

**THESIS**

**DIGITALIZATIONS OF MARKETING MIX  
AS A BUSINESS STRATEGY AT HOLIDAY RESORT  
LOMBOK**



**POLITEKNIK NEGERI BALI**

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**POLITEKNIK NEGERI BALI  
BADUNG  
2024**

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This thesis was prepared as one of the requirements for obtaining an Applied Master's Degree in the Tourism Business Management (M.Tr.Par) Study Program at the Department of Tourism, Politeknik Negeri Bali



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THESIS

DIGITALIZATIONS OF MARKETING MIX AS A BUSINESS  
STRATEGY AT HOLIDAY RESORT LOMBOK

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
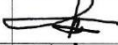

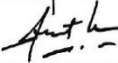


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## PAGE OF THESIS EXAMINATION AND VALIDATION

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DIGITALIZATIONS OF MARKETING MIX AS A BUSINESS  
STRATEGY AT HOLIDAY RESORT LOMBOK

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## ACKNOWLEDGMENT

Foremost, I would like to give my gratitude to the Almighty God, because of His blessing; the writer could compose this thesis with entitled “Digitalizations of Marketing Mix as a Business Strategy at Holiday Resort Lombok”. It was composed to fulfill one of the requirements to obtain the Diploma IV Tourism Business Management in Tourism Department of Politeknik Negeri Bali.

During finishing the thesis, the writer would like to thank profusely to those who always provide support, guidance, and assistance. They are:

1. I Nyoman Abdi, SE, M. e Com., as Director of Politeknik Negeri Bali, who has given the writer opportunity to gain acknowledge at Politeknik Negeri Bali
2. Dr. Ni Nyoman Sri Astuti,SST.Par.,M.Par, as the Head of Tourism Department at Politeknik Negeri Bali , for the direction and guidelines during the period of study.
3. Dr. Dra. Ni Gst Nyn Suci Murni,M.Par, as the Head of Tourism Business Management, for her direction during create the thesis and provide guidelines to complete this thesis.
4. Dr Gede Ginaya M.Si as Advisor I, Dr. I Made Darma Oka, STT.Par, M.Par as advisor II, and all lecturers who have educated and taught the writer knowledge about tourism during studying at Tourism Department, Politeknik Negeri Bali
5. All the team leaders and staff of Holiday Resort Lombok for direction and guidelines during research.

The writer realized that there is a lot of mistakes and weaknesses in this thesis, hence any corrections, comments, and critics from readers would be grateful to

improve and make this thesis become better. I hope this research thesis will be useful and could give input or knowledge as well for readers, especially the student in Politeknik Negeri Bali at Tourism Department.

Badung, July 2024

.....

I Ketut Murta Jaya Kusuma



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## **DIGITALIZATIONS OF MARKETING MIX AS A BUSINESS STRATEGY AT HOLIDAY RESORT LOMBOK**

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### **ABSTRACT**

Holiday Resort Lombok considers need to developing themselves through such a digitalization. Realizing the less ideal of business strategy itself, Holiday Resort Lombok began to make updates in the digital field. Regarding to improve the digital marketing mix of 7p's, this research has some objectives that need to reach out of the research are analyze the implementation of digitalization of marketing mix as a business strategy at Holiday Resort Lombok and design the appropriate model of digitalization of marketing mix as a business strategy at Holiday Resort Lombok. In this research, the writer used qualitative approach because this study focuses on the analysis or interpretation of the written material in context. In discussing problems contained of the research, there are theory of marketing and sustainable tourism theories that have been relevance to it. The research result shown that the digitalization of the 7p marketing mix at the Lombok Holiday Resort has been implemented in all elements of the marketing mix. These component contribute to the marketing success of a hotel. But the implementation is still very limited and not yet well integrated. The main obstacles faced in relation to implementation are due to factors such as financing, technology, human resources and hotel management planning which have not yet led to comprehensive digitalization. This research produces seven marketing mix digitalization models such as product digitalization models include product, price, promotion, people, process, and physical evidence. Each model has a goal arrangement, method, action plan, and follow up. 1). Product digitalization goal arrangement to digitalize all products and hotel services. 2) Price 3). Place digitalization goal arrangement to implement a virtual concierge or chatbot to assist guests with information and booking. 4). Promotion digitalization model goal arrangement to leverage data analytics to understand guest preferences and tailor promotional strategies accordingly. 5) People digitalization model goal arrangement to encourage staff to actively engage with guests through digital channels, such as responding to online reviews and inquiries. 6) Process digitalization goal arrangement is digitize and streamline hotel operations. 7). Physical evidence digitalization goal arrangement to incorporate digital signage, smart room technology to enhance the physical environment and guest experience. Digitalization of the marketing mix in hotels has become essential due to the increasing dependence on digital technologies and the changing customer behavior in the hospitality industry. Therefore, the hotel management should implement all the models resulting from this research as a new business strategy.

This research still has limitations. The designed model has not been validated. It is hoped that hotel management and other researchers will carry out validation tests on the models that have been created to make it more perfect.

Keywords : Digitalizations, Marketing Mix, Business Strategy

## **PENDIGITALISASIAN BAURAN PEMASARAN SEBAGAI STRATEGI BISNIS DI HOLIDAY RESORT LOMBOK**

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### **ABSTRAK**

Holiday Resort Lombok memandang perlu mengembangkan diri melalui digitalisasi tersebut. Menyadari kurang idealnya strategi bisnis itu sendiri, Holiday Resort Lombok mulai melakukan pembaharuan di bidang digital. Berkenaan dengan peningkatan bauran pemasaran digital 7p, penelitian ini memiliki beberapa tujuan yang perlu dicapai dari penelitian ini adalah menganalisis penerapan digitalisasi bauran pemasaran sebagai strategi bisnis di Holiday Resort Lombok dan merancang model digitalisasi bauran pemasaran yang sesuai. strategi bisnis di Holiday Resort Lombok. Dalam penelitian ini, penulis menggunakan pendekatan kualitatif karena penelitian ini berfokus pada analisis atau interpretasi bahan tertulis dalam konteks. Dalam pembahasan permasalahan penelitian terdapat teori pemasaran dan teori pariwisata berkelanjutan yang relevan dengannya. Hasil penelitian menunjukkan bahwa digitalisasi bauran pemasaran 7p di Lombok Holiday Resort telah diterapkan pada seluruh elemen bauran pemasaran. Komponen ini berkontribusi terhadap keberhasilan pemasaran sebuah hotel. Namun implementasinya masih sangat terbatas dan belum terintegrasi dengan baik. Kendala utama yang dihadapi terkait implementasinya disebabkan oleh faktor pembiayaan, teknologi, sumber daya manusia, dan perencanaan pengelolaan hotel yang belum mengarah pada digitalisasi menyeluruh. Penelitian ini menghasilkan tujuh model digitalisasi bauran pemasaran seperti model digitalisasi produk meliputi produk, harga, promosi, orang, proses, dan bukti fisik. Masing-masing model mempunyai susunan tujuan, metode, rencana tindakan, dan tindak lanjut. 1). Penyusunan tujuan digitalisasi produk untuk mendigitalkan seluruh produk dan layanan hotel. 2) Harga 3). Tempatkan pengaturan tujuan digitalisasi untuk menerapkan pramutamu virtual atau chatbot untuk membantu tamu dengan informasi dan pemesanan. 4). Pengaturan tujuan model digitalisasi promosi untuk memanfaatkan analisis data guna memahami preferensi tamu dan menyesuaikan strategi promosi. 5) Pengaturan tujuan model digitalisasi sumber daya manusia untuk mendorong staf berinteraksi secara aktif dengan tamu melalui saluran digital, seperti menanggapi ulasan dan pertanyaan online. 6) Pengaturan tujuan digitalisasi proses adalah mendigitalkan dan mengefektifkan operasional hotel. 7). Pengaturan tujuan digitalisasi bukti fisik untuk menggabungkan papan reklame digital, teknologi ruang pintar untuk meningkatkan lingkungan fisik dan pengalaman tamu. Digitalisasi bauran pemasaran di hotel menjadi penting karena meningkatnya ketergantungan pada teknologi digital dan perubahan perilaku pelanggan di industri

perhotelan. Oleh karena itu, pihak manajemen hotel sebaiknya menerapkan semua model hasil penelitian ini sebagai strategi bisnis baru. Penelitian ini masih mempunyai keterbatasan. Model yang dirancang belum divalidasi. Diharapkan kepada pihak manajemen hotel dan peneliti lainnya untuk melakukan uji validasi terhadap model yang telah dibuat agar lebih sempurna.

Kata kunci : Digitalisasi, Bauran Pemasaran, Strategi Bisnis

# CHAPTER I

## INTRODUCTION

### **1.1 Background**

In the digital era as of today, developments have occurred rapidly in the field of technology in various countries including Indonesia. Technological developments in digital era have led to a rapid increase in the field of telecommunications which is marked by the emergence of the internet. The internet drives the economy with the current rampant trade via the internet (Faruqi, 2019). The rapid use of the internet among the public supports the emergence of new online-based business ideas, as well as spurring companies to continue to develop, contribute, and innovate which identical to the use of a website. This is supported by the notion of e-commerce according to (Kartiwi & MacGregor, 2007) namely as economic and business activities carried out through websites that can carry out activities from selling to buying a product, as well as providing facilities for conducting business transactions between individual and organization. Therefore, the website is considered as one of the most important marketing media at this time.

Technological advances and intense business competition have encouraged the development of online business, which has led to changes in conducting sales promotions, which were originally carried out through television advertisements and placing billboards on the street, are now reaching the internet world (Ivoni et al., 2015). Digital marketing which is using internet has become a feasible option for hoteliers to reach out to potential customers, build loyalty and guest database and acquire the right audience.

Digitalization of the marketing mix in hotels has become essential due to the increasing dependence on digital technologies and the changing customer behavior in the hospitality industry. At the beginning, marketing mix only involved the 4Ps namely product, price, place, and promotion. (Dwinanda & Nur, 2020), mentions the 4P concept as a traditional marketing mix concept. However, along with the times and increasing needs, the 4P marketing mix has developed into 7P (Harrington et al., 2017) with the addition of people, processes and physical evidence. The use of digital technology in the 7P's of the marketing mix including Product, Price, Place, Promotion, People, Process, and Physical Evidence has gained momentum over the years. Keep going with current development, Holiday Resort Lombok attempt to conduct some of digitalized to their marketing mix to support customer services satisfaction. In which ideally, the digitalization of the marketing mix should reach out all of the aspect of 7P's but they only meet Price and Promotion only.

According to the result of interview with Stevie as a Marcom Manager and direct observation into location, it indicates that Holiday Resort Lombok, a popular resort destination, is facing challenges in meeting their marketing key performance indicators (KPIs) while also experiencing low marketing penetration index and online room revenue production below budget. These issues highlight the urgent need to explore the potential benefits of digitalizing their marketing mix. It is proven by the report of room production of year 2022 and 2023. The Table below shown that two years in row the production of Offline is better compare to Online.



Table 1. 1 Room Production 2022  
Source : Sales & Marketing Report

Month	Room Nights 2022					Revenue 2022				
	Share		Total Room Nights	Percentage		Share		Total Revenue	Percentage	
	Offline	Online		Offline (%)	Online (%)	Offline	Online		Offline (%)	Online (%)
January	793	331	1.124	70,53	29,47	718.960.295	305.053.798	1.024.014.093	70,21	29,79
February	577	373	950	60,69	39,31	547.779.055	360.342.720	908.121.775	60,32	39,68
March	821	334	1.155	71,11	28,89	1.724.296.492	705.659.106	2.429.955.598	70,96	29,04
April	148	53	201	73,59	26,41	503.222.201	195.406.427	698.628.628	72,03	27,97
May	1.166	490	1.656	70,42	29,58	1.025.554.730	439.104.981	1.464.659.711	70,02	29,98
June	939	373	1.312	71,58	28,42	861.120.795	349.849.245	1.210.970.040	71,11	28,89
July	1.366	622	1.988	68,73	31,27	1.179.367.639	529.613.145	1.708.980.784	69,01	30,99
August	1.243	476	1.719	72,33	27,67	746.527.501	292.047.208	1.038.574.709	71,88	28,12
September	1.138	491	1.629	69,88	30,12	985.525.842	441.738.230	1.427.264.072	69,05	30,95
October	1.155	506	1.661	69,53	30,47	1.131.477.732	511.440.421	1.642.918.153	68,87	31,13
November	878	374	1.252	70,11	29,89	842.359.657	363.077.746	1.205.437.403	69,88	30,12
December	1.376	470	1.846	74,54	25,46	1.698.777.276	598.730.536	2.297.507.812	73,94	26,06
YTD	11.601	4.892	16.493	70,34	29,66	11.964.969.215	5.092.063.563	17.057.032.778	70,3	29,7

In 2022, room production at Holiday Resort Lombok achieves 11.601 roomnights by offline, while online production only 4,892. The table shows that offline production is 40,68% better than online. This condition automatically influence the achievement of revenue that Offline production comes with Rp 11.964.969.215,- (70.3%) while online production reach in amount of Rp 5.092.063.563,- (29,7%). Another evidence comes from the next year of 2023. See table below:

Table 1. 2 Room Production 2023  
Source : Sales & Marketing Report

Month	Room Nights 2023					Revenue 2023				
	Share		Total Room Nights	Percentage		Share		Total Revenue	Percentage	
	Offline	Online		Offline (%)	Online (%)	Offline	Online		Offline (%)	Online (%)
January	1.507	569	2.076	72,58	27,42	1.167.676.054	463.156.423	1.630.832.477	71,6	28,4
February	1.452	624	2.076	69,92	30,08	1.073.921.231	497.977.527	1.571.898.758	68,32	31,68
March	1.154	467	1.621	71,22	28,78	1.065.699.757	445.288.131	1.510.987.888	70,53	29,47
April	1.120	464	1.584	70,69	29,31	1.065.754.417	478.369.630	1.544.124.047	69,02	30,98
May	1.191	552	1.743	68,33	31,67	1.018.990.700	485.054.614	1.504.045.314	67,75	32,25
June	1.880	795	2.675	70,29	29,71	1.471.634.274	651.017.210	2.122.651.484	69,33	30,67
July	2.196	1.152	3.348	65,58	34,42	2.040.960.362	1.113.537.879	3.154.498.241	64,7	35,3
August	2.489	1.237	3.726	66,79	33,21	2.357.798.531	1.223.848.941	3.581.647.472	65,83	34,17
September	1.990	788	2.778	71,63	28,37	1.630.149.741	691.339.494	2.321.489.235	70,22	29,78
October	2.281	769	3.050	74,8	25,2	2.621.087.271	940.656.541	3.561.743.812	73,59	26,41
November	1.113	479	1.592	69,9	30,1	1.061.949.859	483.378.806	1.545.328.665	68,72	31,28
December	1.722	657	2.379	72,4	27,6	1.593.133.176	665.669.002	2.258.802.178	70,53	29,47
YTD	20.094	8.554	28.648	70,34	29,66	18.168.755.373	8.139.294.198	26.308.049.571	69,02	30,98

Once again, according to the report of Sales & Marketing that Offline produce Rp 10.029.461.175,- better than Online. By percentage Online production far behind compare to Offline. Online production only reaches 30,98% by revenue, while Offline reach 69,02%.

Considering the Hotel Comparison Report, RGI score should be 1 point which indicates a successful of indicators of Marketing Key. Showing on table 3 and table 4 that on 2022 and 2023, Holiday Resort Lombok is at third position with score RGI 0.99 from the minimum score of 1 point. Comparing with its competitor at the level of four star hotels, Holiday Resort Lombok still behind Living Asia and Svarga Resort.

Table 1. 3 Hotel Comparison 2022  
Source: Sales & Marketing Report

HOTEL COMPARISON REPORT 2022														
NO	HOTEL NAME	ROOM AVAILABLE	YEAR TO DATE REPORT (2022)											
			ROOM NIGHT SOLD	OCCP.	ARR	REV PAR	ROOM REVENUE	NATURAL SHARE	ACTUAL SHARE	FAIR SHARE	M.P.I	A.R.I	R.G.I	R.G.I RANK (by REVPAR)
DIRECT COMPETITOR														
1	Holiday Resort	68.985	29.470	42,72	578.793	247.257	17.057.032.778	24,74	24,50	-0,24	0,99	1,00	0,99	<b>3</b>
2	Merumata Resort	60.590	25.636	42,31	567.668	240.184	14.552.735.403	21,73	21,31	-0,42	0,98	0,98	0,96	<b>4</b>
3	Jayakarta Resort	60.225	25.099	41,68	511.701	213.253	12.843.175.025	21,60	20,86	-0,73	0,97	0,88	0,85	<b>6</b>
4	Aruna Resort	55.845	23.785	42,59	527.352	224.605	12.543.056.398	20,03	19,77	-0,26	0,99	0,91	0,90	<b>5</b>
5	Living Asia Resort	24.090	11.825	49,09	794.567	390.027	9.395.755.062	8,64	9,83	1,19	1,14	1,37	1,55	<b>2</b>
6	Svarga Resort	9.125	4.488	49,18	793.711	390.375	3.562.175.468	3,27	3,73	0,46	1,14	1,36	1,56	<b>1</b>
	Area Result	278.860	120.303	43,14	581.481	250.857	69.953.930.134	100,00	100,00	-	1,00	1,00	1,00	

Table 1. 4 Hotel Comparison 2023  
Source: Sales & Marketing Report

HOTEL COMPARISON REPORT 2023														
NO	HOTEL NAME	ROOM AVAILABLE	YEAR TO DATE REPORT (2023)											
			ROOM NIGHT SOLD	OCCP.	ARR	REV PAR	ROOM REVENUE	NATURAL SHARE	ACTUAL SHARE	FAIR SHARE	M.P.I	A.R.I	R.G.I	R.G.I RANK (by REVPAR)
DIRECT COMPETITOR														
1	Holiday Resort	68.985	42.495	61,60	619.086	381.359	26.308.049.571	24,74	24,60	-0,14	0,99	0,98	0,97	<b>3</b>
2	Merumata Resort	60.590	36.836	60,80	625.037	379.994	23.023.853.504	21,73	21,32	-0,41	0,98	0,99	0,97	<b>4</b>
3	Jayakarta Resort	60.225	36.726	60,98	584.522	356.450	21.467.171.951	21,60	21,26	-0,34	0,98	0,92	0,91	<b>5</b>
4	Aruna Resort	55.845	33.590	60,15	571.269	343.610	19.188.909.946	20,03	19,44	-0,58	0,97	0,90	0,87	<b>6</b>
5	Living Asia Resort	24.090	16.822	69,83	846.550	591.144	14.240.660.446	8,64	9,74	1,10	1,13	1,33	1,50	<b>2</b>
6	Svarga Resort	9.125	6.305	69,10	855.957	591.431	5.396.811.160	3,27	3,65	0,38	1,12	1,35	1,50	<b>1</b>
	Area Result	278.860	172.774	61,96	634.502	393.120	109.625.456.578	100,00	100,00	-	1,00	1,00	1,00	

Another Key performance Indicator also shows that the Marketing MPI One of the primary concerns faced by Holiday Resort Lombok is the inability to meet their marketing KPIs. To evaluate the success of marketing campaigns and overall marketing performance, organizations typically set specific KPIs to track against their targets. However, with their marketing KPIs falling below budget, it highlights the need for a transformative approach to enhance marketing efforts. Digitalization of the marketing mix can help the resort identify and implement efficient strategies

to reach their KPIs and improve overall marketing effectiveness. Below is the table of KPI Marketing Description as the evident to be improved.

Table 1. 5 Marketing KPI Description  
Source: Sales & Marketing Report

NO	MARKETING KPI DESCRIPTION	KPI 2022			KPI 2023		
		ACTUAL	TARGET	VARIANT	ACTUAL	TARGET	VARIANT
1	Occupancy Rate	42,72	49,79	-7	61,60	65,00	-3,40
2	RevPar	247.257	273.257	-26.000	381.359	406.250	-24.891
3	Average Daily Rate (ADR)	578.793	639.656	-60.863	619.086	650.765	-31.679
4	Website Conversion Rate	2,1	2,3	-0,2	2,7	3	-0,3
5	Cost per Acquisition (CPA)	IDR 90k	IDR 55k	-IDR 35k	IDR 105K	IDR 67K	IDR 38K
6	Social Media Engagement	76,1K	1M	-238,5K	1M	1,4M	-400K
7	Email Marketing Open and Click Rates	14%	20%	-6%	21%	30%	-9%
8	Direct Bookings vs. OTA Bookings	20:80	40 : 60	-20	27 : 73	45 : 55	-18

Therefore, Holiday Resort Lombok considers need to developing themselves through such a digitalization. Realizing the less ideal of business strategy itself, Holiday Resort Lombok began to make updates in the digital field. Regarding to improve the digital marketing mix of 7p's, Holiday Resort Lombok improving **Product** through implementing digital platforms like hotel booking websites that allows customer to reach entire hotel's information completely also enabling them to access the real-time pricing information. Maximizing **Place**, created new channels for distribution and allowed hotels to reach a broader audience through online travel agencies, social media, and mobile applications. Improving **People** to have allowed hotels to personalize the guest experience by using data analytics to identify guest preferences and tailor services to meet their needs. Simplified **Process**, by the ease of online mobile payment; could be managed prior arrival to eliminate manual workflows during check in time.

Even though many efforts have been made to overcome the problems that arise above, the writer considers that there are still things that have escaped the

attention. After the observation, there are some points to be noticed to improve the digitalization of marketing mix 7p's at Holiday Resort Lombok. Concerning assess current digital landscape, covers evaluate current digital marketing channels and online platforms to determine strengths, weaknesses and areas for improvement. Analyzing customer behaviors and trends to understand their preferences and expectations when engaging with digital channels and services. Applying digital tools and technologies such as chatbots, augmented reality, virtual reality, and personalized services to create a more personalized customer experience. Measure and track performance regularly to evaluate the success of the digital marketing approach, analyze data to refine strategies, and identify areas that require further development.

This qualitative research involving a word, schema, and picture form (Sugiyono, 2013). The qualitative data required are Holiday Resort Lombok history, location, hotel products and facilities, the job descriptions, marketing strategy, organization chart, interview result. Supporting by interview as the Primary Data; is method of data collection by asking something to someone who is an informant or respondent (Fadhilatul et al., n.d.), in order to get accurate information related to the purpose of this study. Then, observation is a method of collecting data carried out by systematically monitoring and recording the symptoms that are being investigated (IGB & Mahadewi, 2012). Also, with the secondary data that will be shown in this research are the data obtained from the internet, books, journal, and data obtained from the hotel.

The main purpose of this research is to create suitable model of digitalization of marketing mix as business strategy at Holiday Resort Lombok order to improve value for the guests, improve the customer experience, and achieve business objectives. Ideally, to achieve the whole digitalization of marketing mix 7P's, Holiday Resort Lombok should improve the sort of another P's such us Product, Place, People, Process, and Physical Evidence. Applying digital signage, digitizing process of check in and checkout, mobile application, virtual tours hotels, etc. The indirect benefit that digitization contributes to hospitality is simplifying the main job of individual to manage hotel's information product, it is required less manning leading to employee salary saving.

In brief, the digitalization of the 7P's of the marketing mix as a business strategy in Holiday Resort Lombok has become essential to meet the changing needs and preferences of customers in a fast-paced digital environment. Digital technologies have helped hotels create a personalized and seamless experience for guests, optimizing pricing, promoting services through new channels, simplifying the guest experience, and achieve business objectives.

## **1.2 Problem Formulation**

Based on the explanation of background above, the problems that will be discussed in this research are as follows:

- a. How is the implementation of digitalization of marketing mix as a business strategy at Holiday Resort Lombok?

- b. What is the appropriate model of digitalization of marketing mix as a business strategy at Holiday Resort Lombok?

### **1.3 Research Objective**

#### **1.3.1 General Objective**

To design the model of digitalization of marketing mix as a business strategy at Holiday Resort Lombok

#### **1.3.2 Specific Objective**

Based on problems above, there are some objectives that need to reach out of the research:

- a. To analyze the implementation of digitalization of marketing mix as a business strategy at Holiday Resort Lombok
- b. To design the appropriate model of digitalization of marketing mix as a business strategy at Holiday Resort Lombok

### **1.4 Research Benefits**

#### **1.4.1 Theoretical Benefit**

This research is expected contribute knowledge and additional information theoretically on digitalization of marketing mix as a business strategy at Holiday Resort Lombok. Further, also could be used as reference and material consideration for others researcher.

#### **1.4.2 Practical Benefit**

- a. For Student

This research could be useful to increase insight and knowledge of writer regarding digitalization of marketing mix as a business strategy at Holiday Resort Lombok.

b. For Politeknik Negeri Bali

This research could be useful as an additional reading material in the library that can be used by students, especially at Tourism Department about the digitalization of marketing mix as a business strategy at Holiday Resort Lombok.

c. For Related Industry

This research hopefully is useful as material information to maintain and develop more the digitalization of marketing mix as a business strategy at Holiday Resort Lombok.

## CHAPTER VI

### CLOSING

#### 6.1 Conclusion

1. Digitalization of the 7p marketing mix at the Lombok Holiday Resort has been implemented in all elements of the marketing mix. These components contribute to the marketing success of a hotel. But the implementation is still very limited and not yet well integrated. The main obstacles faced in relation to implementation are due to factors such as financing, technology, human resources and hotel management planning which have not yet led to comprehensive digitalization.
2. This research produces seven marketing mix digitalization models such as product digitalization models include product, price, promotion, people, process, and physical evidence. Each model has a goal arrangement, method, action plan, and follow up.
  - a. Product digitalization goal arrangement to digitalize all products and hotel services. The method used are digital assistance to create quality product display online and collaboration with third party. The action plan are product digitized availability, dan Memorandum of Understanding with third party. The Follow Up are monitoring and evaluation held by IT Manager.
  - b. Price digitalization goal arrangement to provide digital price comparisons with other hotels or online travel agencies to ensure competitiveness. The method used are search and compare prices across a wide range of hotels



and filters to narrow down our search. The action plan are choose price comparisons platform, choose price comparisons platform, data prosession, and adjust pricing strategy based on data analysis. Follow Up is monitoring and evaluation held by Ecommerce Manager.

- c. Place digitalization goal arrangement to implement a virtual concierge or chatbot to assist guests with information and booking. The Method used is addopt AI Chatbox Program. The action plan are develop AI chatbox. Follow up is monitoring and evaluation held by monitor, analyze, and continuously optimize is held by the ecommerce manager.
- d. Promotion digitalization model goal arrangement to leverage data analytics to understand guest preferences and tailor promotional strategies accordingly. Method used is platform adopt digital. The action plan is analize guest feedback digital promotional chanel. Follow up is monitoring and evaluation by the Director of Marketing Communication Manager.
- e. People digitalization model goal arrangement to encourage staff to actively engage with guests through digital channels, such as responding to online reviews and inquiries. Method used is digital training for enhance digital experience. The action plan is conduct a digital skills assessment. Follow up is monitoring and evaluation by the Ecommerce Manager.
- f. Process digitalization goal arrangement is digitize and streamline hotel operations. The method used is additional new fitur of automated system at property management system. The action plan is assess current operations

and identify pain points. The follow up is monitoring and evaluation by Director of Sales Marketing.

- g. Physical evidence digitalization goal arrangement to incorporate digital signage, smart room technology to enhance the physical environment and guest experience. Method, provide digital amenities. Method used is upgrade hotel feature to be smart. The action plan is identify physical evidence to digitize. The Follow up is monitoring and evaluation by Director of Sales Marketing

## **6.2 Recommendation**

The suggestions given regarding digitizing the marketing mix at Holiday Resort Lombok as a business strategy are:

1. Digitalization of the marketing mix in hotels has become essential due to the increasing dependence on digital technologies and the changing customer behavior in the hospitality industry. Therefore, the hotel management should implement all the models resulting from this research as a new business strategy.
2. This research still has limitations. The designed model has not been validated. It is hoped that hotel management and other researchers will carry out validation tests on the models that have been created to make it more perfect.
3. Based on the results of this research, all 7ps have been implemented. However, only a few aspects have been digitized. The system used is still

spatial and not integrated holistically. Hotels must run an integrated digitalization platform, starting from the guest reservation process until payment process accuracy and security.

4. The main problem of hotels in implementing digitalization is the limitation of technology and budgeting. Another suggestion given to hotels is to provide a special budget for the adoption of digitalization technology for marketing mix in Holiday Resort Lombok

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