

THESIS

**THE ANALYSIS OF NEWA IMPLEMENTATION TO
MAINTAIN HOTEL OCCUPANCY AT
SANCTOO SUITES & VILLAS**



POLITEKNIK NEGERI BALI

I PUTU SUBALI ADI PUTRA

POLITEKNIK NEGERI BALI

BADUNG

2024

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TOURISM BUSINESS PLANNING STUDY PROGRAM

APPLIED MASTER PROGRAM

TOURISM DEPARTMENT

POLITEKNIK NEGERI BALI

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Thus I made this statement letter to be used properly.

Badung, 08 July 2024



terai Rp. 10.000

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THESIS

Prepared as One of the Requirements to Obtain
The Master's Degree in Applied Tourism (M.Tr.Par)
Tourism Business Planning Study Program, Applied Master Program
at Tourism Department, Politeknik Negeri Bali



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**TOURISM BUSINESS PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
2024**

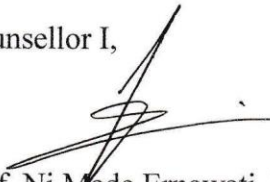
THESIS

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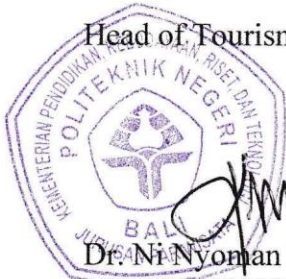
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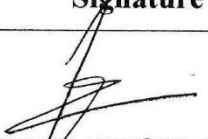



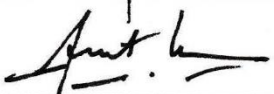
APPLIED RESEARCH TESIS

The Analysis of NEWA implementation to maintain Hotel occupancy at Sanctoo Suites & Villas

Has Been Tested based on **Decree of the Director of Politeknik Negeri Bali**
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PREFACE

High praise and gratitude are expressed from the author to Ida Sang Hyang Widhi Wasa/the almighty God; because of His blessing, the author could finish the thesis entitled "The Analysis of NEWA implementation to maintain Hotel occupancy at Sanctoo Suites & Villas. The completion of this thesis is to fulfill the Academic Requirements for graduation from the Applied Master Study Program in Tourism Business Planning, Tourism Department, Politeknik Negeri Bali.

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I am fully aware of the limitations of this research, despite the efforts to make it as comprehensive as the resources that were available. Constructive criticism and suggestions from other parties are needed to complete this thesis. The author hopes that this thesis could benefit other parties as well. Finally, the author would like to express his apology for any mistakes in this thesis.

Badung, 08 July 2024

Putu Subali Adi Putra

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THE ANALYSIS OF NEWA IMPLEMENTATION TO MAINTAIN HOTEL OCCUPANCY AT SANCTOO SUITES & VILLAS

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ABSTRACT

This thesis examines the implementation of the NEWA concept to maintain occupancy at Sanctoo Suites & Villas. The hotel industry faces significant challenges in sustaining occupancy levels due to fluctuating demand and intense competition, exacerbated by the COVID-19 pandemic. The NEWA concept, which combines extraordinary experiences such as interacting with animals, nature adventures like bathing with elephants, river trekking, and walking through rice paddies, along with professional service, is proposed to address these challenges. The research originates from the necessity to enhance occupancy rates, critical for the hotel's success. It addresses the problem of fluctuating occupancy rates and aims to develop effective improvement strategies. This mixed-method research employs a qualitative approach supplemented by quantitative methods and the Servqual model, conducted over six months. Data collection methods include interviews, surveys, observations, document studies, and Focus Group Discussions (FGDs), involving executive management and hotel staff. The study highlights a unique marketing concept aimed at delivering new extraordinary experiences while maintaining guest satisfaction. It underscores the importance of a comprehensive approach that integrates high-quality service and innovative offerings to meet diverse guest needs. This strategy enhances the hotel's market competitiveness and ensures long-term success. Key components of the implementation include personalized guest experiences, an efficient booking system, and a proactive marketing strategy emphasizing the NEWA (Nature, Ecotourism, Wellness & Adventure) concept. The findings demonstrate that implementing NEWA can significantly benefit hotel occupancy, providing valuable insights for industry practitioners.

Keywords: Direct Booking, N.E.W.A concept, Unique Experience,

THE ANALYSIS OF NEWA IMPLEMENTATION TO MAINTAIN HOTEL OCCUPANCY AT SANCTOO SUITES & VILLAS

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ABSTRAK:

Tesis ini mengkaji implementasi NEWA untuk mempertahankan okupansi hotel di Sanctoo Suites & Villas. Industri Perhotelan menghadapi tantangan besar dalam mempertahankan tingkat okupansi hotel akibat permintaan yang berfluktuasi dan persaingan yang semakin ketat untuk mempertahankan okupansi hotel akibat dampak Pandemi covid 19. Implementasi konsep NEWA dengan perpaduan pengalaman luar biasa yaitu berinteraksi dengan satwa, bertualang di alam seperti mandi bersama gajah, trekking menyusuri sungai dan berjalan melintasi persawahan dengan pelayanan profesional ditawarkan untuk mengatasi tantangan tersebut. Latar belakang penelitian ini berasal dari kebutuhan untuk meningkatkan tingkat hunian, yang sangat penting bagi keberhasilan hotel. Studi ini membahas masalah tingkat hunian yang berfluktuasi dan bertujuan untuk mengembangkan strategi perbaikan yang efektif. Penelitian ini merupakan penelitian campuran dengan pola metode kualitatif yang disusun dengan menggunakan metode kuantitatif ditambah Servqual dan dilaksanakan selama enam bulan, penelitian yang digunakan adalah wawancara, survei, observasi, studi dokumen, dan Focus Group Discussion. Responden termasuk manajemen eksekutif, anggota staf di hotel. Konsep pemasaran yang unik untuk memberikan pengalaman baru yang luar biasa dengan tetap menjaga kepuasan tamu. Penelitian ini menggarisbawahi pentingnya pendekatan komprehensif, mengintegrasikan layanan berkualitas tinggi dan penawaran inovatif untuk memenuhi beragam kebutuhan tamu. Dengan demikian meningkatkan daya saing pasar hotel dan memastikan keberhasilan penerapan jangka panjang mencakup pengalaman tamu yang dipersonalisasi, sistem pemesanan yang efisien, dan a strategi pemasaran proaktif yang mengedepankan konsep NEWA (Nature, Ecotourism, Wellness & Adventure). Penelitian ini menunjukkan bahwa penerapan NEWA dapat memberikan manfaat yang signifikan terhadap okupansi hotel. Memberikan wawasan berharga bagi praktisi

Kata Kunci: Direct Booking, N.E.W.A concept, Unique Experienc

CHAPTER I

INTRODUCTION

1.1. Background

Covid-19 pandemic has changed the landscape of doing business in the hospitality industry. Each business entity has to find ways not only to survive but also to make more revenues in the light of tight competition today. The kind of travel and big investments of the pre-Covid days have changed. The tourism and hospitality industries rising from the ashes of the pandemic will inevitably be different (Rojer, 2021). Various articles and excerpts cited show that people will look no further than sustainability. It will affect the reasons for traveling, attract more tourists to Natural areas and regional and local destinations, and shorten travel distances (Tourism Investment, 2021). Hotels too. Consequently, hotels have to adapt to these trends. Hotels have to transform themselves, no longer as the place to stay, unwind, or chill out, but as a destination where customers can get what they are looking for in one go. It will become a Destination, not only a place to unwind or stay. It is also about lifestyle, reflecting how people live their lives. Hence, Hotels should react positively to these new trends.

Apart from becoming a destination, hotels must quickly prepare on how to respond to the basic travelers needs (and notably the Government regulation), especially things related to the new health protocol in the form of C.H.S.E.(Cleanliness, Hygiene, Safety, Environment) certification. Cleanliness, Hygiene, Safety, and

Environment, or CHSE, is made based on the decree of the Minister of Health concerning protocols in public places and facilities in the framework of the prevention and control of COVID-19. In most cases, the main purpose of having CHSE certification is to reduce the spread and transmission of the COVID-19 virus in the tourism sector, and this program has been implemented in Indonesia since September 2020. Sanctoo Suites & Villas also applied to obtain CHSE certification.

Yet, this does not stop here. Hotels must understand better the changes in customer behavior to accommodate these changes (and then become destination hotels). Digital nomad segment (a newly born segment representing young travelers that want to work at the hotel as the base), leisure segment. (a segment that combines Business and leisure travel), and NEWA (Nature, Eco-Tourism, Wellness & Adventure) Another new segment that re-emphasizes the aspects of Nature, Eco-tourism, Wellness, and Adventures, the concept is the newest behavioral change that the hotel must anticipate.

Sanctoo Suites & Villas has embraced the innovative NEWA concept which combines Nature, Ecotourism, Wellness, and Adventures to provide a unique and unforgettable experience for guests. From the lush surroundings to the wellness facilities and attractions, discover how the implementation of the NEWA concept sets Sanctoo apart from other accommodations.

Sanctoo Suites & Villas has seamlessly integrated the NEWA concept into every aspect of the property. From eco-friendly architecture to thoughtfully designed wellness spaces and captivating attractions, guests can fully experience NEWA during

their stay. From Pamper yourself with rejuvenating spa treatments inspired by nature, carefully designed to relax and revitalize your body and mind. Embark on a guided nature trail to discover the rich biodiversity that surrounds the property and learn about its ecological importance. Satisfy your thrill-seeking spirit with exciting adventure activities, such as bathing elephants in the open, feeding animals such as tigers, elephants, deer, and so on, trekking through nature, and so on. Take in-depth cultural workshops that allow you to learn local traditions, arts, and crafts directly, such as blessings and cooking classes for traditional cuisine.

There are two ways tourism products reach a customer: direct or indirect distribution channels (Ireland, 2012). Direct distribution, such as through a website or phone, is when a product or service leaves the producer and goes directly to the customer, whereas indirect distribution is when intermediaries or middlemen are involved within the channel. For example, OTA and GDS are indirect distribution channels (West, 2015). Both direct and indirect distribution channels can be offline or online. In fact, Sanctoo Suites & Villas offers direct booking.

Direct booking is defined as an act related to direct distribution. It is when a product or service is purchased directly from the supplier, the hotel, without involving an intermediary in the process (Duryee, 2011). Direct booking has the potential to sell more, suggesting higher booking and revenue yields for hotels than OTAs such as Expedia.com and Booking.com. (Morales, 2017) And for Sanctoo Suites & Villas, the benefits themselves are to simplify the process of booking, have a closer connection with the customer, have more flexibility, and have direct decisions with the customer.

With a growing market for online hotel bookings and increased challenges for hotels due to the existence of Online Travel Agents (OTAs), it became increasingly important for hotels to convince potential guests to book directly at the hotel's website (Lee et al, 2013). It has become a known secret that the majority of hotels in Bali are so dependent on OTAs. Understanding the factors that drive people to make purchasing decisions helps enhance the marketing strategies of any business (Morales, 2017). As aforementioned, the application of Technology and especially the Internet over the past few decades has transformed the way hotel rooms are distributed to customers, as well as empowering hotels' own websites, making them able to sell on their own. However, there is a tendency for travelers to still depend on traditional intermediaries, such as Tour Operators or even OTAs, when they desire to book a hotel room instead of doing it directly through the hotels' websites (Law et al, 2015). Barmpa (2017) Some hotels do not realize the snowball effect of too much dependence on OTAs: fewer revenues. Some hotels really want to boost their revenues from their own websites. However, the problem was that hotels did not know how to do this.

In normal circumstances, hotels should have a good channel mix. A good channel mix is a hotel's channel, and its respective contribution from various distribution channels is a sign of the health and diversity of the hotel's revenue. The distribution channel is the platform or method customers are using to transact and book hotel rooms. The main distribution channels that are used to calculate the channel mix are:

1. Website
2. Direct / In-House
3. Offline Travel Agency (Wholesalers)
4. OTA (Online Travel Agency)

Having a good Channel Mix is like making a layer cake. The base layer, the foundation, is the Direct or In-house effort. This is the sales piece of the cake, which includes corporate travel and group business. The next layer of the cake comes from the website's efforts. This is generally the hotel's lowest cost of sale. It fuels information for the other areas. Over time, through proper operational efforts, loyal guests could be taught to use this channel on future bookings.

Many go through great efforts to shift OTA business to the website to reduce commissionable fees. But it is impossible for any individual hotel to market itself to match the exposure of an OTA. An OTA is a necessary evil and should be leveraged when needed. It is possible to become overly dependent on OTAs. But if a hotel lacks a group or corporate base, then this is generally filler. A balanced Channel Mix isn't overly weighted in one area.

Each hotel and market will differ in defining what a good channel is. Also, independent hotels will differ from branded hotels. Extended Stay and Select Service (International Chains) hotels will differ from Full-Service hotels. A hotel with more meeting space will look different than one with none or limited space. Here is what is deemed the percentage of a good channel mix:

1. Website 20%
2. Direct / In-House 35%
3. Offline Travel Agency (Wholesalers) 20%
4. OTA (Online Travel Agency) 25%

A prior study, based on revenue managers' survey responses, indicated

Hotel websites had the highest probability to survive into the future, while OTAs remained a mainstay of generating profit even though they were not considered as effective channels. (Xiaowei Xu, 2020)

The idea for this study came when the pandemic hit tourism in Bali, notably the hotel sector. With the impact of COVID-19 and the opening of international borders for foreign arrivals, the researcher was interested in finding out what the hotel strategies were to recoup business, especially on Sanctoo Suites & Villas' website. The re-building of the hotel website to optimize the conversion rate by deploying a possible marketing strategy, namely the NEWA concept, might lead to a breakthrough in Sales efforts to gain the business back. This research will focus on the customer behavior changes and the solutions (strategies) to anticipate the changes, including the re-building of the hotel website so that the hotel can find the appropriate (balanced) market mix.

Following preliminary meetings and discussions with the hotel Sales and Marketing team, it was found out that the market segmentation for Sanctoo Suites and Villas in 2019 - 2022 is as follows:

Table 1. *Market Segment (Mix) at Sanctoo Suites & Villas*

Guest Segment	2019	2020	2021	2022
OTA	54%	36%	30%	4%
OFFTA	39%	27%	10%	40%
DB,FIT,WEB	7%	38%	60%	56%
Total Rev-Room	100%	100%	100%	100%

Source : Sales & Marketing Sanctoo Suites & Villas, 2023

From Table 2, It is clear that there has been a shift in market segmentation at Sanctoo Suites & Villas. In 2019, before COVID-19, the online segment was very dominant and became the main source of business for hotels. However, during COVID-19 it has changed the hotel business model where online bookings, travel agents cannot carry out business and one of the businesses that can be done is offering holidays that prioritize nature and cleanliness. Because foreign tourist visits were closed, the hotel was forced to rely on the domestic market which loves nature, wellness and eco-tourism.

Some studies regarding implementation similar to NEWA been carried out by some scholars, such as Morales (2017), Dias & Prabhugaonkar (2022), Suacana, Wiratmaja & Sudana (2022), and Gohar & Kondolf (2020); In fact, none of them discussing this, especially at Sanctoo Suites & Villas, so its worth continuing the research.

This research is applied research based on problems that actually occur in operations. The concept in this study shows that this research is in a managerial category that is relevant to level 8 in the KKNi framework (kerangka kualifikasi

nasional Indonesia). This research is multidisciplinary and interdisciplinary because it combines the disciplines of tourism, marketing, information technology, and environmental studies. The topic of this research is in line with the development paradigm of the Tridarma of the Politeknik Negeri Bali, namely green tourism. This is proven by the existence of aspects of Nature, eco-tourism, wellness, and adventure.

This research examine the implementation of NEWA concept to increase the occupancy at the Sanctoo Suites & Villas, which will be modeled, in order to be used by Sanctoo Suites & Villas as a reference.

Prior to the pandemic, Sanctoo had an excellent Hotel occupancy. However, after the pandemic was declared in 2020, the occupancy rate started to fall and is still falling in 2021. Sanctoo Suites & Villas is making an effort to bounce back by presenting a unique experience the NEWA concept that combines Nature, Ecotourism, Wellness, and Adventure.

Table 2. Room Occupany at Sanctoo Suites & Villas 2019 - 2024

Hotel Occupancy	2019	2020	2021	2022	2023	2024
	84,79%	39,28%	35,17%	61,68%	83,28%	83%

Source : Sales & Marketing Sanctoo Suites & Villas, 2024

Based on the explanation at table 2, Research about The Analysis of NEWA Implementation to Maintain Hotel occupancy at Sanctoo Suites and Villa needs to be

carried out in order to increase occupancy at this hotel and achieve sustainable tourism through the implementation of NEWA.

1.2. Formulation of Problems

Based on the above background, the problem formulation of this research proposal is:

- a. How is the NEWA concept implemented at Sanctoo Suites & Villas to maintain hotel occupancy?
- b. How successful is the implementation of NEWA concept at Sanctoo Suites & Villas to maintain hotel occupancy?
- c. What is the model of NEWA implementation at Sanctoo Suites & Villas to maintain hotel occupancy?

1.3. Objectives of The Study

1.3.1 General Objective

This research was conducted to find out the process of implementing the NEWA concept at Sanctoo Suites & Villas to increase room occupancy as part of a marketing strategy that can compete in today's market.

1.3.2 Specific Objective

This research was conducted with the aim of :

- a. To identify NEWA concept implemented at Sanctoo Suites & Villas
- b. To measure the Succes in implementing of NEWA concept at Sanctoo Suites & Villas
- c. To design and implement the NEWA implementation model at Sanctoo Suites & Villas

1.4. Significances of The Study

The researcher expects that the results of this research will be implicated into two classifications of benefits, including theoretical and practical benefits.

The two benefits can be explained by researchers as follows:

1.4.1 Theoretical significance

This research is expected to provide an overview and understanding for management and employees at Sanctoo Suites & Villas about the importance of developing multi-potential hotel readiness to face various business disruptions that can occur at any time and last a long time.

1.4.2 Practical significance

- a. For the Student/ Researcher

The completion of this thesis is to fulfil the Academic Requirements for the graduation on Applied Master Study Program in Tourism Business Planning, Tourism Department, Politeknik Negeri Bali

b. For Politeknik Negeri Bali

This research is expected to be used as a source of supporting information and can be a reference for future research, The product and services that a hotel provides during and pre-Covid have been inevitably changing. The academics will need to collaborate more with the hotel industry to understand what the changes are and do some researches to anticipate the curricula changes. Researcher also believe that beside as additional bibliography, this research is also to support the development of Green Tourism which is in line with the philosophy of Politeknik Negeri Bali.

c. For the industry

The results of this study are expected to be used as a guide for hotel business, especially in the during and post-pandemic era, understanding customer behaviors and providing the customer needs and wants are a must. Hotels can no longer make a promotion or package based on what they think is good for the customers because it is simply not the case anymore. who are ready to face various possible global disruption situations.

BAB VI

CLOSING

6. 1. Conclusion

Sanctoo Suites & Villas has effectively incorporated the NEWA concept—Nature, Ecotourism, Wellness, and Adventure—into their operations, as presented in the discussion above. These new elements have been included into their client experience through innovative and continuous activities. Sanctoo Suites & Villas gives its visitors a singular and comprehensive experience while highlighting their dedication to environmental sustainability and regional culture. This is demonstrated by their eco-friendly architecture, adventure, and wellness programs. By applying the NEWA concept, they are able to enhance their business competitiveness in the highly competitive hotel industry while also providing a unique and memorable stay experience.

Furthermore, the results of the Attribute Priority Index (IPA) analysis highlight aspects that are important to customers and their performance levels in the context of implementing the NEWA concept by Sanctoo Suites & Villa. There are only two variable positioned in Quadrant I is the main focus of improvement, emphasizing the importance of improving the visual appearance of facilities and the professional appearance of staff. Quadrant II indicates a high level of customer satisfaction with their key expectations, which strengthens the resort's reputation as a caring holiday destination. Quadrant III, although not a top priority, still requires improvement in several aspects, such as timeliness of service and clear communication with guests.

While Quadrant IV highlights the need to maintain a high level of performance, it still pays attention to important aspects such as fast and friendly service and the presence of knowledgeable staff. By taking into account the results of the IPA analysis, Sanctoo Suites & Villa can design appropriate improvement strategies to enhance the guest experience and maintain their competitiveness in the hospitality industry.

Lastly, a solid model for maintain Hotel Occupancy with the NEWA concept at Sanctoo Suites & Villa involves a deep understanding of the NEWA concept by the marketing team, strengthening the attributes of Quadrants II and III to meet customer hopes and expectations, as well as improving important aspects in Quadrant IV to strengthen the guest experience. Online promotions that are targeted and focused on the NEWA concept will attract potential guests who are looking for holiday experiences in line with the values of Nature, Ecotourism, Wellness, and Adventure. The official website of Sanctoo Suites & Villa needed to be optimized to maintain Hotel Occupancy by providing clear and engaging information about the NEWA concept, resort facilities, and an intuitive booking process for users. Regular measurement of the number of direct bookings via the website and identification of areas for improvement are also important to ensure the successful implementation of this model in maintain Hotel Occupancy. In the end NEWA is successfully implemented, as proven by the results of the quality assessment using the Servqual method, and the room occupancy has increased over the year.

6. 2. Recommendation

The Researcher suggests that in order to Maintain Hotel Occupancy made through the internet, Sanctoo Suites & Villa should continuously incorporate the NEWA idea into their offerings. To satisfy customer expectations, this entails enhancing the variable located Quadrant II, III, and IV qualities; promoting the NEWA idea online to draw in prospective visitors seeking customized vacation experiences; and streamlining the official website to boost booking conversion. It is advised that the

Academically, Politeknik Negeri Bali should carry out more research with an emphasis on the NEWA idea for the Tourism industry as a whole and working with the Regional Government related to tourism sector to put study findings into reality.

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