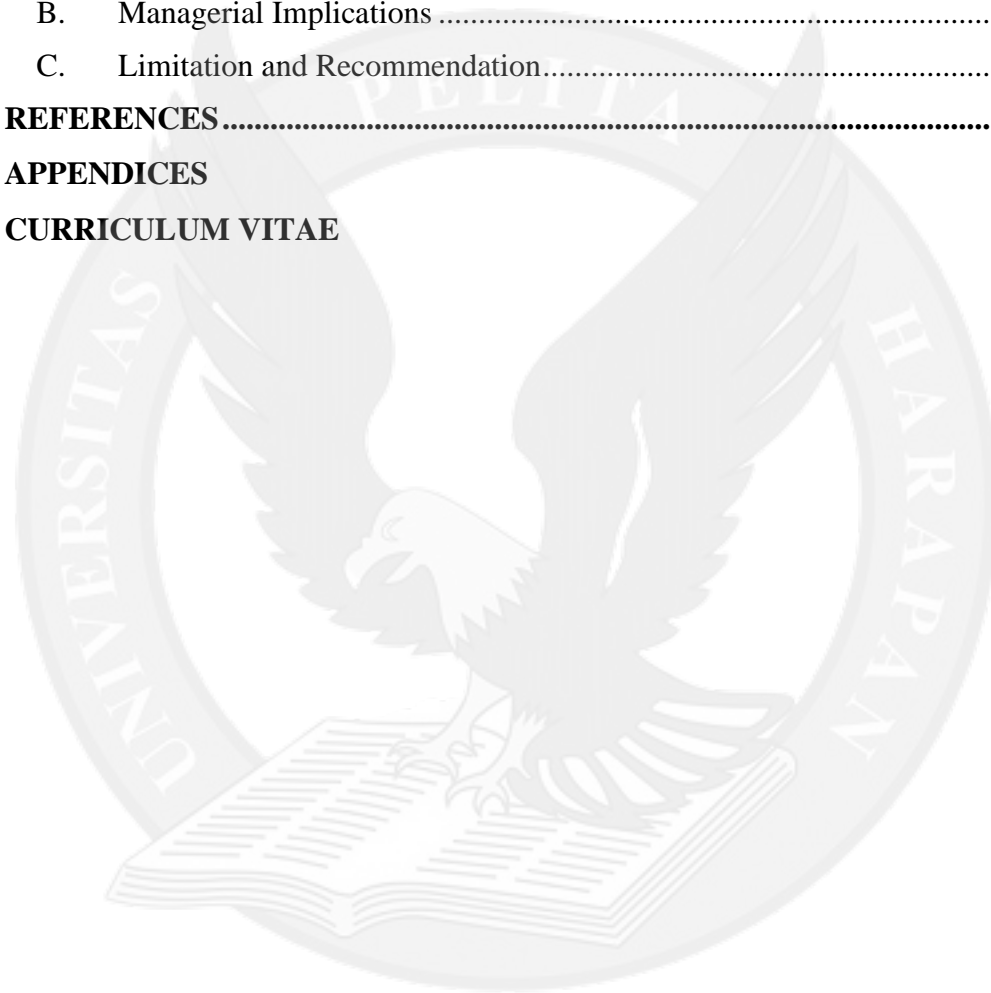


## TABLE OF CONTENTS

<b>THESIS .....</b>	<b>i</b>
<b>SUPERVISOR APPROVAL FOR .....</b>	<b>ii</b>
<b>THESIS APPROVAL .....</b>	<b>iii</b>
<b>FINAL ASSIGNMENT STATEMENT AND UPLOAD AGREEMENT .....</b>	<b>iv</b>
<b>PREFACE .....</b>	<b>v</b>
<b>TABLE OF CONTENTS.....</b>	<b>vi</b>
<b>LIST OF FIGURES .....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF APPENDICES.....</b>	<b>x</b>
<b>ABSTRACT .....</b>	<b>xi</b>
<b>CHAPTER I INTRODUCTION.....</b>	<b>1</b>
A. Background.....	1
B. Research Problem .....	5
<b>CHAPTER 2 LITERATURE REVIEW .....</b>	<b>9</b>
A. COVID-19 in Indonesia.....	9
B. Impacts of COVID-19 on Hospitality.....	11
C. Sustainability, Economic Sustainability & COVID-19 .....	14
D. Strategy & Economy Performance .....	17
E. Conceptual Framework.....	23
<b>CHAPTER 3 METHODOLOGY .....</b>	<b>24</b>
A. Research Design.....	24
B. Justification for Small Sample Cases.....	24
C. Research Subject.....	25
D. Data Collection Methods .....	26
E. Validity and Reliability.....	28
F. Steps in Data Analysis .....	29
<b>CHAPTER 4 RESULTS &amp; DISCUSSIONS.....</b>	<b>31</b>

A.	Indotel amidst of Pandemic .....	31
B.	Indohost amidst of Pandemic.....	34
C.	Description on Research Interview .....	37
D.	Discussions .....	54
<b>CHAPTER 5 CONCLUSION &amp; RECOMMENDATION .....</b>		<b>66</b>
A.	Following the Research Questions.....	66
B.	Managerial Implications .....	68
C.	Limitation and Recommendation.....	69
<b>REFERENCES .....</b>		<b>70</b>
<b>APPENDICES</b>		
<b>CURRICULUM VITAE</b>		



## LIST OF FIGURES

<b>Number</b>	<b>Description</b>	<b>Page</b>
1	Foreign Tourists Visits and Export Value of Travel Services	3
2	Summary of Comparison among Hotel Occupancies	6
3	Strategic Framework of Hotel in Pandemic	8
4	Indonesia Fights Back the COVID-19 Second Wave	10
5	Five Provinces with the Most Impacted Hotel Occupancies in 2020	12
6	Several SDG's Affected by COVID-19	16
7	Five Phases of Pandemic Economy	22
8	Conceptual Framework	23
9	Convergence of Evidence	28
10	Components of Data Analysis: Interactive Model	29
11	Pandemic Phases in Indotel	33
12	Pandemic Phases in Indohost	36
13	Changes in Average Daily Room Rate	36

## LIST OF TABLES

<b>Number</b>	<b>Description</b>	<b>Page</b>
1	Monthly Percentage Level of Starred Hotel Occupancies in Jakarta, Bali and Indonesia for the Year 2020	4
2.	Yearly Level of Starred Hotel Occupancies among DKI Jakarta, Indonesia, Indotel and Indohost in 2019	5
3.	Monthly Level of Starred Hotel Occupancies in Jakarta, Bali and Indonesia for the Year 2021	6
4	Hotel Strategies as Response to COVID-19 Pandemic	19
5	Case Study Tactics	29
6	Summary of Jakarta Hotel under \$30 & \$35	32
7	Summary of Jakarta Hotel \$30 & \$35 - \$80	35
8	Interview Result	19
9	Financial Summary	47
10	Summary of Hotel Strategy in Four Main Areas	49

## LIST OF APPENDICES

<b>Number</b>	<b>Description</b>	<b>Page</b>
1	A. INTERVIEW QUESTIONS LIST	A
2	B. INTERVIEW CONSENT FORM	B
3	C. INTERVIEW DOCUMENTATION	C
4	D. INTERVIEW TRANSCRIPT	D

