THE TRANSFORMATION OF LODGING SERVICES NEED: A CHALLENGE TO TOURISM WORKER

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ABSTRACT

Lodging service as a part of tourism industries has challenged by transformation of new style of traveling. Low cost traveling style, the growth of online booking service technology, and new paradigm of tourism about locality are changing tourist preference to lodging service facilities. The purpose of this study was to explore how are three factors of new style of traveling influencing lodging service management. Using literature study on 28 papers, the focus was on preference of low budget traveller who are using internet booking sites to lodging service facilities, kind of lodging service and hotel managers respond to price instability possibility. Methods of inquiry included descriptive survey and deep interview to key respondents. The result was showing price and location as main preference of respondent to choose lodging service facilities. Hotel budget and cheap apartment were first preference to respondents. Price instability has been responded by hotel managers by did some strategies. The strategies of hotel managers are challenging tourism worker to be tourism doer.

Keywords: lodging services, hotel, transformation, tourism worker, tourism doer

INTRODUCTION

Tourism is widely recognized as a dynamic process, and tourism studies has for a long time been interested in tourist destinations and changes occurring in them (see Butler, 1980; Christaller, 1963; Gilbert, 1939; Machlis and Burch, 1983; Shields, 1991 *all in* Saarinen 2004). As Lisle Mitchell (1984: 5) argued, the (geographical) examination of tourism has generally stressed 'the unique case rather than the general situation' or theoretization. Based on this argumentation, the problematic issue in the study of tourism was perhaps the lack of contextualization and the integration of the units of analysis (e.g. tourist destinations) to the larger regional structures and societal processes (see Hall, C. M., 2005).

Similar to growth of tourism studies, studies of tourist's interest in lodging services also required in-depth study in context about tourism development itself. Hospitality industry including lodging service for long time focused on how to build excellent services as based of industry. The growth of stars hotels, innovation on the facilities and services, strengthen human resource on specific skill and knowledge is focusing on the high economic level consumers who can pay high price for the room, food and luxurious facilities. The hospitality industry is focusing to hospitality as lodging industry.

After some recent decades, tourism is moving to several criteria of tourist. Lodging service as a part of tourism industries has challenged by transformation of new style of traveling. The development of transportation industries were influencing traveling style to low cost traveling and change goal of traveling from pleasure traveling to backpacker traveling. Travelers need budget lodging services like cheap apartments, homestay, and budget hotels. Clear evidence has been provided as to the potential benefits backpackers can bring in terms of promoting local development in the local people. Communities can provide services and products demanded by these tourists without the need for large amounts of start-up capital or sophisticated infrastructure, and they can retain control over such enterprises (Scheyvens, 2002).

New paradigm of tourism about locality and environment sustainability lead to local people as manager of local tourism including local lodging server. Private business roles in form of hotel or resort are replaced by local management lodging service as a rule of ecotourism. The emphasis on the role of communities in managing ecotourism system is known as *Community Based Ecotourism* (CBE). According to Scheyvens (1999), CBE can be interpreted as a form of ecotourism where the local community has an important control and involved in development and management, and also major proportion of profits to the community. The term of CBE also introduced by Belsky (1999), Fitton (1999), Timothy and White (1999). Local community as main actor who develop, maintain and serve tourist in ecotourism concept. It means including to develop and maintain lodging service and minimize of big industry to operate lodging services.

Hospitality customers usually make purchases by simultaneously evaluating several criteria. A typical buying decision might take into account service quality, delivery speed, price, and any special buying incentives, for instance. It is imperative that businesses take into account customer preferences and choices when making decisions regarding product and service attributes (Verma *et.al*., 2002). Decision making theories postulate is human beings are not completely rational in their decision making (Simon, 1955 in Pan *et.al*., 2013). They adapt according to the information they are presented, and they will try to reduce cognitive effort and accept a satisfactory but suboptimal outcome while making a decision, in a process known as "satisficing" (Payne, Bettman, and Johnson 1993 in Pan *et.al*., 2013).

Consumer's freedom in determining the criteria of their own choice is supported by technological developments. The growth of internet booking service opens opportunities for consumers to choose their own desired hotel according to their needs. Promotion with huge costs which can only be accessed by a large hotel could be taken over by a promotion at a low cost by internet based information. Several studies explore the issue of online reviews, or electronic word-of-mouth, focusing mainly on matters such as motivations of, and social dynamics between, users and contributors of review sites (Chevalier & Mayzlin, 2006; Sen & Lerman, 2007 in Tuominen, 2011).The growth of Internet applications on hospitality and tourism leads to enormous amounts of consumer-generated online reviews on different travel-related facilities. According to Gretzel and Yoo (2008 in Tuominen, 2011), three-quarters of travellers have considered online consumer reviews as an information source when planning their trips.

These three phenomena - an increasing interest in low-budget lodging services, local-based lodging industry and the freedom of consumers to choose via the Internet – are opening opportunities about decreasing interest in star hotels (high price lodging services). Several studies have demonstrated the challenges faced by the five-star hotel when facing degradation of demand is usually done with efficiency, price reduction, and improved market focus (Sainaghi, 2009; Chen, 2012; Purnamasari and Harijanti, 2015; Orfila-Sintes and Mattsson, 2009). One form of efficiency that has been done was to reduce the permanent workforce and replace them with contract workers, daily worker or workers working practices to reduce labor turnover (Davidson, et al., 2010).

Enhancement of interest in low budget lodging services, local lodgings based sevices and freedom of consumers to choose via the Internet is a challenge for lodging services industry to continually improve services, answering the needs of consumers and make a profit. This study aimed to explore how are three factors of new style of traveling influencing lodging service management. Using literature study on 28 papers, the focus was on preference of low budget traveller who are using internet booking sites to lodging service facilities, kind of lodging service and hotel managers respond to price instability possibility. Most studies only focus on the strategy undertaken by the manager of the hotel, but this study also saw how the strategy performed managers in tourism worker.

Literature Study
Low Budget Lodging Service

Growths of backpacker tourists are affected by 'inexpensive transportation systems, with low-priced hotels and youth hostels surrounded by psychedelic shops, nightclubs, and coffee houses' Loker- Murphy and Pearce (1985, in O'Regan, 2010). This led some researchers (Riley, 1988; Aramberri, 1991) to argue that backpackers were not concerned with their amenity surroundings or value-added services; a characteristic that meant that accommodation be primarily offered by locals (Scheyvens, 2002), attracting backpackers in a bottom-up strategy of tourism development (Welk, 2004 in O'Regan, 2010), where local people (primarily in developing countries) opened up their houses to relatively affluent nomads, forming nodes in a global ethnoscape and, as a consequence, were drawn into the multiple and disparate processes of globalization (Edensor, 2004 in O'Regan, 2010).

O'Regan (2010) found while the original drifter declined along with counterculture in the mid-1970s, recession and stagnation in the west; the spaces, narrative, memories, sights, sites and values associated with them lived on, revived in the form of backpacking in the mid-1980s. The 'freak hotels' and what they represented to the budget independent travellers were replaced by the backpacker hostel, a change made possible through massive growth in 'alternative guidebooks' and the travel media.

Rather than being mundane places of pause and transit, hostels enable rich, multilayered and dense interactions (Urry, 2003, in O'Regan, 2010); shared space becoming an important conduit in the exchange process, whether it is the exchange of ideas, friendships, information and material goods, supporting a range of travel experiences from belonging, companionship, reflection and learning. It is also an environmental setting in which an

individual can establish his or her own place, how to organize his or her time and his or her next move.

In addition to using community hostel based on O'Regan research (2010), backpacker tourist also using another budget lodging service. Research by Nash *et.al*., (2005) in Scotland found the most important factors for backpackers in this study were price, location and being a member of the Youth Hostel Association. Nevertheless, backpacker tourists also using low budget lodging services which are not a member of Youth Hostel Association. Levels of importance and satisfaction to the aspects of accommodation were cleanliness of rooms, value for money and the presence of self-catering facilities were considered to be the most important factors. Levels of importance and satisfaction to the aspects of accommodation were applied to hostels member of Youth Hostel Association and another budget accommodation.

Brenner and Fricke (2007) was found that in its initial stage, backpacker tourism plays a crucial role in opening up previously undeveloped areas, by laying the foundations for tourism-driven socioeconomic development. This is because the backpacker tourist usually come at places where not frequented by other tourist. However, Brenner and Fricke (2007) warns that not always backpacker tourist arrivals directly encourage tourism in the goal area. However, in contrast to Brenner and Fricke (2007), research Purnomo (2015) on the development of tourism in Karimun, Central Java, Indonesia show tourists who come to Karimunjawa mostly backpacker tourist has raised local-based accommodation service specially and local based tourism service broadly ,

Hiransomboon (2012) was doing direct interview survey of 417 randomly selected backpackers who visited the inner Rattanakosin Island in Bangkok, Thailand. He found the important levels of marketing mix ranking respectively are (1) service personnel factor in having a good manner with the friendly personality, (2) physical evidence factor in having a clean place, (3) accommodation product and service factor in being able to go to the tourist sites conveniently, (4) channel of contact factor in being able to contact through agency, (5) process factor in having a convenient reservation process, (6) marketing promotion in having been advised in travel guidebook column, and (7) price factor in being suitable to their budgets.

Consumer's Latitude of Choosing Lodging Services Through Internet-Based Media

The Internet has changed tourism consumer behavior dramatically (Mills & Law, 2004, in Buhalis, 2008). Prospective travellers have direct access to a much greater wealth of information provided by tourism organizations, private enterprises and increasingly by other users/consumers. Customers search for travel related information, make online air ticket bookings, online room reservations, and other online purchases themselves instead of relying on travel agencies to undertake this process for them (Morrison *et al*., 2001, in Buhalis, 2008). Due to the popularity of Internet applications, most tourism organizations such as hotels, airlines, and travel agencies have embraced Internet technologies as part of their marketing and communication strategies. Customers have spent increasingly more time on price comparisons on different travel websites. The Internet enabled consumers

to engage directly with suppliers and challenging the role of intermediaries. It also allowed consumers to interact dynamically with suppliers and destinations and often make requests that will enable them to customize their products. As a result, response behavior becomes an essential factor for the success of small and medium-sized tourism enterprises (Pechlaner et al., 2002, Main, 2002, in Buhalis, 2008) including low budget accommodation services.

Tuominen (2011) found the number of online reviews can significantly increase the occupancy of a hotel, but the linear correlation between these variables was not that clear, correlation being 0.5 with significant variations between cities. There was a clear correlation between the recommendation percentage and occupancy between the recommendation percentage and revenue per available room a higher recommendation percentage of the reviews has a positive correlation to the average daily rate of hotel room there was no evidence found in relation between Tripadvisor popularity index and the hotel performance.

Local Based Lodging Industry

Conversely, comparatively few local people have the skills, knowledge, networks, and so forth to be able to establish businesses which cater to luxury tourists, so such enterprises are often monopolized by outside owners and bring few local benefits (Cohen 1982, in Scheyvens, 2002). The principle of ecotourism emphasizes the ability of local communities to provide tourism facilities including lodging service to maximize benefits of tourism for local communities.

At the same time, for too long, Third World governments have overlooked the ways in which backpacker tourism may bring numerous local economic benefits to small-scale entrepreneurs and informal sectors actors. There are also significant non-economic benefits which can come to communities from this form of tourism. Aiming "low" builds upon the skills of the local population, promotes self-reliance, and develops the confidence of community members in dealing with outsiders, all signs of empowerment (Scheyvens 1999).

Pricing: Consumers Need and Hotel Management Strategy

Consumer's demand in hotel's room is affected by pricing factor and location (Ghose *et. al.*, 2009). "Price" presents a negative sign, which is consistent with the "law of demand" in reality. The higher the price, the lower the quantity demanded. Although the research results from Ghose et. al. (2009) showed class hotel and amenities still affecting customer's preferences, however the hotel prices were very high and the completeness of the excellent amenities is only expected at a hotel with high class.

Price has no effect for loyal buyers, or in term's of Verma, *et al.* (2002), they called "gourmet buyers". "Gourmet buyers" respond most strongly to service offered with a product, but price does not move them as much. In contrast, price is almost the only factor that moves the "bargain hunters," while the "tough sells" live up to their name by responding only modestly to any of the four factors being tested. Refers to Ghose *et. al*. (2009) low budget travellers are seeking for lowest price or included in "bargain hunter" category

Pan *et.al*. (2013) study on the participants were mostly young professionals working in an educational institution who were savvy internet

users and travelers and part of the target market for online travel agencies (OTAs), though a few chose the top or middle ones, most usually picked the cheapest hotels. Coding and tabulation of the subjects' verbalizations and the movies of their behavior found that the subjects mentioned (in descending order) price, ratings, location, amenities, and description, look, and style as the most salient decision criteria. Once respondents had figured out that the hotels were sorted by price from high to low, they would always scroll down the web page to look at the hotels at the bottom; they might then use other criteria, such as amenities, ratings, or images, to compare and eliminate the options from those low-price hotels at the bottom of the "search results" screen. Price did have an effect, though, as overall the hotels in the lower ranks in the 20 hotel choice sets attracted more attention due to their lower prices.

According to Tisdell (1963 in Chen and Chang, 2012), price instability leads to a decrease in the profits of an entrepreneur if the output, once planned, is unalterable. Refers to Tisdell's model, Chen and Chang (2012) found that price instability has a statistically significant and negative effect on hotel profitability.

In facing of changing in market demand based on 231 papers published in English have been considered in the sample, Sainaghi (2009) found the internal process perspective documents the growing attention which firms in the sector address to management efficiency and productivity, also considering the high level of competition. Hotels as a company will facing the possibility of price instability by taking various strategy to reduce the negative effect on profitability hotel (Chen and Chang, 2012).

Strategy Option Which Possible To Do By Hotel Management

Innovation is a way that offered to hotel management to improve efficiency and profits (Victorino, *et.al.* 2005). Hospitality firms, such as hotels, are an ideal example of a market which could benefit from the implementation of service innovation. First, from a customer's perspective, the hospitality market is perpetually inundated by many similar, often easily substitutable service offerings. This can cause difficulties for hotel managers as they attempt to differentiate an individual hotel from its competitors (Reid and Sandler, 1992). One solution to this challenge may be to offer new and innovative features to customers. Secondly, the hospitality industry is rapidly changing due to accelerations in information technology (Olsen and Connolly, 2000). Managers will need to make proactive changes which focus even more intensely on customer preferences, quality, and technological interfaces in order to stay competitive in such a dynamic environment (Karmarkar, 2004). Thirdly, travelers today do not exhibit, as in past decades, a truly brand loyal behavior. Travelers instead are choosing to patronize hotels that offer the best value proposition under existing budgetary constraints (Olsen and Connolly, 2000). In order to add value to the guests' experience, hotel managers and marketers must meet the challenge of determining which services are preferred by hotel guests (Olsen and Connolly, 2000). Once a manager understands customers' preferences, the challenge then becomes prioritizing those preferences which add the greatest value to the hotel's existing service offering.

Hotel can survive at a high price if it has added value received by consumers. Study on ten of the twelve state programs for certifying green

hotels were established between 2004 and 2008, and trends in internet traffic during this period suggest that prospective travelers have shown a growing interest in opportunities for green travel. Using data from a cross-section of green and brown hotels in Virginia, we have demonstrated that travelers can expect to pay a price premium for a standard room in a green hotel (Kuminoff, *et.al.*, 2010).

If there is no added value, hotel can implementing efficiency strategies or business to expand revenue sources run hotel (Chen and Chang, 2012). Nowadays, hotel has grown not only selling rooms but also as a business center, and expand the business in fields of meetings, incentives, conferences and exhibitions (MICE).

Hotel efficiency has been done by reducing labor budget. Case in Rimini, Italy, hotel development initially relied on the labor of women (57%) who are not educated and most of the hotel housemaid background. Rimini regional development become open tourism destination giving tourist's opportunities from middle to the bottom. This caught his chances by setting up hotels or cheap lodging. The laundry and the laundry room were carried out by seasonal workers, women generally residents in Rimini. Employment background in hospitality education conducted after developing tourism in Rimini (Battilani and Fauri, 2009). It demonstrates the labor used, uneducated special hospitality can be done in developing the provision of lodging services.

Research Method

The method used for this research is a qualitative method and main data techniques collected by interview. The survey was conducted on 100 people who were low budget traveler using lodgings online booking service to find out the reason of choosing lodging service that they do. Interview on them are also conducted to determine their expectations on the services provided by tourism worker. Interviews were also conducted on two directors of 4-stars hotel (the highest five-star hotel in Bogor City) and two directors of 2-stars hotel (budget hotels) to find out the development strategy of the hotel that they manage and the reasons for selecting strategies to manage labor in their hotel. The research was also supported by secondary data from the Department of Tourism and Creative Economy of Bogor.

Interview data were processed using tabulation, presented in percentage to give an overview of the phenomenon. The categorization of data obtained from the study of literature. Conclusion based on the purpose of research. The suggestions and conclusions are drawn from the result of research.

RESULT AND DISCUSSION

Survey on 100 peoples of low budget traveller who were using the online booking service lodgings indicate their choice on lodging service range in at least 20 types of facilities that are presented in Table 1. Researchers first inquire of their travel either to destinations within and outside the country, whether underlying their choice on lodging service they would choose. Based on the selection list they were asked to choose the first preference was the main reason they choose lodgings that service. Once they choose a first preference, second preference they choose as a second priority underlying lodging service of their choice. Respondent preferences for national and international tourism destination presented in Table 1.

Table 1. Percentage of Preference of Customer on Lodging Services to
National and International Traveling Destination

No	Lodging Service Facilities	National Destination		International Destination	
		First Preference (%)	Second Preference (%)	First Preference (%)	Second Preference (%)
1	Price	59	12	49	20
2	Amenities	1	0	0	0
3	Location	28	55	35	48
4	Stars	1	4	0	3
5	Breakfast	0	0	0	0
6	Laundry	0	0	0	0
7	Front Office	0	0	0	0
8	House keeping	0	0	0	0
9	Room services	0	0	0	0
10	Restaurant	0	0	0	0
11	Lobby	0	0	0	0
12	Wifi Access	5	10	10	20
13	Parking area	0	0	0	0
14	Private bathroom	1	8	2	2
15	Share bathroom	0	0	0	0
16	Private kitchen	1	5	2	3
17	Share kitchen	1	0	0	0
18	Private television	2	4	1	2
19	Share television	1	0	0	0
20	International channel television	0	2	1	2
	Total	**100**	**100**	**100**	**100**

Note: For lodging service outside Bogor City and Bogor Regency,
traveling time 2-5 days.

Table 1 shows both of national and international destination, prices would be the first preference selected by the majority of respondents, followed by the location. It is relevant to the research conducted by (Ghose et. Al., 2009; Verma, et al., 2002, and Pan et al, 2013). Prices were considered "good" for the respondents are diverse. Respondents considered the price "cheap" when compared with the kind of lodging service, amenities provided, a strategic location, the price of lodging other services and the total percentage of the discount obtained.

The choice of location is the highest selected by respondents for the second preference destination both of national and international destination. According to research conducted by Ghose *et. al.* (2009) respondents prefer to choose lodging service that providing easy access to public transportation (such as subway or bus stations), highway exits, restaurants and shops, or to downtown area. Respondent in international tourism destination were more prefer to choose location than respondent in national tourism destination. This is because according to the respondent, recent places and the language barrier causes the respondents were not to choose a location away from the main purpose of travel.

Based on media choice for lodging reservation services, the majority of respondents chose online booking sites as media selection to search and book lodging services. This applies to bookings for destinations within and outside

the country and abroad. Direct contact is a second preference, especially for national tourism destination.

Direct contact for international destination did by respondents only if the respondent had known the owner, manager or sales marketing of lodging services. Direct calling is done especially when customers take advantage of booking a hostel or apartment and have known the owners since the previous visit, or because it is incorporated in the backpacker community.

Table 2. Percentage of Costumer Media Using for Searching Lodging Service to National and International Traveling Destination

No	Media	National Destination		International Destination	
		First Preference (%)	Second Preference (%)	First Preference (%)	Second Preference (%)
1	Online booking through online booking sites	80	5	80	21
2	Direct contact	17	80	15	67
3	Mailing/chatting through formal web of lodging service contact	3	15	5	12
	Total	**100**	**100**	**100**	**100**

Note: For lodging service outside Bogor City and Bogor Regency, traveling time 2-5 days.

Options to order via mailing through a web of formal lodging service contact is the choice of the least been good destination for national and international destination. Although almost every budget hotel has the web and provide a means of chat, but the respondents consider this method is not effective. This method is less chosen by respondents who will be traveling travel domestically than abroad. For tourists who will travel overseas travel, mailing / chat through a web of lodging formal contact service done if the choice of a hotel, hostel or lodging services means predetermined.

Selection of online booking sites as the first preference of the respondents mainly because the online booking sites to make respondents could choose according to their preferences. Respondents can search for the type of lodging service desired, according to the budget price, amenities offered, comparing between different lodging service available and make choices independently.

Based on what kind of lodging services, budget hotel are most preferred by respondents both for national and international destination. As a first preference, choice on a budget reduced by voters backpacker hostels. The percentage increased in the budget hotel choice as a second shift of voter preferences backpacker hostel due to the selection of a budget hotel.

Backpacker hostel is only elected by members of the backpacker community. According to research by O'Regan (2010), backpacker community does not easily accepted people outside the community to be able to sign in to backpacker hostels. There is a 5% respondent choosing backpacker hostel but in a different definition to the concept of backpacker hostels by O'Regan

(2010). On some online booking sites, there is any availability of lodging with sharing system and in booking category of backpacker hostel.

Table 3. Percentage of Costumer Choices on Kind of Lodging Service to National and International Traveling Destination

No	Kind of Lodging Services	National Destination		International Destination	
		First Preference (%)	Second Preference (%)	First Preference (%)	Second Preference (%)
1	Backpacker hostel	25	5	25	7
2	Budget hotel	54	72	39	46
3	Cheap apartment	15	17	30	44
4	Rent house	1	1	4	1
5	Local homestay	5	5	2	2
	Total	**100**	**100**	**100**	**100**

Notes: From all respondent, only 25 respondents (25%) who are member of backpacker community

Respondents who chose a cheap apartment were higher on trips abroad than domestically. Consideration of a budget hotel price is still affordable and the location is definitely a budget hotel than apartment is why the reasons given by respondents prefer a budget hotel than apartment. Option in the rent house was less attractive to respondents unless trips do with the family. However, if the apartment is still possible for the family, respondents prefer to choose apartment than rent house.

Local homestay option was the higher for onward travel within the country. Options in local homestay is only done for a sightseeing trip to the tourist sites of natural, cultural and heritage that has been known to provide a means local homestay. Respondents chose local homestay based on recommendations from blogs, colleagues who had to travel to the same place, or buy a travel package. However, 65% of respondents stated that if they know their local homestay near tourist destination location, safe, comfortable, and clean they would choose to live in a homestay with a cheap price consideration.

From 100 respondents, only 20 of the respondents know the local elections as part of a local homestay based tourism or ecotourism. Beside of that, from 20 respondents there is only 10 member backpacker communities. Membership in the backpacker communities does not guarantee they know the local based tourism or ecotourism like submitted by Scheyvens (2002).

The survey results reinforce the results of the literature study that low budget tourism style and ease of ordering through the online booking sites lead to suppression of the price factor as the most important factor in choosing lodging service. Another factor in its favor is the location factor, wifi access, and some of the supporting factors such as the availability of bath room, television, and limited amenities. Other facilities are usually presented hotel such as laundry, housekeeping, restaurant, lobby, front office, parking area, etc. is not chosen as first preference and second preference.

The results of this study show challenges of the hotel managers facing possibility of price volatility. Refers to Chen and Chang (2012), price instability has a statistically significant and negative effect on profitability hotel. Observations on the popular online booking sites like www.booking.com

in Indonesia, www.agoda.com, www.pegipegi.com, www.airbnb.com, www.traveloka.com, and www.nusatrip.com during the months of June-July in 2016, the lowest prices on hotels in Bogor 1 may reach IDR 180.000, -, 2 star hotel IDR 225.000, -, 3 star hotel IDR 350.000, - and IDR 4 star hotel. 550.000, -. According to interviews with 4 stars and budget managers, the price is the lowest price offered by the minimum gains. They delivered price only for online booking sites or government very special rate.

Based on the case of a 2 star hotel 4 and 2 budget (1 and 2) in Bogor City, hotel managers were interviewed about the strategy to face the possibility of price instability.

Table 4.
Managers Strategy Choice for 4 Stars and Budget Hotels

No	Strategy	4 Stars Hotel Managers	Budget Hotel Managers
I.	**Increasing Selling Quantity**		
1	Selling room in online booking sites	**	****
2	Doing extra marketing strategy (sales call, advertising, direct selling)	****	**
II.	**Decreasing Room Rate**		
1	Special price for online booking sites	***	****
2	Discount promotion	***	****
3	Special event package	****	****
III.	**Efficiency on product**		
1	No breakfast package	**	****
2	Limited amenities		***
3	Limited facilities		****
IV.	**Adding Revenue From Outside of Room Sales**		
1	Focus to MICE	****	**
2	Focus to F and B product selling	****	**
3	Wedding package selling	****	*
4	Internal management for event (one stop event services)	****	***
V.	**Efficiency on production**		
1	Using daily worker or on the job training student	****	****
2	Minimize expenditure for staffing	****	****
3	Minimize expenditure for HR management (internal training, internal controlling)	****	****
4	Minimize expenditure for chemical, energy saving, using local market production etc.	****	****

Table 4 shows there is any differences in strategy taken by four stars hotel managers and budget managers. The difference is caused by inequality of availability of the facilities in which the budget does not have the ballroom for the wedding, limited of meeting room owned by a budget hotel for MICE strategy, size limitations and means kitchen in the budget to focus on F and B

strategy, and limited human resources for focus on direct selling strategy. On the other hand, 4 stars hotel managers find it hard to reduce spending for breakfast as it keeps the image as a 4 stars hotel, reducing the quantity of sales through online booking sites for consideration of price stability, it is not possible to reduce amenities and reduce the facility because it has become a standard 4 stars hotel.

Either 4 stars hotels and budget hotels alike do strategy efficiency on production by: (1) using the daily worker or on the job training student, (2) minimize expenditure for staffing, (3) minimize expenditure for HR management (internal training , internal controlling), and (4) minimize expenditure for chemical, energy saving, using local market production etc. For strategies 1 and 2, the strategy affects the hotel worker as a permanent employee or as a daily worker. Total employment has remained suppressed by using strategy employee performance optimization.

Strategy of increasing revenue from sales outside the room (3rd strategy) requires a worker skilled labor. This need is met by recruiting daily worker on the job training or student who's even free. Strategy is recognized by hotel managers (4 stars and budget hotels) to effectively reduce expenses and increase profits hotel. The characteristics of labor needed are: (1) The employment when there is an event; (2) minimum wages; (3) skilled; (4) there when needed; and (5) the company does not need to provide collateral or facilities such as the permanent workers.

If there is according to consumer preferences for low budget lodging service, hotel needs especially budget hotel in front officer, house keeping staff, cooking staff, laundry staff, can be lowered all the hotels can provide good prices to consumers. This shows the need for labor (tourism workers) actually decreased with efficiency strategies from the hotel.

CONCLUSION AND SUGGESTION

From three factors about new style of traveling (low cost traveling style, the growth of online booking service technology, and the new paradigm of tourism about locality), challenge to the management of hotel was preparing a strategy to reduce likelihood of price volatility due to the demands of the style of traveling who are not concerned facilities hotel. The strategy taken by hotel managers, a good strategy to increase revenues from other businesses in addition to room and expenditure reduction strategy reminiscent of the hotel workers as a tourism worker to be prepared for the risk reduction opportunities as a permanent employee, reduction of income and collateral as a permanent employee.

On the other side, growths of low cost traveling style, online booking service technology, and new paradigm of tourism about locality are open the opportunities for another lodging service provider to be able to compete with the hotel. Promotional cost barriers can be overcome with online booking sites or other online media. High promotional costs through print, television or radio could be taken over by low cost promotion like the power of word of mouth through the internet-based media. Preference of consumers who are no longer concerned with the hotel facilities can be answered by developing forms of lodging other services. It has been proven through a rental apartment, home, or community based lodging service as in the concept of a backpacker hostel.

Case in Rimini shows, tourism lodgings service worker can develop themselves or become tourism doer.

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