

APPENDIX

Appendix 1. Interview Questions

Questions for Caitie Younghwa Lee – General Manager Moxy Bandung:

1. What is the story of Caitie Younghwa Lee's career journey from zero to today?
2. What are the obstacles and challenges in making women a leader in hospitality as a female General Manager?"
3. How to survive in the hospitality field as a female General Manager?
4. What are the challenges in South Korea to become a female leader?
5. What character traits should a woman have to become a General Manager?
6. What are the factors of "Women Leadership" that affect effectiveness and performance for employees?
7. How to balance housework/ personal life and being a General Manager?
8. What are your motivations and goals in pursuing your career and who is your support system?

Questions for Employees of Moxy Bandung:

1. How do Moxy Hotel Bandung employees perceive Caitie Younghwa Lee's leadership performance as General Manager?
2. 1 Word to Caitie Younghwa Lee

Questions for Robby Fachri – Area Director of Human Resources Marriott International, Indonesia:

1. What is your view on Women Leaders or Women GMs in Marriott Company?
2. Why do you think the population of female GMs, especially in the hospitality sector, is still relatively small in Indonesia?

Appendix 2. Expenses (3 People)

Expenses	Amount
Videographer	Rp1,700,000
Souvenir for Caitie	Rp500,000
Souvenir for Robby	Rp150,000
Transportation	Rp1,000,000
Accommodation	Rp1,500,000
Total Expenses	Rp4,850,000



Appendix 3. Video

<https://drive.google.com/file/d/1yyvulxUUFhmdLG7MYrkARZTw6LQczVJt/view?usp=sharing>



Appendix 4. Poster



INSPIRING CAREER JOURNEY FROM A BELL GIRL INTO A GENERAL MANAGER

FUN FACTS

Caitie Younghwa Lee started her career as a Bell Girl in Novotel Seoul on 2004.

Caitie Younghwa Lee has 18 years experienced in hospitality industry.

Caitie Younghwa Lee is an ambassador “Woman Leadership” of **Marriott International**

Marriott Indonesia Adakan Women in Leadership Conference yang Pertama







Find how work & life intergration applied to balance her personal life & her work as General Manager :

- Integrated things to be a whole.
- Be flexible to embrace as a Mom & General Manager.
- Minimize conflict & find the balance.

“There are a lot of self-doubts or self-limitations that are experienced by women with people saying that *you cannot do it*, and sometimes these women have feelings that maybe they are not good enough for themselves.”

-Caitie Younghwa Lee-

MEET CAITIE!






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Appendix 5. Booklet

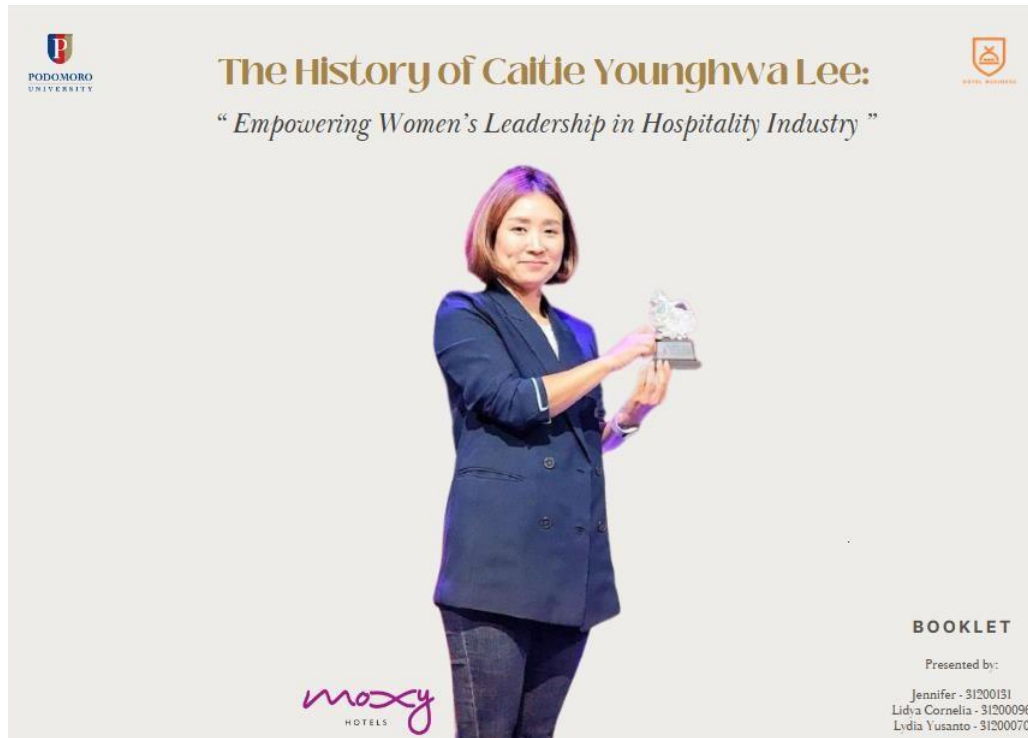


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INTRODUCTION



Caitie Younghwa Lee is a female General Manager at Hotel Moxy, Bandung. Hotel Moxy itself is one of the brands of the Marriott Company which is categorized as a distinctive category where hotels with this category are more sought after by tourists who want to experience a "boutique experience" or can be referred to as "small luxury hotels". Moreover, Caitie, who comes from South Korea or what is known as the country of ginseng, can have the opportunity to work as a General Manager in Indonesia. This is certainly not an easy thing to achieve, especially as a woman. Therefore, we will explore the story of Caitie Younghwa Lee's career journey that because of her hard work brought her from the position of bell attendant to become a General Manager.



Apart from her job being a General Manager, Caitie is also a housewife, who has 3 children namely Jeehu, Jian and Jiwoong. It has been almost 8 years since Caitie lived in Indonesia, and according to her, living in Indonesia is very pleasant.

Caitie's journey through her career was certainly not easy. She had to overcome several obstacles and barriers before reaching her position as General Manager. According to Caitie, it is not impossible for a woman to become a General Manager. Caitie's journey is very interesting, so it can be a motivation for women who want to become a leader for their future career.

CAREER AND JOURNEY



**NOVOTEL, SEOUL
2004
BELL ATTENDANT**

Caitie began her hospitality career after high school in 2004 as a bell girl (it is uncommon in Indonesia to have a female bell attendant), but she began as a full-time bell girl, carrying baggage, delivering messages, and paging guests, among other duties. So, that is how she started in Front Office

According to her, being in the front office department can bring her career to the present time because Caitie learned a lot about how to communicate with VIPs and guests which can increase her connections in the hospitality field in the future.



Then she was able to move to the same Front Office department in Guest Relations, at JW Marriott, Seoul. According to Caitie, being a Guest Service Agent at JW Marriott is an unforgettable experience where one of the key accomplishments achieved by Caitie is being awarded employee of the month for stay excellence up-selling program. Here, Caitie learned about upselling and how she can provide a valuable experience for guests at JW Marriott, Seoul. Caitie worked here for 1 year until 2006.

**JW MARRIOTT, SEOUL
2005
GUEST SERVICE AGENT**



CAREER AND JOURNEY

MARRIOTT RESORT, GRAND CAYMAN 2006 - 2010 GUEST SERVICE SPV



After working at JW Marriott, Seoul, Caitie started her career journey to move overseas to work at Grand Cayman Marriott Beach Resort as a Guest Service Supervisor in 2006. Caitie worked here for 4 years. Then, as part of Marriott International, she was lucky enough to be transferred to the Marriott Resort on Grand Cayman Island, in the Caribbean. She spent four years working in the Front Office on Cayman Island before moving to the beautiful island of Bali in Indonesia.

In 2010, she started her career as a Butler at Hilton Worldwide (Conrad Bali), taking care of VIP guests in suite rooms, and at the property, she was given the option to transition from Front Office to Sales and Marketing. She experienced a critical moment when she transitioned from operations to the back office. Later, she moved up the ranks to Sales Executive in 2011 and Sales Manager in 2012. After that, Caitie moved up to Senior Sales Manager where she started her business and developed herself as a Sales Person experiencing different sources of markets at this property. She has grown from Sales Executive to Senior Sales Manager within the span of 3 years and transferred to Conrad Seoul during its opening phase.

Key accomplishments that Caitie has achieved are:

- Responsible for all commercial activities in the Leisure Wholesale Segment including Japanese, Korean, Chinese, Hongkong, Taiwanese, and other SEA source markets.
- Developed a group tour segment which brought USD 425,000 in room revenue in 2011.
- Played an active role in the Center of Excellence review improvement from 65% in 2010 to 87% in 2011.
- Awarded Best Sales Person of the Month in February 2012.

CONRAD BALI 2010 SENIOR SALES MANAGER



CAREER AND JOURNEY

CONRAD SEOUL 2016 SALES MANAGER TO ASSOCIATE DIRECTOR OF SALES



In 2013, she joined Conrad Seoul as a Sales Manager and was later promoted to Associate Director of Sales. She left the company to relocate back to Indonesia to live with her Indonesian spouse. She spent a total of 3 and a half years at Conrad Seoul, leading a team of 8 alongside with her Director of Sales. Her biggest achievement was to close a deal with the 'Avengers II: Ages of Ultron' film production group which still is the largest single contract since the hotel's opening with 1.7 million US dollars of room revenue.

Her key accomplishments are:

- Responsible for all commercial activities in the Business Transient segment, managing accounts in Aerospace and defense, IT, Manufacturing, Energy, and Embassies and chambers. Accounts including Boeing, Lockheed Martin, Sony Corp, Nomura, 3M, and UTC which all became the Top 10 accounts of the property.
- Developed and managed all entertainment related business including concerts, sports and movie junket accounts.

Later, she joined Moxy Bandung property as a General Manager and she was responsible for its commercial, financial, and operational success. As a General Manager with both operational and commercial backgrounds, she managed to achieve the highest hotel revenue for the respective month since its opening for seven consecutive months from Q3 2022 until Q1 2023.

Her key achievements are:

- 2023 PEC Quarterly Award - Q1 " Total Hotel Sales Growth % vs Budget"
- 2023 Q1 A&L Review K score with 100%
- 2022 APEC Quarterly Award - Q2 " highest GOP FT vs 2019 vs Budget "

Besides her daily duty as a General Manager at Moxy Bandung, she served as market champion of 'Women in Leadership' in Marriot Business Council and Activations Lead of Women Associate Resources Group from Marriott International.

MOXY HOTEL, BANDUNG 2021 GENERAL MANAGER



CAREER'S HIGHLIGHT

CAITIE YOUNGHWA LEE AS 'WOMEN LEADERSHIP' AMBASSADOR OF MARRIOTT INTERNATIONAL - INDONESIA

WOMEN IN LEADERSHIP CONFERENCE IN SHERATON KUTA, BALI 2022

Caitie Younghwa Lee as one of the speakers at the Women in Leadership Conference said that there are a lot of self-doubts or self-limitations that are experienced by women with people saying that "you cannot do it", and sometimes these women have feelings that maybe they are not good enough for themselves, so Caitie Younghwa Lee as an ambassador of women leadership in Marriott International, advocate these people by saying "you are capable to pursue your dreams". For example, in 2021, during the Women Leadership Conference hosted by Marriott International at the Sheraton Kuta, Bali, Caitie, and other female employees discussed what it means to be a woman in Indonesia in order to pursue a career in hospitality. Caitie had no idea what additional challenges they would face because, aside from being women in Bali, there are additional responsibilities for being a part of the local community, and it has become difficult for females to become leaders because there are many important or religious events, such as ceremony, and that women must be someone who organizes and supports the entire community. Caitie also said there are a lot of things that seem to be difficult for women to pursue but she believed with the right guidance and representation will be able to educate a future talent so these women can actually grow with a strong belief in themselves to be a leader and reach the higher dreams that they had.

Marriott Indonesia Adakan Women in Leadership Conference yang Pertama

Thursday, 05 January 23 11:00 AM



OPINION ABOUT WOMEN'S LEADERSHIP BY AREA DIRECTOR HUMAN RESOURCES - MARRIOTT INTERNATIONAL, INDONESIA



Robby Fachri is an experienced Area Director Of Human Resources with a demonstrated history of working in the hospitality industry. He was skilled in Budgeting, Food and beverage, Hotel Management, and Human Capital Management. He is a humble professional profile with a Diploma III focused in Food & Beverage Management from Balai Pendidikan & Latihan Pariwisata Bandung (NHI Bandung).

Robby started his career as Human Resources Shared Services Manager at Marriott Executive Apartments, Jakarta from 2006 to 2008. Then, Robby continued his career as Human Resources Shared Services Manager at JW Marriott, Jakarta in 2008 and climbed his position as Assistant Director of Human Resources for 2 years and 10 months, and finally reached the position of Director of Human Resources in 2012.

Robby worked as the head of human resources at Tauzia Hotel Management in Jakarta from 2012 to 2018. He is responsible for managing and overseeing all aspects of human resources, learning, and CSR at TAUZIA, including managing all hotel & head office leader recruitment, internal talent development mapping, managing employee compensation and benefits, managing employee relations, managing internal learning development programs, and managing CSR efforts together with Corporate Marketing & hotel teams



ROBBY'S POV ABOUT WOMEN LEADERSHIP IN MARRIOTT INTERNATIONAL - INDONESIA

According to Robby Fachri as Area Director of Human Resources in Indonesia, in 2023, the population of Indonesia is around 275,000,000, where the composition of women almost reaches 50% of the total population. Regarding the career of women leadership in Indonesia, of course, different countries have different backgrounds. In Indonesia, what is felt is inseparable from the cultural culture where there is a certain paradigm that career opportunities are given more for the male population. At Marriott International itself, they are very focused on carrying out the education process and providing equal opportunities for women to become women leaders.

ROBBY FACHRI
AREA DIRECTOR HUMAN RESOURCES - MARRIOTT

THANK
YOU

