JKAMTB
Jurnal Kewirausahaan, Akuntansi Dan Manajemen Tri Bisnis
www.stietribhakti.ac.id email@stietribhakti.ac.id
ISSN : 2656-1298
e-ISSN : 2655-9838

*Submitted: 16-June-2026, Revised: 14-8-2026, Accepted : 26-August-2026*

# Strategic Planning and Proactive Crisis Management Styles in South Jakarta's Five-Star Hotels: A Conceptual Analysis Based on Ghazi's Framework

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**Abstract**

The hospitality industry is inherently vulnerable to multidimensional crises, ranging from economic volatility and supply-chain disruption to sudden political instability. Although Ghazi's (2017) Strategic Planning-Crisis Management framework has established that strategic planning is associated with more proactive crisis management styles in five-star hotels, this framework has rarely been interpreted within Indonesian urban hospitality markets, and no study to date appears to have examined it in relation to South Jakarta specifically-a gap this paper addresses. This paper aims to examine, through a conceptual-contextual analysis, how Ghazi's framework can be interpreted within the setting of five-star hotels in South Jakarta. Drawing on secondary statistical data published by Indonesia's Central Bureau of Statistics (BPS) covering the 2021-2024 period and relevant hospitality literature, the study interprets how strategic planning may be associated with more proactive crisis management styles and, in turn, with organizational resilience. The South Jakarta hotel market-characterized by a high concentration of star-rated properties, strong business-oriented demand, and a comparatively high human development profile-provides a relevant setting for contextualizing Ghazi's framework within an Indonesian urban hospitality context. The analysis indicates that, given the market's competitive intensity, hotels oriented toward Confrontation and Cooperation styles, rather than reactive Escape-oriented responses, appear conceptually better positioned to sustain organizational resilience under conditions of uncertainty, although this relationship still requires empirical testing in future research. Rather than extending Ghazi's original framework theoretically, this paper contributes primarily by applying it contextually to an Indonesian urban hospitality setting, offering practical implications for hotel managers, policymakers, and future researchers.

**Keywords:** Five-Star Hotels, Organizational Resilience, Dynamic Capabilities. Urban Hospitality Market; Indonesia.

## 1. Introduction

The global tourism and hospitality sector is historically and empirically recognized as one of the industries most vulnerable to systemic macro-environmental shocks. From global economic recessions, infectious disease outbreaks, and natural disasters to geopolitical tension and local political instability, severe crises can directly damage a destination's brand image and disrupt existing infrastructure (Melián-alzola dkk., 2020; Ritchie & Jiang, 2019) . Amid the prolonged effects of the COVID-19 pandemic and continuing global economic fluctuation, evaluating hospitality performance solely through short-term profit margins has proven inadequate (Sigala, 2020) . The capacity of the industry merely to survive a crisis is no longer sufficient; organizations also require anticipatory, rather than purely reactive, resilience capabilities(Gössling et al., 2021).

This study's grand theory is the dynamic capabilities perspective on organizational resilience (Jiang et al., 2019; Duchek, 2020), which conceptualizes resilience not as a fixed organizational trait but as a set of anticipatory, coping, and adaptive capabilities that organizations develop and deploy before, during, and after disruptive events. Within this perspective, strategic planning functions as a key antecedent capability that shapes how an organization responds once a crisis materializes. A recent meta-analysis of 36 studies on crisis management frameworks in tourism and hospitality (Casal-ribeiro et al., 2023), found that only a small proportion of existing frameworks are explicitly grounded in dynamic-capability or resilience-oriented perspectives, and that empirical validation of these more holistic frameworks-particularly outside Western or generalized global settings-remains limited. This observation is echoed by more recent work (Jiang et al., 2019; Mehmood, 2025), which continues to examine crisis management-resilience linkages primarily within single-country or single-sector settings rather than within Southeast Asian urban hospitality markets specifically

One important contribution to this discussion was offered by Ghazi, (2017), who examined the relationship between strategic planning and crisis management styles in five-star hotels. Ghazi's study reported that stronger strategic planning capability was associated with more proactive and collaborative managerial responses: Confrontation and Cooperation styles were positively associated with planning effectiveness, while an Escape style was negatively associated with it. These findings remain highly relevant for the hospitality sector, where uncertainty has become an increasingly permanent characteristic rather than an occasional disruption. However, despite the conceptual strength of Ghazi's framework, its application has so far been concentrated in contexts distinct from Indonesian urban hospitality markets, and no study to date appears to have interpreted the framework specifically in relation to South Jakarta's five-star hotel segment-leaving a specific contextual gap that this paper addresses.

Within the Special Capital Region of Jakarta (DKI Jakarta), the South Jakarta municipality remains a vital and dynamic economic, diplomatic, and commercial center. The area hosts the headquarters of numerous multinational corporations, several international embassies, upscale retail districts, and premium lifestyle hubs such as the Sudirman Central Business District and Mega Kuningan. Economically, South Jakarta recorded a Gross Regional Domestic Product (GRDP) of approximately IDR 850.30 trillion in 2024, making it the second-highest contributor to DKI Jakarta's provincial economy (BPS, 2025) . This substantial economic momentum corresponds with high mobility among corporate business travelers, international delegations, and affluent expatriates-the primary and most lucrative target market for luxury five-star accommodation. Although (Ghazi, 2017) framework demonstrates that strategic planning is associated with crisis management styles in five-star hotels, its application to Indonesian urban hospitality contexts remains limited. This paper addresses that gap by interpreting the framework in relation to South Jakarta's current hotel market conditions and regional statistics.

As the regional market enters the 2025-2026 operational period, the competitive intensity surrounding the star-rated hotel rooms available in South Jakarta calls for a shift in management paradigms. However, because the most recent officially published statistics available at the time of writing report conditions through 2024, this paper does not claim to analyze longitudinal change across 2025-2026; rather, it uses 2024 baseline data to interpret the strategic and crisis-management conditions likely to shape this operational period. Consistent with this conceptual-contextual positioning, and following the methodological principle of not implying tested causal relationships in the absence of primary empirical data (see Section 2), this paper does not put forward statistical hypotheses. Instead, it offers the following propositions to guide the discussion:

P1: Strategic planning that incorporates systematic risk scanning and scenario planning is expected to strengthen hotels' anticipatory capacity for crisis.

P2: Confrontation and Cooperation styles are expected to link anticipatory capacity with organizational response and post-crisis recovery capability more strongly than Control or Escape styles.

P3: Overreliance on Control and Escape styles is expected to constrain post-crisis organizational learning and limit long-term resilience.

By interpreting regional socioeconomic and hospitality-industry indicators through this lens, the study explores how strategic planning can be understood to contribute to organizational resilience through the adoption of proactive crisis management styles. Rather than re-testing the statistical relationships identified by Ghazi, (2017), this study aims to contextualize and apply the practical relevance of that framework within one of Indonesia's most important hotel markets..

## 2. Method

This study adopts a conceptual-contextual analysis based on descriptive secondary statistics and a narrative literature review, rather than a primary qualitative research design. This methodological choice reflects the study's purpose: to interpret the practical relevance of an established theoretical framework-Ghazi, (2017) Strategic Planning-Crisis Management framework-within a specific industry and geographic context, rather than to generate new statistical relationships through primary data collection involving interviews, informants, or field observation. Conceptual and literature-based approaches of this kind constitute a recognized, if less common, methodological category within the tourism and hospitality crisis-management literature; a recent systematic review identified conceptual studies as comprising roughly one-sixth of published crisis-management-framework research in this field (Casal-ribeiro et al., 2023). Framing the present study accordingly avoids overstating its methodological character while retaining its intended analytical purpose.

The study relies on secondary data drawn from two official statistical publications of Badan Pusat Statistik (BPS): Provinsi DKI Jakarta Dalam Angka 2025 (BPS, 2025) covering socioeconomic indicators up to 2024, and Kota Jakarta Selatan Dalam Angka (BPS Kota Jakarta Selatan, 2025), which reports hotel-industry statistics as of 2024. Where time series are presented, such as the Human Development Index, data spans 2021-2024, representing the most recent consistent series available at the time of analysis.

Four categories of variables were selected, each corresponding to a specific dimension of organizational resilience and strategic planning capacity emphasized in Ghazi, (2017) framework and the dynamic-capabilities perspective (Duchek, 2019).

1. Hotel supply-side structure (number of hotels, rooms, and beds by star classification), representing the competitive intensity that necessitates proactive, evidence-based (Confrontation-style) planning.

2. Occupancy performance (TPK), representing baseline operational pressure and the scale of unmonetized capacity that strategic planning must address.

3. Regional economic scale (GRDP) and per-capita non-food expenditure, representing demand-side purchasing power and the market's capacity to sustain premium, diversified hospitality products, relevant to Cooperation- and innovation-oriented strategies.

4. Human Development Index (HDI), representing regional human-capital quality, relevant to the workforce-readiness dimension underlying all four of Ghazi's crisis management styles.

These variables were selected because they are the most recent, publicly available, and methodologically consistent indicators capturing supply, demand, and human-capital conditions specific to South Jakarta's five-star hotel segment. More granular firm-level data, such as individual hotels' financial records, were not publicly available and therefore fall outside the scope of this conceptual analysis-a limitation discussed further in Section 4.

The analytical process proceeded in four steps. First, relevant literature on crisis management, strategic planning, and organizational resilience was reviewed to establish the study's theoretical foundation, with particular attention to Ghazi, (2017) framework, which identifies four crisis management styles-Confrontation, Cooperation, Control, and Escape-and their associations with strategic planning effectiveness. Second, the economic and hospitality characteristics of South Jakarta were analyzed using the official statistics described above, in order to identify the key environmental factors shaping five-star hotels' operating conditions, including market demand, purchasing power, human-capital availability, and competitive intensity. Third, Ghazi's framework was interpreted within the South Jakarta context: rather than empirically testing the framework, this step evaluated the extent to which each of the four crisis management styles could plausibly be applied in response to the opportunities and challenges identified through the regional data, organized explicitly style-by-style to allow a systematic discussion. Fourth, strategic recommendations and managerial implications were developed by integrating theoretical insight with contextual evidence, aimed at hotel executives, policymakers, and tourism stakeholders. This conceptual-contextual approach is considered appropriate because it enables a systematic examination of strategic issues while remaining grounded in current regional and industry conditions, with the explicit limitation that its conclusions are interpretive rather than empirically tested and require future primary validation, as discussed in Section 3

## 3. Result and Discussion

### *3.1 South Jakarta Market Context*

Table 1 illustrates the substantial capacity of South Jakarta's hospitality industry, particularly within its classified hotel segment. Based on statistics published in Kota Jakarta Selatan Dalam Angka (BPS Kota Jakarta Selatan, 2025), reporting conditions as of 2024, the municipality houses 120 classified hotels, offering 14,990 rooms and 21,144 beds. Because this remains the most recent officially published dataset at the time of writing, this study interprets these figures as a 2024 baseline snapshot preceding the 2025-2026 operational period addressed in the discussion, rather than as a longitudinal record of change across 2025 and 2026.

The distribution of hotel capacity reflects a diverse accommodation structure, with three-star hotels representing the largest category by number of establishments (39 hotels), followed by four-star hotels (28 hotels) and five-star hotels (18 hotels). Although five-star hotels do not constitute the largest segment by number of establishments, they represent a significant share of accommodation capacity, offering 3,990 rooms and 5,446 beds. This finding reflects South Jakarta's strategic importance as a premium hospitality destination catering to business travelers, expatriates, international delegations, and high-income consumers, consistent with the municipality's role as a principal business and commercial hub within the greater Jakarta metropolitan area

**Table 1.** Number of Hotels, Rooms, and Beds by Classification in South Jakarta, 2024

| Classification | Hotels | Rooms | Beds |
|---|---|---|---|
| **5-Star** | 18 | 3,990 | 5,446 |
| **4-Star** | 28 | 4,402 | 6,466 |
| **3-Star** | 39 | 4,021 | 5,525 |
| **2-Star** | 31 | 2,139 | 3,408 |
| **1-Star** | 4 | 128 | 299 |
| **Total** | 120 | 14.990 | 21.144 |

The presence of nearly 15,000 hotel rooms across all classifications also highlights the intensity of competition in the local hospitality market. Hotel operators are required to compete not only through service quality and facility offerings, but also through strategic adaptability and organizational resilience. In such an environment, effective strategic planning becomes increasingly important to support occupancy performance, operational efficiency, and long-term competitiveness. From the perspective of Ghazi (2017) framework, the scale and complexity of South Jakarta's hospitality industry further reinforces the need for proactive crisis management approaches, particularly those characterized by Confrontation and Cooperation styles, which emphasize readiness, coordination, and evidence-based decision-making. The diversity of hotel classifications further indicates the presence of multiple market segments, ranging from economy-oriented travelers to luxury consumers. This diversity creates both opportunities and challenges for hotel management, as organizations must continually adjust their strategies in response to shifting customer preferences, economic conditions, and potential disruptions affecting tourism and business travel demand. Strategic planning should therefore be viewed not merely as a growth-oriented activity, but also as an essential mechanism for sustaining organizational resilience in a highly competitive urban hospitality market.

Although macroeconomic growth figures appear promising on the surface, the day-to-day operational landscape for five-star hotels in South Jakarta remains complex. South Jakarta's socioeconomic profile indicates relatively high purchasing power in certain market segments. The combination of high human development, strong business activity, and significant non-food expenditure indicates demand for premium hospitality products, particularly those related to business, leisure, and lifestyle consumption. Recent data show that non-food expenditure in South Jakarta reaches 61.10% of total per-capita expenditure (BPS, 2025). This substantial allocation toward non-essential goods highlights rapidly growing demand for premium lifestyle products, urban recreation, and upscale experience-based consumption-precisely the type of consumer desire that five-star hotels are designed to satisfy (Kotler et al., 2017). The Human Development Index across regencies/municipalities in DKI Jakarta Province is presented in Table 2.

**Tabel 2.** Human Development Index by Regency/Municipality in DKI Jakarta Province, 2021-2024

| Regency/Municipality | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| **Kepulauan Seribu** | 74.65 | 75.34 | 75.91 | 76.69 |
| **South Jakarta** | 85.58 | 85.87 | 86.71 | 87.57 |
| **East Jakarta** | 83.14 | 83.60 | 84.26 | 84.76 |
| **Central Jakarta** | 82.38 | 82.90 | 83.29 | 83.75 |
| **West Jakarta** | 82.70 | 83.43 | 83.85 | 84.40 |
| **North Jakarta** | 81.26 | 81.56 | 81.85 | 82.13 |
| **DKI Jakarta** | **82,25** | **82,77** | **83,55** | **84,15** |

To clarify the empirical basis of this conceptual-contextual analysis, Table 3 summarizes the secondary data sources used as the study's units of analysis, together with their analytical role in relation to Ghazi's (2017) framework.

**Table 3**. Secondary Data Sources Used as Units of Analysis

| Data Source | Period | Key Variables | Analytical Role |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Provinsi DKI Jakarta Dalam Angka 2025 (BPS, 2025) | 2024 (HDI series 2021-2024) | GRDP; per-capita non-food expenditure; Human Development Index | Demand-side purchasing power and human-capital readiness, informing Cooperation- and workforce-related planning dimensions |
| Kota Jakarta Selatan Dalam Angka (BPS Kota Jakarta Selatan, 2025) | 2024 | Number of hotels, rooms, and beds by star classification; average room occupancy rate (TPK) | Supply-side market structure and competitive intensity, informing Confrontation-style, evidence-based planning |
| Ghazi (2017) empirical findings | 2017 (original study) | Correlations between strategic planning effectiveness and four crisis management styles | Theoretical benchmark against which South Jakarta conditions are interpreted, not re-tested |
| Prior conceptual and meta-analytic literature (e.g., Casal-Ribeiro et al., 2023; Duchek, 2020; Jiang et al., 2019, 2023) | 2019-2023 | Crisis management frameworks; dynamic capabilities; resilience determinants | Theoretical grounding for interpreting regional data through a resilience lens |

### *3.2 Ghazi's Strategic Planning and Crisis Management Framework*

To interpret the strategic challenges faced by five-star hotels in South Jakarta, this study adopts the Strategic Planning-Crisis Management framework proposed by Ghazi (2017). The framework is relevant because it explains how strategic planning shapes managerial response during periods of uncertainty and organizational disruption. In the hospitality industry, crisis management is generally understood as a process aimed at identifying threats, minimizing risk, and ensuring organizational continuity when unexpected events occur. Such events may include economic downturns, public health emergencies, natural disasters, technological failures, political instability, or reputational crises. Effective crisis management is not limited to emergency response activities; it encompasses a broader cycle consisting of pre-crisis preparation, crisis response, and post-crisis learning and recovery (Baum et al., 2020; Boin et al., 2005). Consequently, hotels that invest in organizational preparedness and learning tend to be better positioned to face disruption and recover more quickly.

At the same time, strategic planning serves as an essential mechanism through which hospitality organizations prepare for future challenges. Strategic planning involves the systematic identification of opportunities and threats, the allocation of organizational resources, and the development of long-term objectives designed to strengthen competitive advantage. In an increasingly volatile business environment, strategic planning must extend beyond static annual planning exercises to incorporate flexibility, contingency planning, and continuous environmental scanning (Jiang et al., 2019)Strategic planning and crisis management should therefore not be viewed as independent managerial activities, but as complementary processes that collectively support organizational resilience. Building on this perspective, Ghazi (2017) identified four crisis management styles commonly adopted by managers in five-star hotels: Confrontation, Cooperation, Control, and Escape. The Confrontation style represents a proactive, evidence-based approach in which managers actively identify potential threats, analyze relevant information, and prepare organizational responses before a crisis escalates. The Cooperation style, by contrast, emphasizes coordination, communication, and collaboration among internal departments and external stakeholders-an approach that is especially important in hospitality environments where organizational performance depends on extensive interaction with customers, suppliers, government agencies, and tourism-related institutions.

The Control style adopts a more defensive orientation, attempting to isolate and contain the immediate impact of a crisis before it spreads throughout the organization. While this approach may be effective in limiting operational damage, it tends to focus on short-term stabilization rather than long-term adaptation. The Escape style represents the most reactive approach, characterized by denial, delayed action, avoidance of responsibility, and failure to recognize early warning signals. Such responses often increase organizational vulnerability, since underlying problems remain unresolved until they intensify. Ghazi (2017) empirical findings further reinforce the importance of strategic planning in shaping crisis management behavior. The study reported that strategic planning effectiveness was negatively associated with the Escape style, while positive associations were observed for the Confrontation, Cooperation, and Control styles. Specifically, the Confrontation style showed the strongest positive association with strategic planning effectiveness ($r = 0.62$), while the Escape style showed a negative association ($r = -0.25$). These findings suggest that organizations with stronger planning capabilities tend to adopt proactive, structured responses when facing uncertainty, while organizations with weaker planning systems may be more prone to reactive decision-making and less effective crisis handling. Ghazi's framework therefore provides a useful analytical foundation for understanding how strategic planning may contribute to organizational resilience in South Jakarta's luxury hotel sector. By examining current market conditions through this lens, this study assesses the extent to which each crisis management style may be relevant to strengthening competitiveness and long-term sustainability in one of Indonesia's most dynamic hospitality markets..

### *3.3 Interpreting Ghazi's Four Crisis Management Styles in the South Jakarta Context*

Tingkat hunian kamar rata-rata (TPK) untuk hotel berbintang di Jakarta mencapai puncak Average room occupancy (TPK) for star-rated hotels in Jakarta reached a competitive peak of 62.05% by the end of 2024 (BPS Provinsi DKI Jakarta, 2025). While this represents a healthy metric, it simultaneously indicates that nearly 38% of available inventory remains unmonetized on any given night. To move beyond this threshold, minimize unmonetized inventory, and build stronger organizational resilience, the following discussion interprets each of Ghazi (2017) four crisis management styles in relation to South Jakarta's five-star hotel segment.

#### *3.3.1 Confrontation Style: Evidence-Based Anticipation through Technology and Financial Readiness*

This conceptual analysis indicates that five-star hotels in South Jakarta could strengthen their capacity to anticipate environmental change by integrating digital technology into strategic planning processes. Consistent with the Confrontation style identified by Ghazi (2017), crisis readiness can be supported by systematic data collection, continuous monitoring, and evidence-based decision-making. Rather than relying solely on reactive operational responses, hotel management can develop capabilities that enable early identification of potential risks and market opportunities. Growing digital technology availability offers hotels valuable tools for strengthening strategic response. Big data analytics, artificial intelligence (AI)-based demand forecasting, and Customer Relationship Management (CRM) systems can help managers monitor changes in consumer behavior, booking patterns, and broader economic trends (Mariani et al., 2018). These technologies can also improve forecasting accuracy, enabling more informed decisions regarding pricing strategy, staffing needs, and resource allocation.

Financial readiness is a closely related component of the Confrontation style. In a market as competitive as South Jakarta, fluctuating travel demand and external shocks can significantly affect revenue generation and operational sustainability. Organizations that continuously monitor market conditions, anticipate potential risks, and prepare alternative response strategies are generally better positioned to maintain stability during periods of uncertainty. A Dynamic Revenue Management System (RMS) allows hotels to adjust pricing strategies based on changing occupancy levels, market demand, competitor behavior, seasonal patterns, and local business events. By leveraging real-time information and predictive analytics, hotel management can respond to market fluctuations more effectively while optimizing revenue performance. Maintaining adequate liquidity reserves and diversifying supplier relationships can further strengthen organizational readiness. Financial flexibility allows hotels to absorb short-term shocks without significantly disrupting service quality or operational continuity.

*3.3.2 Cooperation Style: Stakeholder Collaboration, Ecosystem Integration, and Product Diversification*

Consistent with the Cooperation style proposed by Ghazi (2017), organizational resilience can be strengthened through effective collaboration with government agencies, tourism authorities, industry associations, corporate clients, travel intermediaries, suppliers, and local communities. The strategic importance of stakeholder collaboration becomes particularly evident during periods of uncertainty and disruption. Timely access to information, coordinated communication, and shared resources can significantly enhance an organization's capacity to respond to emerging challenges. For hotels operating in South Jakarta, closer alignment with tourism development initiatives implemented by the Ministry of Tourism and Creative Economy and the DKI Jakarta Provincial Government may provide additional opportunities for market expansion and crisis recovery. Partnerships with corporate clients, digital travel platforms, event organizers, and local businesses can create further opportunities for market diversification and demand generation. Relationships established before a crisis occurs can also facilitate faster coordination and resource mobilization during periods of disruption.

Shifting characteristics of hospitality demand also require hotels to continually adjust their service offerings to evolving customer preferences. Crisis management can therefore be understood not only as a mechanism for loss mitigation, but also as an opportunity to identify new sources of value creation. Given South Jakarta's strong business activity and relatively high lifestyle-oriented spending, five-star hotels may benefit from diversifying their offerings through bleisure (business-and-leisure) packages, premium staycation experiences, wellness tourism programs, and personalized service offerings (Gössling et al., 2021). Such innovation may help reduce dependence on any single market segment while strengthening competitiveness during periods of fluctuating demand

*3.3.3 Control Style: Internal Stabilization through Human Capital Investment*

Human resources represent one of the most strategically important assets in the hospitality industry. According to BPS (2025), South Jakarta recorded a Human Development Index of 87.57, indicating a relatively educated and skilled workforce. This demographic advantage provides an opportunity for hospitality organizations to strengthen internal stability-the defensive, damage-containment orientation that characterizes Ghazi (2017) Control style-through sustained investment in employee development and organizational learning. From the perspective of Ghazi's framework, effective internal stabilization requires not only adequate technological capability, but also employees who can adapt effectively to changing circumstances. Hotel management should therefore prioritize continuous training programs that enhance both technical and interpersonal competencies. Beyond traditional hospitality service standards, employees should also be equipped with digital literacy, crisis communication skills, problem-solving capability, and adaptability to technological change.

Crisis readiness should further include initiatives that support employee well-being and psychological resilience. Prior disruptions, including the COVID-19 pandemic, demonstrated that employee uncertainty and stress can significantly affect service quality and organizational performance (Baum et al., 2020). Resilience-building programs, leadership development initiatives, and employee support mechanisms can therefore contribute to stronger internal readiness during periods of disruption. However, because a Control-style orientation is inherently focused on short-term internal stabilization rather than external adaptation, this analysis suggests that human-capital investment functions best as a complement to, rather than a substitute for, the more externally oriented Confrontation and Cooperation styles discussed above (see also Proposition P3).

*3.3.4 Escape Style: The Risk of Reactive and Avoidant Practices in a Competitive Market*

In contrast to the three styles discussed above, this conceptual analysis suggests that an Escape-oriented approach carries particular risk within South Jakarta's competitive hotel market. With TPK for star-rated hotels reaching only 62.05% by the end of 2024 (BPS Provinsi DKI Jakarta, 2025), nearly 38% of available inventory already remains unmonetized under current conditions; a reactive posture characterized by denial of shifting demand patterns, delayed pricing or service adjustments, or avoidance of accountability for underperformance would plausibly widen this gap further. In a market with almost 15,000 hotel rooms competing for a comparatively narrow segment of business, expatriate, and diplomatic travelers, information about competitor pricing, service quality, and guest experience circulates quickly; hotels that fail to recognize and act on early warning signals may therefore lose market position more rapidly than in less densely competitive settings. Regional conditions suggest potential relevance for the view that Escape-style responses are structurally disadvantaged in markets of this kind, though this relationship still requires empirical testing in future research (see Proposition P3).

**3.4 Managerial Implications**

The analysis presented in this study yields several implications for managers operating in South Jakarta's luxury hotel sector. As the hospitality industry becomes increasingly exposed to economic volatility, technological disruption, and shifting consumer expectations, organizational resilience can no longer be treated purely as an operational matter. Instead, resilience should be understood as a strategic capability that must be embedded within planning processes, organizational culture, and managerial decision-making. For General Managers and senior executives, this discussion highlights the importance of integrating crisis readiness into long-term strategic planning. Many hotel organizations continue to treat crisis management as a reactive function that is activated only once disruption occurs. However, the framework proposed by Ghazi (2017) suggests that proactive planning meaningfully shapes the quality of organizational response during periods of uncertainty. Accordingly, hotel leaders may wish to incorporate scenario planning, risk-assessment exercises, and contingency strategies into their annual planning cycles. Such initiatives could strengthen organizational readiness while reducing the likelihood of delayed or ineffective responses when unexpected events occur.

This discussion also carries implications for human resource management. Employees represent one of the most important assets in a service-oriented industry such as hospitality. During periods of crisis, organizational performance often depends on employees' ability to adapt to rapidly changing circumstances while maintaining service quality and customer trust. Hotel organizations may therefore benefit from investing in continuous professional development, crisis-response training, leadership development programs, and digital competency enhancement. Such investment can improve operational flexibility while contributing to a workforce capable of supporting long-term organizational resilience.

From a marketing and revenue-management perspective, this analysis points to the value of greater reliance on data-driven decision-making. Consumer behavior in the hospitality industry is increasingly dynamic, requiring managers to continuously monitor demand patterns, customer preferences, and market trends. Technologies such as Customer Relationship Management (CRM) systems, business intelligence platforms, predictive analytics, and artificial intelligence can help hotels identify emerging opportunities and respond to market fluctuations more effectively. Adoption of such technology appears particularly relevant for South Jakarta, where competition among premium hotels is intense and customer expectations continue to evolve.

This discussion further underscores the importance of stakeholder collaboration as a component of effective crisis management. Hotels do not operate in isolation but form part of a broader tourism and business ecosystem involving government agencies, tourism organizations, travel intermediaries, suppliers, corporate clients, and local communities. Building strong relationships with these stakeholders before a crisis occurs may facilitate faster communication, resource mobilization, and coordinated recovery efforts. Managers may therefore benefit from active participation in industry networks and collaborative initiatives that strengthen collective readiness across the hospitality sector. Finally, this analysis carries implications for hotel owners and investors. Investment in resilience-related initiatives-such as technology infrastructure, employee development, crisis-readiness systems, and organizational learning mechanisms-should not be viewed merely as additional cost. Rather, such investment represents a strategic resource capable of protecting long-term organizational performance and competitive advantage. In a highly competitive market such as South Jakarta, organizations that successfully integrate strategic planning with proactive crisis management practices may be better positioned to sustain growth, protect reputation, and maintain operational continuity during periods of uncertainty.

Taken together, the managerial implications discussed above reinforce the argument that strategic planning and crisis management should not be treated as separate managerial functions. Instead, they should be integrated into a comprehensive, resilience-oriented management approach capable of supporting sustained performance within an increasingly complex hospitality environment.

## 5. CONCLUSION

The hospitality industry operates within an increasingly uncertain environment, making organizational resilience an essential capability for long-term competitiveness. This study applied Ghazi (2017) Strategic Planning-Crisis Management framework to the context of five-star hotels in South Jakarta, a region characterized by strong economic performance, substantial hospitality capacity, and intense market competition. This conceptual analysis indicates that strategic planning should be integrated with crisis management practice to strengthen organizational readiness and adaptability. Based on the framework applied, it can be argued that Confrontation and Cooperation styles are particularly relevant for luxury hotels operating in South Jakarta: the market's competitive intensity-reflected in nearly 15,000 rooms competing for a comparatively narrow, high-value traveler segment and an occupancy rate that still leaves roughly 38% of inventory unmonetized-rewards the evidence-based anticipation associated with Confrontation and the stakeholder-dependent ecosystem integration associated with Cooperation, whereas a purely defensive Control orientation addresses only short-term stabilization and an Escape orientation is likely to erode market position more quickly than in less densely competitive settings. Proactive planning, technology integration, stakeholder collaboration, human-capital development, and financial readiness may strengthen organizational resilience and improve hotels' capacity to respond to environmental uncertainty. Conversely, reactive approaches associated with the Escape style may reduce organizational flexibility and increase vulnerability during periods of disruption.

This study contributes by contextualizing Ghazi's framework within Indonesia's hospitality sector using regional socioeconomic and hospitality-industry data. However, the study is limited by its reliance on secondary data and theoretical interpretation rather than primary empirical evidence; these relationships still require empirical testing in future research. Future studies could adopt a structured empirical design-for example, semi-structured interviews or surveys with hotel general managers, or an evaluative approach such as Context-Input-Process-Product (CIPP)-to empirically test the propositions advanced in this paper and to examine the relationships among strategic planning, crisis management styles, and organizational resilience within Indonesia's hospitality industry.

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