Meeting, Incentive, Convention, and Exhibition. It refers to various types of activities that involve gathering people for business purposes. According to Prayudi (2011), the MICE sector has a significant contribution to tourism income in Yogyakarta. MICE activities not only increase hotel occupancy rates, but also have a positive impact on local economic sectors, such as restaurants, transportation, and tourist attractions.

In a global context, the MICE industry continues to grow rapidly. According to a report from the Global Business Travel Association (GBTA), the MICE market value is estimated to reach USD 1.5 trillion in 2022. In Indonesia, this sector also shows promising growth, with Yogyakarta as one of the cities that has great potential for MICE development (Pratama and Susanto, 2024).

Potential of MICE in Yogyakarta

Yogyakarta has various advantages that make it an appealing MICE destination. First, adequate facilities, such as meeting rooms, five-star hotels, and good accessibility via air and land transportation. Setyawan et al. (2013) show that Yogyakarta has more than 200 hotels offering MICE services, with a total capacity of thousands of participants. Second, Yogyakarta is also known as a cultural city with various tourist attractions that can attract MICE participants. Activities such as cultural and culinary tours can add value for event organizers who want to provide different experiences to participants. According to Yuniati (2023), Yogyakarta's strong destination attributes, such as cultural diversity and natural beauty, are special attractions for MICE organizers.

Challenges in MICE Development

Despite its great potential, MICE sector development in Yogyakarta is also faced with various challenges. One of the main challenges is the intense competition between hotels and event organizers. Many hotels also offer MICE packages at competitive prices, so Hotel Grand Rohan needs to find a way to differentiate itself from other competitors. Moreover, existing facilities also need to be upgraded to meet international standards. According to Marhaeni (2022), several hotels in Yogyakarta still lack the technology and supporting facilities needed to organize large-scale events. Grand Rohan Hotel needs to evaluate existing facilities and consider investing in modern technology to increase competitiveness.

Strategies of MICE Development

To overcome challenges, Grand Rohan Hotel needs to develop an effective strategy in marketing MICE services. One strategy that can be implemented is the development of special service packages that are attractive to event organizers. This package may include additional facilities, such as transportation services, accommodation, and tourist activities around Yogyakarta.

Collaboration with local event organizers is also an important strategy. By working together, hotels can easily reach event organizers who need a place to hold MICE activities. According to Kusuma (2019), this collaboration can increase the hotel's visibility and attract more events to Yogyakarta.

Marketing and Promotion

Effective marketing is the key to attract event organizers and MICE participants. Grand Rohan Hotel needs to utilize social media and digital platforms to promote the MICE services offered. According to Syahrani and Widiarti (2019), the use of social media can increase the reach and attractiveness of hotels among a wider target market. In addition, participation in MICE exhibitions and conferences can also be a means of introducing hotel services to potential clients. By showing facilities and services, Hotel Grand Rohan can increase the chances of getting more bookings for MICE events.

METHOD

This research used a mixed-method method. It combined quantitative and qualitative approaches. The quantitative data were obtained through a survey involving visitors and MICE event organizers in Yogyakarta to identify their preferences and expectations for the MICE services offered by Grand Rohan Hotel. The quantitative data were analyzed using descriptive statistics to describe the characteristics of respondents and their preferences.

Meanwhile, the qualitative data were obtained through in-depth interviews with hotel management. This interview aims to gather information regarding the strategies that have been implemented, the challenges faced, and their views on opportunities for developing MICE services in the future. This approach allows the researchers to gain a more comprehensive understanding of the hotel's operational context.

RESULT AND DISCUSSION

The results of the research show that Grand Rohan Hotel has a great opportunity to develop as a major MICE destination in Yogyakarta, although it still faces several strategic obstacles. Based on an interview with the General Manager, this hotel has 17 meeting rooms, including a ballroom, but most of them only have small to medium capacity. The absence of large capacity meeting rooms capable of accommodating more than 500 participants is a major obstacle in attracting national and international scale events. This is reinforced by survey data, where 65% of respondents stated the need for meeting rooms with larger capacities to meet the needs of large-scale events (Pratama and Susanto, 2024).



Figure 1 Grand Rohan Ballroom

Source: Grand Rohan Jogja Documentation

Correlation with Local Market Preferences and Diversification Strategy

The majority of MICE service users at Grand Rohan Hotel come from the local market. This condition shows that the potential to reach national or international markets has not been fully exploited. This focus, which is still on the local market, is in line with survey findings which show that many event organizers do not yet recognize Grand Rohan Hotel as a potential MICE destination. Therefore, market diversification through more effective marketing strategies is very necessary. Strengthening digital and social media-based promotions will help increase hotel visibility, as revealed in interviews with hotel management.

A strong marketing strategy is also needed to differentiate Grand Rohan Hotel from other local competitors in Yogyakarta. According to Setyawan (2018), competitiveness in the MICE sector is highly dependent on service innovation, adequate facilities, and effective promotion. By utilizing the number of meeting rooms available and developing large capacity rooms, hotels can increase their competitiveness in local and national markets.

Relationship to Service Quality

The survey revealed that 70% of respondents highlighted the importance of improving service quality and staff responsiveness. This issue is a major concern, especially to support a better MICE experience. Staff friendliness received a fairly good score, but needs to be improved, as seen from respondents who rated staff friendliness and responsiveness in the "quite satisfactory" or "unsatisfactory" category reaching 48%. Asrifah's research (2016) also shows that service quality is the main factor in building customer loyalty in the MICE sector, so this improvement effort must become the hotel's top priority.

Table 1 Staff Responsiveness

		Responsivitas_Staf			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Responsif	28	28.0	28.0	28.0
	Responsif	26	26.0	26.0	54.0
	Cukup Responsif	22	22.0	22.0	76.0
	Tidak Responsif	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

[Source: Processed Data, 2024]

Table 2 Staff Friendliness

		Keramahan_Staf			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Memuaskan	25	25.0	25.0	25.0
	Memuaskan	27	27.0	27.0	52.0
	Cukup Memuaskan	21	21.0	21.0	73.0
	Kurang Memuaskan	27	27.0	27.0	100.0
	Total	100	100.0	100.0	

[Source: Processed Data, 2024]

Facility Development and Strategic Partnerships

In the survey, 70% of respondents suggested the need to develop facilities, including technology (audio-visual, Wi-Fi) and parking space. This shows that the quality of facilities also influences customer satisfaction and the attractiveness of Grand Rohan Hotel as a MICE location. On the other hand, collaboration with local event organizers and government agencies can be an effective strategy to expand networks and promoting hotels. Following this way, the hotel can attract more event organizers and expand its customer base, including from national and international markets.

Table 3 Fasilitas Teknologi

		Fasilitas_Teknologi			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Memadai	29	29.0	29.0	29.0
	Memadai	26	26.0	26.0	55.0
	Cukup Memadai	21	21.0	21.0	76.0
	Tidak Memadai	24	24.0	24.0	100.0
Total		100	100.0	100.0	

[Source: Processed Data, 2024]

CONCLUSION

Pengembangan MICE, atau Meeting, Incentive, Conference, and Exhibition, di Hotel Grand Rohan Jogja merupakan peluang yang sangat besar untuk meningkatkan pendapatan hotel. Dengan potensi signifikan ini, hotel memiliki kesempatan untuk menarik lebih banyak organisasi dan perusahaan yang ingin menyelenggarakan acara atau pertemuan di lokasi mereka. Tetapi, untuk benar-benar mencapai potensi tersebut, hotel perlu mengatasi beberapa tantangan yang dihadapi. Salah satu tantangan adalah fasilitas yang saat ini masih kurang memadai untuk menampung acara MICE besar yang membutuhkan ruang lebih fleksibel dan modern. Selain itu, strategi pemasaran hotel juga masih perlu ditingkatkan agar lebih efektif dalam menjangkau target pasar yang tepat. Kualitas pelayanan hotel juga perlu terus ditingkatkan agar dapat memenuhi standar yang diharapkan oleh para penyelenggara acara dan peserta MICE. Dengan memberikan pelayanan terbaik dan berkualitas, hotel dapat meningkatkan reputasi mereka di industri MICE serta memenangkan kepercayaan klien baru dan yang sudah ada. Selain itu, diversifikasi pasar di Grand Rohan Jogja dapat meningkatkan daya saing hotel dalam industri MICE. Implementasi strategi pemasaran berbasis digital dan promosi inovatif akan membantu hotel memperluas visibilitasnya di pasar yang lebih luas. Pada saat yang sama, pengembangan fasilitas dengan kapasitas besar menjadi kebutuhan mendesak untuk menarik acara berskala besar. Oleh karena itu, dengan langkah-langkah strategis ini, Grand Rohan Jogja memiliki potensi besar untuk menjadi salah satu pemain utama di industri MICE Yogyakarta dan sekitarnya. Melalui upaya yang konsisten dan terencana, diharapkan hotel ini dapat menarik lebih banyak penyelenggara acara dan peserta MICE, serta secara signifikan meningkatkan pendapatan mereka.

Developing MICE at Grand Rohan Jogja Hotel is a big opportunity to increase hotel revenue. With this significant potential, the hotel has the opportunity to attract more organizations and companies looking to host events or meetings at their location. However, to truly achieve this potential, it needs to overcome several challenges it faces. One challenge is that the facilities are currently inadequate to accommodate large MICE events that require more flexible and modern space. Furthermore, the marketing strategies also need to be improved to be more effective in reaching the right target market. The quality of the hotel’s services also needs to be improved continuously so that it can meet the standards expected by event organizers and

MICE participants. By providing the best and highest quality service, the hotel can enhance its reputation in the MICE industry and win the trust of new and existing clients. Besides, the market diversification at Grand Rohan Jogja can increase the hotel's competitiveness in the MICE industry. Implementing digital-based marketing strategies and innovative promotions will help the hotel expand its visibility in a wider market. At the same time, the development of large-capacity facilities is an urgent need to attract large-scale events. Therefore, with these strategic steps, Grand Rohan Jogja has great potential to become one of the main players in the MICE industry in Yogyakarta and its surroundings. Through consistent and planned efforts, it is hoped that the hotel can attract more event organizers and MICE participants, and significantly increase its income.

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