

THESIS

OPTIMIZING SERVICE QUALITY TO SUPPORT UPSELLING

STRATEGIES IN HILTON BALI RESORT FRONT OFFICE

OPERATIONS



POLITEKNIK NEGERI BALI

Prepared to Complete the Tasks and Requirements for Graduating a Bachelor's

Degree

Applied International Business Management Study Program Department

Bali State Polytechnic Business Administration

By:

Putu Kireina Putri Aryawan

NIM. 2015744158

BUSINESS ADMINISTRATION MAJOR

BALI STATE POLYTECHNIC

BADUNG

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THESIS APPROVAL PAGE

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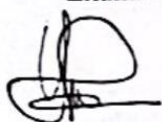
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MOTTO AND DEDICATION PAGE

Motto:

"Success doesn't come to you, you go to it"

Offerings:

Praise to God Almighty for His mercy and grace, so that the author can complete the thesis research entitled "**Optimizing Service Quality to Support Upselling Strategies in Hilton Bali Resort Front Office Operations**" on time. In the preparation of this thesis proposal, it is inseparable from the help and guidance of the supervisor and other parties who have also helped in completing this thesis. On this occasion, with great respect, the author expresses his deepest gratitude to:

1. Mr. I Nyoman Abdi, SE, M.eCom, as Director of Politeknik Negeri Bali.
2. Mrs. Nyoman Indah Kusuma Dewi, SE, MBA, as the Head of the Business Administration Department of Bali State Polytechnic.
3. Mrs. Ketut Vini Elfarosa, SE, MM, as the Head of the Bali State Polytechnic International Business Management Study Program as well as the supervisor who directed the author so that he was able to complete this thesis research.
4. Mrs. WIDIA as the supervisor who provided various support, direction, and suggestions that helped the author complete the thesis.
5. Lecturers and staff of the Department of Business Administration who have helped and provided direction during the author's study.

6. To the parents and family who never stop praying and providing moral and material support to the author so that he can complete the thesis research.
7. To the author's best friends, Putri, Amanda, Prima, Zhanna, Indira, Geiska, and resi who also provided encouragement and accompanied the author in difficult and happy times.
8. To my IISMA colleagues at Phoenix Academy, who always provide support and encouragement to the author.
9. And finally, thank you to myself for working hard and struggling so far in pursuing an applied undergraduate education (Applied S1) at Politeknik Negeri Bali to this point.

Finally, the author once again expresses his deepest gratitude to God Almighty. The author hopes that this thesis can be used by everyone and is able to bring benefits to the surrounding community and also for the development of science.



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STATEMENT OF THE ORIGINALITY OF THE THESIS WORK

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With this declare that my thesis manuscript with the title:
"Optimizing Service Quality To Support Upselling Strategies In Hilton Bali Resort Front Office Operations."

is indeed my original work. I now also declare that in this thesis script, there are no other works that have been submitted to obtain a degree in a university, and or to the best of my knowledge there are also no works or opinions that have been written or published by other people, except those that are written referred to in this thesis script and mentioned in the bibliography.

If any discrepancy is found with this statement in the future, I am willing to be prosecuted and accept academic sanctions.

Badung, August 14, 2024
Which states.



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ABSTRACT

This study aims to explore the optimization of service quality to support the upselling strategy at Hilton Bali Resort's Front Office. This study investigates factors that hinder the implementation of upselling strategies and provides strategic recommendations to improve service quality and the effectiveness of upselling strategies. Through analysis of descriptive quantitative and qualitative data collected from surveys and interviews with hotel staff and guests, this study identified key service quality factors such as responsiveness, assurance, and empathy that are important for successful upselling. The theory used is Kotler and Keller's (2019) Five Dimensions of Service Quality. The result of this research is an additional upselling SOP with the title "How To Do Upselling Based on Traveling Type".

Keywords: Optimization of service quality, upselling strategy, Standard Operational Procedures (SOP)

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FOREWORD

Praise to God Almighty for His grace and blessings, so that the author can complete the thesis proposal entitled "**Optimizing Service Quality to Support Upselling Strategies in Hilton Bali Resort Front Office Operations**" on time. This thesis report is one of the requirements in completing the Applied Bachelor program in the International Business Management Study Program, Department of Business Administration, Politeknik Negeri Bali.

In the preparation of this thesis proposal, it is inseparable from the help and guidance of the supervisors and other parties who have also helped in completing this thesis proposal. On this occasion, with great respect, the author expresses his deepest gratitude to:

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2. Mrs. Nyoman Indah Kusuma Dewi, SE, MBA, as the Head of the Business Administration Department of Bali State Polytechnic.
3. Mrs. Ketut Vini Elfarosa, SE. MM, as the Head of the Bali State Polytechnic International Business Management Study Program as well as the supervisor who has provided guidance to date so that the author can complete the thesis properly.
4. Lecturers and staff at the Department of Business Administration who have provided knowledge and direction during the author's study at the International Business Management Study Program, Department of Business Administration, Politeknik Negeri Bali.

5. Ms. Htay Htay Nyunt as the lecturer of the Business Practice course during the author's IISMA program at Phoenix Academy, Australia, who has provided knowledge and direction to the author.
6. Thank you to my beloved parents and family who always provide prayers and support while running lectures, IISMA activities, and completing this thesis.
7. Thank you to the friends of IISMA Phoenix Academy who have provided support during the preparation of this thesis proposal.
8. Finally, thank you to myself for working hard and struggling so far in pursuing applied undergraduate education (Applied S1) at Politeknik Negeri Bali to complete this thesis report.

Finally, the author once again expresses his deepest gratitude to God Almighty. The author hopes that this thesis can be used by everyone and is able to bring benefits to the surrounding community and also for the development of science.

Badung, August 14 2024

JURUSAN ADMINISTRASI BISNIS
POLITEKNIK NEGERI BALI

Author

TABLE OF CONTENTS

THESIS APPROVAL PAGE.....	iii
SIGN OF THESIS APPROVAL	iv
MOTTO AND DEDICATION PAGE.....	v
STATEMENT OF THE ORIGINALITY OF THE THESIS WORK.....	vii
ABSTRACT.....	viii
FOREWORD	ix
TABLE OF CONTENTS	xi
FIGURE LIST.....	xiii
LIST OF TABLES.....	xiv
CHAPTER I.....	1
INTRODUCTION	1
1.1. Background	1
1.3. Research Objectives	8
1.4. Research Benefits	9
1.4.1 Benefits for Researchers	9
1.4.2 Benefits to the Company.....	9
1.4.3 Benefits for Academics	10
CHAPTER II.....	12
OVERVIEW.....	12
2.1. Theory Review	12

2.1.1.	Marketing Management	12
2.1.2.	Upselling Strategy	14
2.1.3.	Service Quality	16
2.1.4.	Front office	19
2.2.	Previous Research	22
2.3.	Theoretical Framework	31
CHAPTER III		33
RESEARCH METHODS		33
3.1.	Research Location	33
3.2.	Object of Research	33
3.3.	Data Interviewee.....	34
3.4.	Population and Sample.....	35
3.5.	Research Instruments	36
3.6.	Data Collection Technique	36
3.7.	Data Analysis Technique	39
CHAPTER IV		42
RESULTS AND DISCUSSION.....		42
4.1.	Hilton Bali Resort Overview	42
4.2.	Hotel History.....	42
4.3.	Hilton Bali Resort Facilities	44
CHAPTER V.....		79
CONCLUSIONS AND SUGGESTIONS		79
5.1.	Conclusion.....	79
LITERATURE		81

FIGURE LIST

Figure 1.1 Upselling Sales Total Second Quarter 2023.....	6
Figure 2. 1 Theoretical framework.....	31
Figure 4. 1 Organizational Structure of Front Office Hilton Bali Resort	49



JURUSAN ADMINISTRASI BISNIS
POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 1. 1 Hilton Bali Resort Total Room Occupancy Quarter Dusa 2023	5
Table 1. 2 Guest Complaints via Tripadvisor App	7
Table 2. 1 Previous Research	22
Table 3. 1 Service Quality Interval	40
Table 4. 1 Hilton Bali Resort Front Office Service Quality Data	51



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CHAPTER I

INTRODUCTION

1.1. Background

In the current era of globalization, the tourism sector is one of the fastest growing sectors in the world, including Indonesia. In the economy of society and the state in this era, the tourism sector is one of the major contributors to Indonesia's income. With a projected visit of 4.5 million tourists in 2023, Bali is predicted to collect IDR 30 trillion in foreign exchange for the country (Saputra, 2023). This is the impact of the rapid development of social media, which makes tourist attractions in Bali more recognized in the world and makes more tourists come to Bali.

The development of social media not only benefits tourist attractions but also benefits the hospitality sector. more tourists visiting Bali makes hotel occupancy rates also increase, especially in five-star hotels which have the highest room occupancy rates in the last 6 months in 2023 according to the results of the monthly hotel survey conducted by BPS Bali Province. The survey results

shows that in July the occupancy rate of five-star rooms reached 70%, August 67%, September 63%, October 59%, November 57%, and December 66%, while four-star hotels had room occupancy rates in July of 62%, August 59%, September 62%, October 59%, November 54%, and December 62% (BPS Provinsi Bali, 2023). This shows that many tourists who come to Bali choose to stay and spend their vacation by staying in five-star hotels.

The Bali Governor's Regulation on tourism governance has a target that targets quality tourists so that tourists spend more time staying and shopping while in Bali (Bali Provincial Tourism Office, 2020). In line with this target, of course, more and more hotel industries in Bali are improving their quality to suit the needs of these target tourists. Such as one of the five-star hotels that has become a favorite of tourists when coming to Bali, Hilton Bali Resort. Hilton Bali Resort, which falls into the five-star hotel category, is located in Bali's southern coastal zone of Nusa Dua, set on a cliff 40 meters above the edge of the Indian Ocean. To be precise, the hotel is located at Sawangan, Jalan Raya Nusa Dua Selatan, Bali. Hilton Bali Resort is part of Hilton Worldwide Holding, Inc. and is operated under the management of PT Caterison Sukses.

Featuring the luxury standards of a five-star hotel, the hotel provides a range of facilities that aim to pamper guests while providing an unforgettable stay. One of the main attractions is the stunning infinity pool, creating the perfect relaxing atmosphere by the beach. In addition, Hilton

Bali Resort provides 420 accommodation units equipped with all the modern amenities guests need, including private balconies offering ocean view, garden view and pool view. There is also a luxurious spa with a range of treatments that soothe and pamper the body and mind, allowing guests to experience total relaxation during their stay. Hilton Bali Resort has restaurant and bar facilities serving international dishes and Balinese cuisine that can be enjoyed while watching the ocean view, there are 4 restaurants that can be enjoyed by guests namely, The Breeze, The Shore, Paon, and Grain.

By committing to high service standards, the hotel staff is always ready to provide a special and unforgettable stay for every guest, especially the Front office staff who are the first face encountered by guests when arriving at the hotel, so they have a crucial role in creating a good first impression for guests. Front office is the center of hotel service because they are the first person to show the quality of service in the hotel. In addition, when travelers receive service from the Front office, they already have an idea of how well the hotel as a whole serves travelers. If a tourist receives bad service from the Front office, the hotel will immediately be labeled bad by the tourist, on the other hand, if the Front office can provide good service, the hotel image will be good in the eyes of tourists (Sulistyawati, 2019).

The front office at Hilton Bali Resort Hotel is an important part of the hotel's operations responsible for welcoming guests, handling reservations, check-in, check-out, and providing information services to

guests. They must be able to provide friendly, efficient, and professional services to ensure a satisfying stay for guests. In addition, the front office is also tasked with managing room availability, ensuring that all reservations are properly recorded, and handling any form of communication between guests and other departments within the hotel.

In an effort to remain competitive, Hilton Bali Resort has placed special emphasis on marketing and revenue enhancement strategies of the Front office. One crucial aspect of this strategy is the implementation of the upselling strategy, which not only includes increasing revenue but also enhancing customer experience and strengthening brand image. Upselling is used to offer products that are similar to the products customers have already purchased but at a higher value so that customers can upgrade their products to get additional services. Thus the main goal of upselling is to increase the transaction size of each customer rather than acquiring new customers, which will help reduce marketing costs (Pandya & Dholakia, 2021).

It is important to understand how room occupancy rates vary from month to month, which is the basis for implementing an effective upselling strategy. The following is the total room occupancy data at Hilton Bali Resort in the second quarter of 2023.

Table 1. 1 Hilton Bali Resort Total Room Occupancy Quarter Dusa 2023

HILTON BALI RESORT TOTAL ROOM OCCUPANCY SECOND QUARTER 2023	
Month	Total Room Occupancy
June	90.88%
July	95.95%
August	92.04%
September	93.96%
October	88.93%
November	72.07%
December	84.47%

Source: Hilton Bali Resort

Table 1 shows the total room occupancy at Hilton Bali Resort in the second quarter of 2023. From the data, it can be seen that there are fluctuations in room occupancy rates every month. From June to September the room occupancy rate was always above 90% but in October, the occupancy rate decreased slightly to 88.93%. A sharper decline was seen in November with an occupancy rate of 72.07%, which was the lowest figure in this period. However, the occupancy rate increased again in December reaching 84.47%.

This data shows that despite monthly fluctuations, Hilton Bali Resort is able to maintain a relatively high room occupancy rate. However, the high room occupancy rate does not necessarily mean that the monthly upselling target can always be achieved. The targets that can be achieved by staff fluctuate each month and are not always able to meet the company's targets, as shown in the Hilton Front office upselling data below.

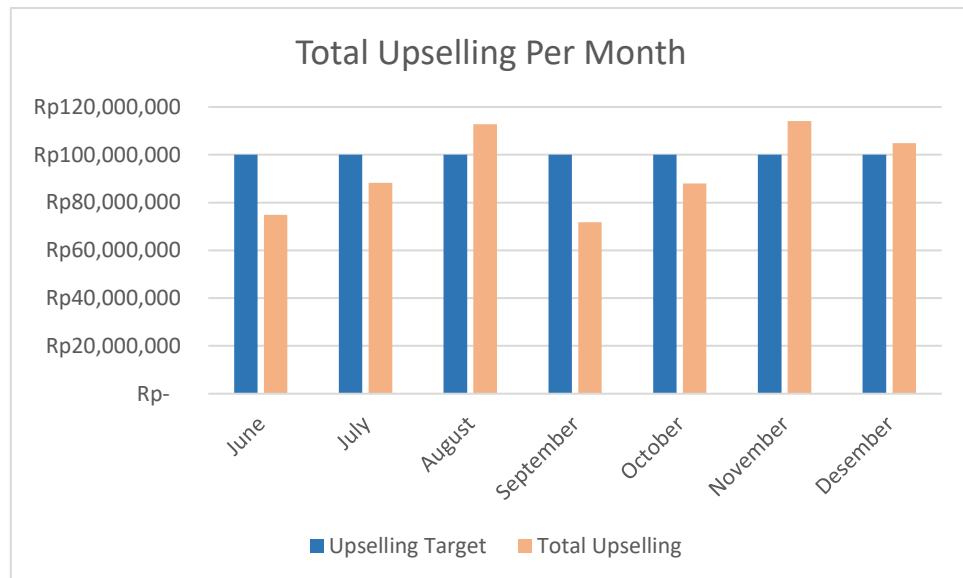


Figure 1.1 Upselling Sales Total Second Quarter 2023

Source: Hilton Bali Resort

The data in Figure 1.1 shows that the company's upselling target is the same every month, but the target is only achieved in August and November, while in June, July, September, and October, the upselling target is not met.

This is due to various factors, including the challenges faced by the front office in providing satisfactory service. In practice, the front office faces guest complaints related to the services they receive during the check-in process and upselling services. Examples of negative complaints given by guests through the Tripadvisor application can be seen in the table below.

Table 1. 2 Guest Complaints Through Tripadvisor Application

Guest Complaints Through Tripadvisor App	
No.	Complaint
1	Booked a garden view room and was upgraded for free to Cliff Tower Ocean View (this was clearly stated in the booking confirmation letter), but then after waiting for 20 minutes for the check-in registration process, the receptionist said "sorry the room is full, we have so many guests checking in today, so you will be placed in Pool View".
2	The staff did not prepare the waiting table properly, and upon arrival at the hotel, there were no chairs available, leaving her to stand throughout the check-in process.
3	The hotel staff lacked training and responsiveness to complaints, especially regarding the use of the lounge by children. In fact, this complaint was not acknowledged by the hotel. The Front Office Supervisor was unresponsive in dealing with a complaint email regarding points credit that had been sent twice.

Source: Tripadvisor

These complaints indicate that services related to the check-in and upselling process that are deemed unsatisfactory for guests have an impact on the ability of front office staff to achieve upselling targets. Therefore, it is important to understand how Hilton's front office can optimize service quality in upselling.

A qualitative analysis of these elements within front office operations is considered an appropriate approach to delve deeply into the complex dynamics involving the relationship between service quality and upselling strategies. As revealed by Sasangka (2019) in his research, that any increase in service quality aspects will be followed by an increase in

sales volume aspects. Vice versa, if the service quality aspect decreases, the sales volume aspect will definitely tend to decrease.

In this research, the author takes a focal point to understand in depth how to optimize the service quality of Hilton Bali Resort Front office staff while upselling to guests, which leads to the research title chosen by the author, namely, **"Optimizing Service Quality to Support Upselling Strategies in Hilton Bali Resort Front office Operations"**.

1.2. Problem Formulation

In accordance with the background stated above, the problem formulations raised in the author's thesis are:

1. How would you rate the quality of service at Hilton Bali Resort's front office?
2. What are the factors that hinder the implementation of upselling strategies at the Hilton Bali Resort front office?
3. How to optimize services in Hilton Bali Resort's front office operations to support the effectiveness of upselling strategies?

1.3. Research Objectives

Based on the problem formulation that has been described, the research objectives to be achieved are:

1. Knowing the assessment of service quality at the Hilton Bali Resort front office.
2. Identify what hinders the implementation of upselling strategies at the Hilton Bali Resort front office.

3. Develop strategic recommendations to optimize service quality and effectiveness of upselling strategies at Hilton Bali Resort Front office.

1.4. Research Benefits

Based on the problem formulation and research objectives that have been described, the benefits of this research are as follows:

1.4.1 Benefits for Researchers

1. Gain an in-depth understanding of service management practices and sales strategies in the hospitality industry.
2. Improve research skills, and a means of applying knowledge while studying at Politeknik Negeri Bali.

1.4.2 Benefits to the Company

1. The findings of this study can help hotel managers in improving the effectiveness of upselling room strategies.
2. Hotels can improve the quality of services provided to guests. This can help create a more satisfying stay for guests, which in turn can increase customer loyalty.
3. By identifying obstacles in the implementation of upselling services and suggesting ways to overcome these obstacles, this research can help hotels in improving operational efficiency in the front office. This can optimize staff performance.

1.4.3 Benefits for Academics

This research can provide benefits for academics, because the results of this research can be used as a reference for research and learning in the field of hospitality management and add new contributions to the academic literature on service management in the hospitality industry.

1.4.4 Benefits for Bali State Polytechnic

The author hopes that this research can contribute to adding knowledge, especially in Service Management and Marketing Management courses, and can be a reference for other students.

1.5. Systematization of Writing

A writing system that clarifies the framework and guidelines for writing a thesis is needed so that the discussion in this thesis is easier to understand. The following systematic writing is used in presenting this thesis.

CHAPTER I INTRODUCTION

The first chapter of this introduction consists of background, problem formulation, research objectives, benefits of research results, and systematic writing.

CHAPTER II LITERATURE REVIEW

The second chapter of this literature review consists of theoretical studies, empirical studies, and theoretical frameworks.

CHAPTER III RESEARCH METHODS

The third chapter of Research Methods consists of types and Interviewee of data, techniques

data collection, and data analysis methods.

CHAPTER IV RESULTS AND DISCUSSION

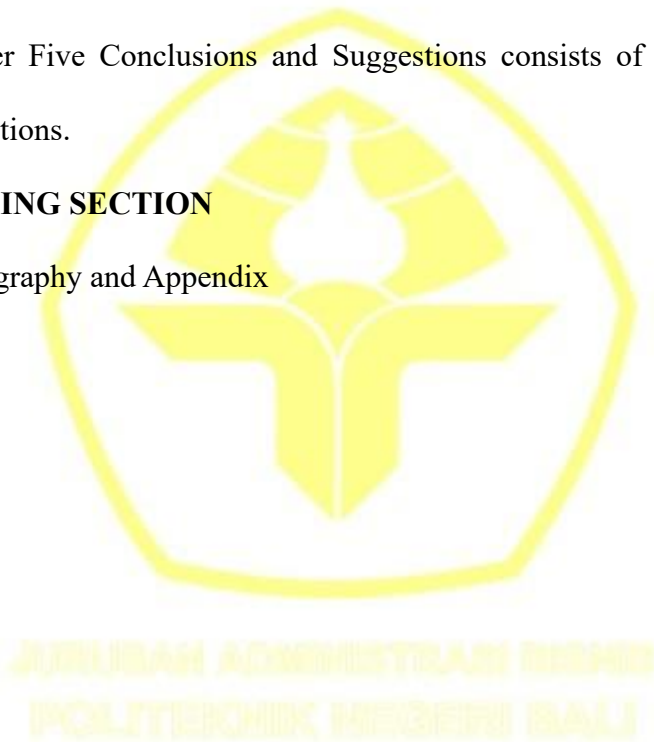
The fourth chapter of Results and Discussion consists of a general description of the company, analysis results, discussion and implications of the research results.

CHAPTER V CONCLUSIONS AND SUGGESTIONS

Chapter Five Conclusions and Suggestions consists of conclusions and suggestions.

CLOSING SECTION

Bibliography and Appendix



CHAPTER V

CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the research that has been conducted on the upselling strategy at the Hilton Bali Resort front office operations, the following conclusions can be drawn.

1. Overall, Hilton Bali Resort's front office service quality assessment was excellent across all Servqual dimensions, with each aspect getting a "Very Satisfied" rating from the guests. However, the reliability and responsiveness dimensions, which have the lowest ratings (86%), can still be improved. The main problem in this dimension is overload when there are too many guests, which causes the check-in and check-out process to be delayed and hinders the staff's ability to respond quickly to guest complaints and requests.
2. When discussing barriers in upselling strategies, it was found that several challenges such as , and limitations of visual media can affect the effectiveness of room upgrade sales. For example, a lack of training or inadequate knowledge about products and offers available may hinder the staff's ability to convince guests to upgrade.

Meanwhile, limitations in the use of visual media such as video room tours can also restrict the ability to effectively demonstrate the added value of an upgraded room to guests.

3. In the context of optimization strategies, strengthening SOPs, regular training, and the use of additional visual media as proposed by Hilton Bali Resort front office staff can improve the effectiveness of upselling strategies. Clear and consistent SOPs help reduce staff confusion and improve consistency in delivering offers to guests. In addition, the use of additional visuals such as video room tours enriches guests' visual experience, helping them to better understand the added value of the upgrade offer.

5.2. Suggestions

With this research, it is hoped that it can make a useful contribution. For Hilton Bali Resort, it is expected to periodically evaluate and improve the upselling SOP so that the upselling strategy can continue to be carried out properly. In addition, the hotel can also consider using visual technology such as video room tours to show the added value of better rooms. Thus, it is hoped that the upselling strategy can be carried out better and more effectively, and increase guest satisfaction and loyalty.

For future researchers, it is hoped that this research can be used as a Interviewee of data and reference for further research. Future research can be conducted with more complete and broader information, and explore the use of technology such as video room tours to make the upselling process more efficient and effective.

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