

Does Contemporary Design Impact on the Competitive Advantage of Artotel Hotels?

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The rapid development of the industry in the existing hotel services sector has led to high competition in the industry in the hotel sector. Now the competitive advantage is the main consideration to face the competition of the hotel industry. The hotel is not only a place to rest, but it can also be a place to express artistic value. One of the hotels that comes with a different concept from the others is Artotel. Artotel Hotel prioritises contemporary design concepts in all rooms and has an art gallery. This investigation was carried out with qualitative method. Based on the competitive advantage, and contemporary design, a unique semi-structured interview form is designed. The data collected was analysed by descriptive analysis. The results show that the concept of contemporary design, which is very important for the competitive advantage at Artotel Hotels, has been well adopted and used effectively by Artotel Hotels.

Key words: *Artotel Hotel, Competitive Advantage, Contemporary design, Service Quality.*

Introduction

Having an advantage in managing resources, skills and abilities to manage a company more effectively makes the company's position stronger than competitors. In the world of business competition, there is something that cannot be avoided; each company will compete in the market and for market position. To survive in business competition, companies need to have an advantage that is difficult for competitors to follow. The competitive advantage is the advantage over competitors obtained by offering greater value to consumers than competitors.



(Kotler *et al.*, 2018). This advantage is something unique that makes a company different from other companies.

In hotel literature, previous research also shows that personalisation (Piccoli, G., Lui and Grün, 2017) and lifestyle (Baek, Choe and Ok, 2019) within contemporary hotel design can increase the competitive advantage. As such, art can be considered not only as a basis for service design but also as an important factor in achieving sustainable competitive advantage.

The hotel is not only a place to rest, but it can also be a place to express artistic value. A hotel that comes with a different concept from the others is Artotel, a boutique hotel in an urban area with an Indonesian contemporary artistic identity. The arena of a boutique hotel concept is still quite new and rare. Artotel wants to build an image as a hotel concept that is different from the others, that is, as the only boutique hotel with the theme of Indonesian contemporary art, which is also the identity of this hotel. Artotel is not like hotels in general. As soon as you enter the lobby of the Artotel Jakarta, which is next to the Sarinah shopping centre in the Thamrin area, your eyes are spoiled by contemporary decorative art. There are paintings, graffiti, three-dimensional sculptures. The hotel lobby functions as a rotating gallery that presents guests with different nuances and experiences each month. Not just lobbying. The corner of the hotel, public areas, until the rooms were artistically designed carrying out the concept of contemporary art.. (Soelaeman and Tantri, 2014)

PT. Artotel Indonesia, a hotel and restaurant management company, aims to operate up to 25 hotels by 2020. (Janna, 2018). The Artotel hotel is a collaboration of 8 talented Indonesian artists who represent each floor with different concepts, styles and art designs. By highlighting exceptional designs and original works of art in all locations, Artotel expects customers to obtain full satisfaction and be inspired to move forward. Artotel is the only design hotel inspired by art that shows original works of art from a rebellion of contemporary Indonesian artists. Founded in 2012, the chain continues to the main cities of Indonesia. With an extraordinary facade, most of Artotel stands as a milestone for its surroundings and an oasis of art for creative souls (Artotel, 2019)

Artotel Hotels was chosen as a case of this research for three reasons. First, Artotel Hotel is the first hotel in Indonesia to become a pioneer of art as contemporary design is inherent in all the elements of its construction. The three main roles of art as contemporary design are the new trends to encourage customers to choose hotels. With this background, the objectives of this study are twofold: (a) determine the impact of contemporary design on the competitive advantage in Artotel, and (b) determine the impact of the quality of service on the competitive advantage in Artotel. This study can fill the conceptual gap in the hotel and tourism industry by offering the results of contemporary design analysis and a comprehensive service quality. The accompanying measuring instrument is a valid and reliable tool to evaluate contemporary



design, quality of service versus the competitive advantage in the hotel industry. As such, this research helps future research by providing a basis for further research on the perception of the quality of contemporary design services on competitive advantages and practical assessment tools to assess the competitive advantage of the hotel.

Literature Review

Competitive Advantage

Competitive advantage can be defined as retention when earnings are higher than normal. It is said that a company has a competitive advantage if it obtains economic benefits that are higher than the average level of profits in the same market. The competitive advantage is when a company can produce goods or services that meet customer expectations (Hakkak and Ghodsi, 2015).

The competitive advantage is considered part of the performance base. The competitive advantage is the company's ability to improve the quality of its products, reduce the cost of its products or increase market share or profits. When looking for a competitive advantage, a differentiation is needed that can be in the form of a brand, image, service, product or other things that competitors do not have. The competitive advantage comes from a variety of activities that can affect the cash flow of a company and create differentiation (Sachitra, 2016)

The concept of competitive advantage can be explained as the sustainability of business achieved through the formulation of business strategies to create value for customers. Deliver products and services to customers at appropriate prices, aspects of product and service differentiation or aspects that respond better to customer needs in the market than competitors in the same industry (Potjanajaruwit, 2018).

The competitive advantage is the process of forming a company that is different from other companies by giving customers a value advantage with a differentiation strategy. Giving customers superior value is the impact of the production application with a difference so that it can provide more value to customers. Showing a more exclusive product that agrees with the client's wishes is a gift of greater value to the customer (Thompson, Strickland and Gamble, 2015)

According to Porter, competitive advantage is the process by which companies perform at a lower cost or differentiate their products (Porter, 2011). This is the creation of a superior value for the customer. Namada, JM (2018) states that the competitive advantage is a lower retention rate than its competitors in the market, and points out that the competitive advantage is the process of building strong relationships with customers based on quality, innovation, dialogue and learning (Namada, 2018).



The competitive advantage, according to Herrera, is the profit strategy of the companies that collaborate to compete more effectively in a market. One that influences competitive advantage is innovation. Through innovation, companies can provide more value to customers compared to competitors (Herrera, 2015). In its investigation, Coccia stated that if a company faces a business environment that has very high competition, then the company must have the ability to innovate to improve quality. Innovations that can be a competitive advantage for companies are innovations that are based on the company's knowledge of what customers want (Coccia, 2017).

Armstrong defines competitive advantage or competitive advantage as an advantage over competitors obtained by offering greater value to consumers than competitors' offers (Armstrong, 2017).

Based on the above arguments, this investigation proposes the following research question 1 :
What circumstances are associated with the competitive advantage in Artotel hotels?

Relationship Contemporary Design and Competitive Advantage

The mismatch, as a result of creativity, can also be used as a characteristic of certain types of companies. Companies that take advantage of their main competitive advantage of the unique appearance, shape, content or sound that they instil or embody in their products or services and that sell, supply or contribute to the same products and services. Taken collectively, such companies consist of creative business groups. (Putra and Maulana, 2018)

Companies with employees clearly defined by the design or content of their products or services receive an industry-standard rating. For example, graphic designers, architects, interior decorators, advertising agencies and public relations companies coexist in creative business groups (Martin *et al.*, 2015). The group also includes companies that produce fashionable knitwear, fabrics, websites, garden landscapes, delicious food, fine furniture, sculptures, books, movie scripts and movie sets. However, many companies that rely on design and art are included in the most general industry classifications. Weavers, for example, maybe under textile or clothing companies and quality furniture craftsmen, perhaps 'hidden' in furniture manufacturing.

One impact is the adoption of original art, text and design in the company's products, services and marketing campaigns in other sectors (for example, clothing, furniture, lighting, kitchen appliances advertising) to make it more attractive and distinctive and, therefore, more competitive. Any successful consumer product is often based on an aesthetic design to distinguish it from other products on the market and justify higher prices (Ferenhof *et al.*, 2015)



Applying art as a contemporary hotel design is an important factor in the success of the hotel. According to Namjooyan, S. Continuous innovation creates great added value and performance for hotels, thus ensuring that hotels gain a competitive advantage (Namjooyan, 2015). To meet the demands of various types of customers and maintain market competitiveness, hotels retain existing customers by providing them with a unique experience and attracting new customers by designing new services based on a variety of local cultural and artistic resources (Namjooyan, 2015)

The development of customer preferences has forced many hotels to improve their distinctive designs. They create unique and different lobby designs to attract customer attention and emotional appeal. With the emergence of many brands, hotels use their lobby to provide differentiation of products and services. Due to its impact on the formation of many first impressions of guests, the hotel lobby can be considered as one of the most important services. In general, it is easier to meet or exceed customer expectations when the first impression is positive (Zemke, Raab and Wu, 2018). The impressions or attitudes that are formed based on the physical space help create a context for the services that will follow. In addition, the effectiveness of physical property to attract the attention of customers is influenced by the client's ability to understand himself. This ability is influenced by the personality of the client, which can also be interpreted as a unique pattern of thought, feeling and behaviour that distinguishes one person from another and that persists in time and situations (Baek and Ok, 2017).

Chang, H. states that the introduction of artistic elements that exhibit cultural attributes such as flora, fauna and traditional cultural painting in contemporary hotel designs can create a pleasant service environment, attracting customer attention and increasing the competitive advantage (Chang, 2015) As the cornerstone of hotel design (Gruber, M., de, Leon N., George and Thompson, 2015) it has become an emerging commercial strategy for the hotel lifestyle.

Previous studies have shown that hotels can maintain competitiveness and increase competitive advantage using local cultural resources and creating an artistic atmosphere (Pawlicz and Napierala, 2017). In addition, clients who travel frequently tend to prefer experiences that are in line with their personalities (Piccoli, G., Lui and Grün, 2017) and services that adapt to lifestyle (Baek, Choe and Ok, 2019). By providing very specific services that focus on specific lifestyles for customers, lifestyle hotels offer their clients the opportunity to join in the local culture. Therefore, these lifestyle hotels are very attractive for customers seeking self-realisation. As a result, hotels can use contemporary hotel designs to improve the value of their customers' experience (Wang, Tang and Cheng, 2018)



Based on the above arguments, this investigation proposes the following research question 2 :
What factors contribute to the contemporary design to the competitive advantage in Artotel hotels

Research Methods

Research design

Researchers often use quantitative or qualitative research methods (Creswell, 2013; (Neuman, 2014). Qualitative approaches are useful for exploring central phenomena related to common problems (Creswell, 2013). Qualitative research studies may include field notes, interviews, photos, documents, and journals to explore the perceptions of people who have experienced certain phenomena. Qualitative research methods are more appropriate when the variables are unknown and must be identified (Neuman, 2014).

Population and Sampling

The study population is a group of individuals who share common characteristics that distinguish these individuals from other groups (Creswell, 2013). The population for this qualitative case study research are employees of Artotel Hotels. Permission to collect data is requested and granted by the organisation. Our respondents are individuals from the board of directors of the Artotel hotel who are directly involved with the operational implementation of the entire Artotel hotel.

Data Collection

The collection of qualitative data consists of four main categories that include observation, interviews, documents and audiovisual material (Cresswell, 2013). Exact observation when a researcher has access to the research site and can observe the phenomenon directly. The interview consists of open questions about a phenomenon, and participants' responses are recorded. Documents are mainly used when researchers have access to volumes of printed or electronic data that contain records of research samples. Finally, the audiovisual material is adequate when the images and sounds represent the phenomenon under study. Conducting interviews is the most appropriate data collection technique for current research studies because these phenomena are events that occurred in the past and cannot be observed directly (Cresswell, 2013).

The data collection process consists of individual interviews with open questions (Cresswell, 2013). One-to-one interview techniques are the most appropriate because they do not require an excessive amount of control over the interview structure and maintain direct contact with each research respondent. Semi-structured and open-ended questions give participants the



flexibility to respond in their own way to articulate their experiences of events that triggered them

Data Analysis

Data from this study were analysed using a descriptive analysis used in qualitative research. In the initial stages of the data analysis, the qualitative data obtained in the data collection process were carried out in a semi-structured interview format through digital recording and recording. In the second phase, we need to analyse the statements of the respondents interpretively when considering a contemporary service quality and design approach to obtain a competitive advantage

Results

Based on an in-depth interview with Board of Director and General Manager of Artotel Hotel, researchers get the following answers:

RQ1 What circumstances are associated with the competitive advantage in Artotel hotels?

The current economic situation has bright prospects for the hotel industry, but hotel business competition is getting tougher amid high consumption and increased purchasing power. Hotel management must have a competitive strategy in the market because competitors continue to grow. Because competition continues to increase, hotels must have a competitive advantage to become an option.

The state of the Artotel hotel that becomes a competitive advantage is that it can satisfy the needs of market segmentation psychologically, those who actively follow the lifestyle or lifestyle, are active in social networks and love the arts. This competitive advantage is based on the characteristics or identity that Artotel Hotels has as a hotel that combines the concepts of art with lifestyle. The word Artotel is a combination of art and hotel; even employees are called artists. Artotel hotels can also satisfy the wishes of millennials and young parents as their target market, so prices are also high among other 4-star hotels,

RQ2 What factors contribute to contemporary design towards competitive advantage in Artotel hotels

Contemporary design in a company is the face that the company shows to the public, which can affect the image of the company. This design is communicated to the internal and external public through a variety of consistent ways to obtain positive results. In practice, the design at Artotel Hotel refers to all the elements that can be observed and measured manifested in visual components, including names, logos, slogans, colour palettes, interior design and architecture.

The designs that are communicated to the internal and external public can be totally or partially of the identity. The designs that are communicated to the internal public are not the same as those that are communicated to the external public. The design of the Artotel building seems simple from the outside, which is a white square with the lower front corner covered only by glass, so the circular gravity staircase that contrasts with the building is visible from the outside. The Artotel building is based on the simple and creative. The design of the room consists of four types: butterfly, dreams, small pop art and cartoons. Each room has a different design that other hotels still rarely apply, highlighting the creative and artistic side. The lobby design, which is also a contemporary art gallery created specifically for Artotel, contains fundamental values of creativity, artistic and efficient. The restaurant called Contemporary Art Restaurant is also organised in line with the lobby that shows the creative, artistic and efficient sides. Efficient here means being able to use one thing for various uses, such as the lobby, which is also a contemporary art gallery of Indonesian children, and the Contemporary Art Restaurant, which can also be used as an informal meeting place, as well as other events. Staff uniforms that wear a combination of orange and black colours match the colours of the logo that symbolise the meaning of energy and emotion.

Discussion

This section discusses data presentations and discusses the use of data analysis related to the competitive advantage of Artotel hotels as artistic concept hotels. The presentation of data obtained in this study is based on the results of interviews with the Director of Operations and the General Manager of Artotel Hotels who are directly involved in the operational operations of all Artotel hotels. In addition to the interviews, the presentation of data is obtained by studying documents in the form of photos of activities related to the competitive advantage of Artotel hotels and published articles

The competitive advantage for hotels can use art as a basis for the design of the hotel as a service differentiator (Naqshbandi Muzamil and Munir, 2011). Design art using various local cultural values. Hotels can use local cultural characteristics, artistic resources and other unique characteristics as a focus of competitive advantage (Molina-Azorín *et al.*, 2015). Hotels can develop culturally oriented artistic activities to attract the attention of customers, providing them with an artistic experience (Vukadin, Lemoine and Badot, 2016). Art design as a result of creativity is a definition of unconventional conglomerate because, like technology, it can be found in any economic sector. But there are some companies where creativity and originality are the main characteristics of what they produce. Because Artotel hotels are four-star hotels and are classified as creative products that are processed together, it is a group only in the broadest sense. Externalities derive from hotel recognition of clusters and the willingness to provide specific resources and services. Although several parts of the hotel's creative activities, such as writers, visual artists, weavers, web designers and architects, have their respective



networks, languages and support systems, some sufficient common interests and needs allow cross creative companies to justify their labelling collectively. cluster, although they can be freely coupled

Conclusion

According to the results of the research on the competitive advantages of the Artotel hotel, the part to improve the quality of service in the Artotel hotels will greatly affect the competitiveness of the Artotel hotel. It is also necessary to improve the contemporary design so that consumers have more confidence and have a positive mentality of the image of the exclusive Artotel hotel when exhibiting paintings, workshops, photography competitions and others related to contemporary art. In addition to a positive mentality of the image of Artotel hotels with these events, consumers will also increasingly believe that Artotel hotels are, in fact, hotels that defend high-art concepts and wish to provide more value to consumers by providing a Unique customer experience. Artotel Hotels property must also be improved.



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