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CHAPTER I

INTRODUCTION

1.1 Background

Statistic Research Department states that in 2021 there were 15,069 rooms in 5-stars hotels and 18,191 rooms in 4-stars hotels in Bali, Indonesia (Yahya, 2022). Most of high-rated hotel rooms in Bali is located in Badung Regency. In total, there were 46,302 thousand rooms classify as star-rated hotels on the island.

Based on the research, the percentage of occupancy in Bali is considerably low with average 12.53% in 2021 for star-rated hotels. Compared to 2020 with 28.71% occupancy in average, the decline numbers were mainly caused of the pandemic situation which greatly impacted to tourism in Bali.

Every hotel must have a unique selling proposition (USP), also referred to as a unique selling point, integrated into its business strategy. This is a marketing approach that communicates to customers why the hotel's brand, products, or services are superior to its competitors, alongside other valuable attributes. The USP should emphasize key product advantages that hold significance for consumers. It highlights distinct claims of uniqueness based on objectively measurable features or usage benefits. A hotel's brand encompasses both tangible and socio-psychological elements, built on its reputation for reliable service, consistency, and quality. These characteristics strongly influence how consumers perceive the brand and the meaning they attach to it, ultimately affecting their purchasing decisions. There are potential financial gains and customer appeal tied

to hotel branding. Strong brands play a crucial role in addressing the challenges of today's highly volatile market. To enhance their competitiveness, hotels must create distinctive features that set their products apart from competitors. Offering superior food quality in hotel restaurants can serve as a strategic approach to their branding efforts, ensuring they are better equipped to handle fluctuating market conditions. (Bakir et al., 2017)

In regards to the above explanation, one of the luxury resorts in Bali is Andaz Bali. Andaz Bali is located in Sanur, Denpasar City. It opened in April 2021 with a total of 149 rooms. Andaz Bali is a 5-star hotel and competing with other hotels which located in Bali in general. Two approaches to understanding competition are explained by Smith, Porter, Radyhina on behavioural approach and Edzhwarth, Cournot, Robinson, Chamberlain on structural approach (Melynk & Yaskal, 2013).

On the behavioural approach, the definition of competition is varied from Identifying the unique characteristics and strategies of business behavior in competition for financially profitable demand is essential. Companies are motivated to maintain competitiveness in the market by focusing on fulfilling consumer needs as effectively as possible. Additionally, it's important to recognize that competition is not only about capturing the most financially advantageous demand but also about gaining control over distribution channels, sources of raw materials, advancements in scientific progress, skilled labor, and other key resources.

From a structural perspective, competition is defined in various ways. It is seen as an impersonal market mechanism, independent of the actions of specific

individuals or businesses, focusing primarily on the market structure and its operating conditions. Competition is regarded as a system for regulating social production, leading to the movement of productive resources across industries. A competitive market is characterized by numerous buyers purchasing similar products, where the sales volume is so small that it cannot impact the overall product price.

Andaz Bali has identified its competitive set which was approved by Hyatt Corporate and Owner. There are four hotels which identified as competitors: W Hotel and Hotel Indigo located in Seminyak area, Como Uma located in Canggu area, and InterContinental Bali in Sanur area. These competitors are selected based on the location which are ¹ in the immediate area geographically (Bali), targeting similar market segments (i.e. leisure), and providing similar products and service at similar prices. Andaz Bali is thriving as a new comer in the market which currently on going to achieve the targeted the RevPAR index. Since it was opened in April 2021, Andaz Bali officially registered its need to Smith Travel Research (STR), a third-party company ³² founded in 1985 which provides premium data benchmarking, analytics and marketplace insights for the global hospitality industry.

Due to pandemic situation, the competition in the market was hard to define. When International Market finally opened start on May 2022, Andaz Bali has set its competitive sets which are approved by stakeholders and submitted to STR. From June 2022, it received the report. As a new hotel opened, hotel is on ramping up mode, identifying which markets are potential and which comp set to determine

its performance. The RevPAR Index goal set is at 100 as hotel's KPI which fair in determining hotel's performance.

Andaz Bali started to utilize STR in June 2022 onwards. This research is compiling one year data until May 2023. Andaz Bali outperformed its competitive set by winning the market penetration index at 107.7. From 1st June 2022 to 31st May 2023, Andaz Bali was sitting at 61.2% occupancy while comp set sitting at 56.8%.

In terms of Average Rate Index (ARI), Andaz Bali was underperforming compared to its competitive set. From 1st June 2022 to 31st May 2023, Andaz Bali's Average Daily Rate was at USD 264.81 while competitive set was at USD 289.96; the result for Average Rate Index was at 91.3 where Andaz Bali's ADR was at USD 25.15 lower compared to its competitive set.

For the Revenue Per Available Room (RevPAR) was at USD 162.69 which was USD 3.03 lower compared to competitive set. ¹ RevPAR can be determined by multiplying the occupancy percentage by the average daily rate for the same period. It was resulting the ⁶⁰ Revenue Per Available Room Index at 98.2 which was below the target set at 100 as per hotel's KPI.

There were previous researches in regard to competitive set. Megayanti did her research in Identification of Competitive Set at The Ritz Carlton Bali. Wijaya has shared his research in regards to ⁸ Accommodation Business Competition in Bali focusing on Competitive Strategy for Star Hotel in Sanur. Another research was done by Mohammed on ²⁴ Competitor Set Identification in the Hotel Industry which was focusing on ⁵ a case study of full-service hotel in Hong Kong, and Hsu did her

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research on **Using RevPAR Index to Classify the Market of Taiwan's International Tourist Hotels.**

This is applied research with quantitative descriptive analysis and qualitative method with the purpose on enhancing the integration of rates and offers by Sales and Marketing department to achieve RevPAR Index at Andaz Bali within the competitive set.

The result of this research is an offer of model and recommendation related to the revamped sales and marketing role in integrating rates and offers to achieve RevPAR index at Andaz Bali within the competitive set which also can be applied not only at Andaz Bali but at other similar hotels.

28 **1.2 Formulation of Problems**

Based on the background, the formulation of the problem in this research is as follows:

1. How does the Sales and Marketing Department integrate rates and offers to achieve the RevPar Index at Andaz Bali?
2. What is the model of rates and offers integration in achieving RevPAR index at Andaz Bali within the competitive set?

29 **1.3 Objectives of the Study**

Based on the problems as the focus of this research; the objective of this research are as follows:

1. To enhance the integration of rates and offers by Sales and Marketing department to achieve RevPar index at Andaz Bali.

2. To develop the model and recommendation related to the integration of rates and offers by Sales and Marketing department to achieve RevPAR index at Andaz Bali within the competitive set.

1.4 Significances of the Study

Based on the problems as the focus of this research; this research offers benefits as follow:

1.4.1 Theoretical Significance

From this research, it will explore the knowledge of enhancing the integration of rates and offers by Sales and Marketing department, business competition, competitive set, and RevPAR index in a hotel.

1.4.2 Practitioners Significance

a. For the student/researcher

This research will offer the benefits for students in understanding the sales and marketing integration, strategies on rates and offers, business competition, competitive set, and RevPAR index in a hotel.

b. For Politeknik Negeri ²³Bali

This research is expected to be used as a source of supporting information and can be a reference for future research related to sales and marketing integration strategies on rates and offers, business competition, competitive set, and RevPAR index.

c. For the industry

This research as a guidance to understand how to enhance the integration of rates and offers by Sales and Marketing department to achieve RevPAR index within competitive set.

CHAPTER II

11 LITERATURE REVIEW AND RESEARCH FRAMEWORK

2.1 Literature Review

2.1.1 Sales and Marketing Integration

Sales and marketing integration refers to how well the activities of these two functions support each other, helping to achieve their respective goals and objectives in a coordinated and synchronized manner. Kahn and Mentzer outlined three types of integration: interaction, which involves communication and the exchange of information between the two functions; collaboration, where resources are shared and cross-functional teams work towards common goals; and composite, a combination of the first two. True integration of sales and marketing goes beyond mere coexistence and communication, aiming for a deeper, more cohesive alignment.

Recently, the integration of sales and marketing has garnered academic attention and is prompting calls for further research. There is growing empirical evidence that integrating these functions can positively impact business performance. However, studies also align with practitioners' views that achieving this integration is challenging for companies. According to Kotler, the primary reasons sales and marketing often struggle to align are economic and cultural. Essentially, salespeople are seen as action-oriented, while marketers are more strategic thinkers, leading to frequent misunderstandings and undervaluing of each other's roles. The risks of failing to integrate include marketing becoming disconnected from the market (Lysus et al., 2011)

2.1.2 Business Competition

Management, business, marketing study develop in dynamic environment, there is not absolute concept to be implemented. Every frame work or concept can be used depend on circumstances. This research is deepening the knowledge covering competition analysis and competitive measures of performance.

Competition analysis aims to uncover:

- a. profitable customer segments that competitors are targeting but are not being served at a particular property.
- b. a competitive edge or advantage that a property has which major competitors cannot replicate.
- c. weaknesses in the competitors' marketing strategies that a property can exploit.

As the hospitality industry has evolved, it has become more competitive. Mergers and acquisitions have led to the formation of larger, more influential brands, compelling hotels to capture market share from their rivals to drive sales growth. Consequently, hospitality businesses must focus not only on customer needs but also on understanding their competition. It is essential to conduct a comparative analysis of one property against its competitors at least quarterly.

A key reason for analyzing the competition is to identify ways to distinguish our property. Differentiation involves making our hospitality business and its services stand out from the competition in ways that add value for customers and are significant to them. One approach to

differentiation is to offer a product or service that is widely recognized across the industry as unique.

Efore assessing the competition, it is crucial to identify the property's competitors. In general terms, competitors are properties in the local area that target similar market segments and offer comparable products and services at similar price points. These properties are often referred to as the competitive set. To gain a precise understanding of our competition and effectively differentiate our business, we need to use three key forms:

a. Competitive rate

analysis should involve comparing not just the standard and corporate rates of competitors, but also all other rates they offer, such as government rates, senior citizen discounts, and special package deals.

This analysis should be conducted at least quarterly.

b. Competitive fact sheets.

To assess competitor activities in areas such as occupancy rates, group bookings, guest relations, promotional programs, and sales techniques, competitive fact sheets are created for each competitor. The criteria for these fact sheets may include:

- The total number of rooms and their types, such as double/double, king, suites, executive floor, etc. Also include details about the condition of the rooms, the last renovation date, and any plans for future expansion.

- Location – proximity to ¹ transportation hubs, major businesses, and local attractions.
- Overall reputation and quality – covering all aspects of the facility and the services provided.
- Meeting/banquet facilities and services – including the number and size of each room, the banquet menu with item descriptions and pricing, and the physical condition of the spaces.
- Restaurants and lounges – including the number of outlets, their operating hours, menus and pricing, as well as information on nearby dining options.
- ¹ Other amenities and services – gift shops, indoor and outdoor pools, limousine service, valet parking, frequent traveler programs, and so on.
- Marketing – including the size and responsibilities of the sales team, as well as the ¹ selling and advertising strategies used (such as direct mail, targeting travel agents, etc.).
- Customer mix – present guest mix, likely markets for the future, and so on.
- Positioning – including the current positioning statement, chain affiliation, brand image, pricing strategy, and distinguishing features compared to competitors.
- ¹ Performance record – market share, RevPAR, sales growth, profitability.

c. Fulfillment of needs by market segment. Any competitive analysis of strengths and weaknesses should focus on market segments and their specific requirements. Our strengths and weaknesses differ across market segments, reflecting the unique needs of guests within each segment. The forms we use should assess how our property compares to competitors in particular market areas. By comparing our strengths and weaknesses with those of our competitors within each market segment, we can gain a clearer understanding of our competitive position. Analyzing each segment separately and evaluating how well our hotel meets the needs and desires of each can be very useful in identifying our competitive advantage.

Competitive performance metrics. The three most frequently used statistics to compare our performance with that of our competitors are market share, fair share, and revenue per available room (RevPAR). To calculate market share and fair share, the initial step is to create a table with descriptive data, including each competitor's number of rooms, total available room nights (calculated as the number of rooms multiplied by 365), occupancy percentage, and the total room nights sold over the year.

Market share is calculated by dividing the number of room nights sold by our property by the total number of room nights sold in the market. However, market share alone does not give a complete picture of our property's performance. For a more accurate assessment, we need to calculate our property's fair share—an estimate of the number of room

nights our property should sell if demand were evenly distributed according to the number of rooms each property has.

Fair share is calculated by dividing the number of rooms available at each property by the total number of rooms available in the entire market. This analysis is useful for monitoring local market trends and evaluating the effectiveness of various marketing strategies.

Obtaining market share data for occupancy can be challenging. Sometimes, hospitality firms in a region collaborate to share average rate, occupancy, and other statistics, or a convention and visitors bureau may collect and publish such data. Additionally, a large private firm like Smith Travel Research produces monthly market-specific reports that track hotel performance in major global markets. These reports, developed with input from major hotel chains and key independent hotels, provide data on occupancy, average daily rate, and revenue per available room by city, region, and country. The reports include performance metrics for the current month, year-to-date, and a 12-month moving average.

Comparing occupancy rates and average daily rates between properties can be misleading and confusing. A more accurate method to assess how our property performs relative to the competition is by calculating RevPAR (revenue per available room). RevPAR is determined by dividing room revenue by the number of available rooms for the same period, or by multiplying the occupancy percentage by the average daily rate for that period.

RevPAR enables comparisons across hotels of varying sizes and pricing structures, offering a more accurate reflection of our revenue compared to competitors. Since it factors in both occupancy and average daily rate, it's considered one of the most reliable metrics in the industry. A comprehensive competitive analysis involves visiting competitor hotels, talking to their staff, and evaluating their advertising strategies. To gain deeper insights, staying at competitors' hotels is essential. Observing their parking lots at night to see the types of vehicles and license plates, dining in their restaurants, examining brochures, and engaging with guests can help identify key differences. Additionally, regularly reviewing their reader boards, which display meetings and events, can assist in developing strategies to attract similar organizations in the future.

¹ Other information needed for a competition analysis is available from a number of sources:

- Local convention and visitors bureau
- Hotel chain directories
- Travel guides

¹ - Chambers of commerce

- Local, county, and state room tax reports

- Website¹ of competitors

Making personal contact with other area hotel managers is also an effective information-gathering tool.

2.1.3 RevPAR Index

RevPAR serves as a key measure⁶ of hotel performance and is commonly used to compare hotels with similar target markets or types. It offers more comprehensive insights into hotel management than metrics like ADR (Average Daily Rate) and occupancy rate. In 2011, a survey conducted by Singh and Schmidgall of 81 American hotel financial managers revealed that ADR was considered the most important performance metric, followed by RevPAR, with occupancy rate ranking third. However, a 2012 study⁶ by Singh, Kline, Ma, and Beals showed that, from the perspective of American hotel asset managers, RevPAR was regarded as the top performance indicator, while GOP (Gross Operating Profit) was seen as the most important financial metric. A 2006 study by O'Neil and Mattila found that higher RevPAR is linked to increased NOI (Net Operating Income), based on data from the Institute of Smith Travel Research (Hsu, 2016).

2.2 Concepts

There are some concepts need to be clarified relevant to this research. From the competition in the hotel industry,²⁴ literature on how to achieve the targeted the RevPAR index, and information about hotel especially 5-star hotel. These details will be elaborated more as below.

2.2.1 Hotel in General and 5-Star Hotel in Specific

Accommodation in the tourism industry, namely hospitality accommodation or generally referred to as a hotel (Suwena & Widyatmaja, 2017). A hotel is a type of building, symbol, company, or accommodation business that offers lodging services, along with food, beverages, and other service facilities. These services are available to the general public, whether they are staying overnight at the hotel or simply utilizing specific facilities provided by the hotel.

In detail, the experts expressed several opinions regarding hotels. Suwena & Widyatmaja (2017) revealed that the hotel is a means of accommodation that provides various facilities and services for guests such as food service and refreshments, room service, storage and pick-up, laundry clothing, as well as additional services such as beauty salons, recreation (example: children's play facilities), sports (for example swimming pools, gymnastic locations, tennis fields, billiards, etc.).

Based on warehousehotel.com; A five-star hotel offers impeccable guest services in a modern, top-tier facility. As a five-star establishment, it provides premium dining experiences and personalized attention to its guests. Every detail is carefully considered, and these hotels often include luxurious, high-quality toiletries for their guests.

2.2.2 ⁷ Competition in Hotel Industry

In the 20th century, various new economic, managerial, geographical, and sociological theories enabled ⁷ a critique of the neoclassical (neoliberal) understanding of competition. These theories redefined and reinterpreted the concept of competition in new ways, challenging key assumptions of neoliberal theory, such as market equilibrium and access to information. This shift significantly influenced how competition is studied and understood across different contexts—economic, managerial, spatial, relational, and institutional. Notably, empirical findings from non-economic fields, particularly geography, as well as insights from business practices, played a role in shaping the development of economics. This helps to better comprehend the contemporary concept ⁷ of competition in the hotel industry. (Napierała & Birdir, 2020).

¹⁷ Recent interdisciplinary studies on competition in the hotel industry address various research issues. Building on Penrose's 2011 work, these studies highlight location ⁷ as a key factor in hotel competitiveness. They found ⁷ that economic factors and agglomeration effects were the primary influences on past hotel location decisions. However, to meet sustainable development goals, the advantages of local communities and regions should also be taken into account when selecting hotel locations.

Other study by Parzych (2020) ¹⁸ It suggests that a hotel's location has a moderate influence on guests' overall evaluation. However, the use of ¹⁸ innovative technologies, modern facilities, amenities, and a sustainable

approach significantly ¹⁸ enhance a hotel's appeal to potential guests, ultimately contributing to a competitive advantage.

Giousmpasoglou & Thuy Hua (2020) They argue that innovative technologies can greatly enhance employees' motivation, effort, ⁷ and resources to perform tasks that require greater attention, while also fostering the improvement of their skills and competencies. In the hotel industry, the adoption of innovative technologies should aim not to reduce the workforce, but to boost employee performance, especially in operational roles like housekeeping. These technologies can contribute to making the industry more sustainable, not only in terms ⁷ of energy savings, waste, and water management but also by promoting the personal development of employees (Napierała & Birdir, 2020).

According to ³⁵ Smith Travel Research (STR), competitive sets (compsets) are defined as a group of hotels that a property uses to compare its own performance against the group's overall results. In the lodging industry, accurately defining the right competitive sets is crucial and cannot be emphasized enough (Zhang, 2018).

2.2.3 Achieving RevPAR Index

In order to achieve a certain target of RevPAR Index, we first need to understand what RevPAR is; how RevPar is calculated; if RevPar include out of order rooms; how to analyze and tracking RevPAR; setting RevPAR goal; creating a successful RevPAR strategy; and balancing RevPAR and Group Business.

Individual hotel performance should be measured against the goals one set for themselves. Hotel with a RevPAR index over 100 is getting more than their “fair share” of total area business which is outperforming the competition. RevPAR measures how successful a hotel is at filling their available rooms. The metric is important to hoteliers as it is used to measure the overall financial success and performance of their property, as well as their ability to successfully market the hotel (Campbell, 2023).

2.3 Theoretical Foundation

2.3.1 Sales and Marketing Integration Theory

Sales, as one of the oldest business methods, has been the primary form of commercial exchange since the beginning of civilization and remains essential to every business. However, there is still no universally accepted definition of sales among those involved in the selling process. Peterson and Wotruba criticize the marketing literature for its lack of clarity on the concept of sales, describing marketing's definitions of selling as "ambiguous, contradictory, or simply inaccurate." They highlight various definitions of selling presented in the literature:

- a. Baker (1984) – A type of selling that occurs without the involvement of retail outlets, distributors, wholesalers, or any intermediaries.

- b. Baron et al (1991) – The establishment of an immediate exchange relationship with a customer in which the usual intermediaries in the distribution chain are omitted.
- c. Bennett (1988) – A marketing approach that involves direct sales of goods and services to consumers through personal explanation and demonstrations, primarily in their homes.
- d. Bernstein (1984) – Direct selling is the technique of approaching a customer on a person-to-person basis, either with a group approach (as in in-home party plan) or individually one-on-one, to offer products conveniently with a personal service emphasis.
- e. Clemente (1992) – A sales approach characterized by personal product explanations and demonstrations, offer in the consumer's home or retailer's establishment.
- f. Federation of European Direct Selling Association (FEDSA) – The marketing of consumer goods and services directly to consumers in their homes by way of explanation and/or demonstration through a salesperson. The location can also be a friend's home, the workplace of the customer during breaks or other places away from shops.
- g. Hart & Stapleton (1992) – Selling without the use of a retail outlet, distributor, broker or wholesaler or any other form of middleperson.
- h. Ostrow & Smith (1988) – Direct selling commonly refers to such activities as telephone sales, door-to-door selling, or in-home parties.

While marketing is a dynamic field with an ever changing prospective. With a context to time and trends in business as well as consumer behaviours. These days, advancement in technologies plays a role and therefore it is hard to formulate a single one-fits-all definition. Taking few from Kotler, below definitions show evolvement from time to time:

- a. Kotler & Keller (2016) – Marketing is a societal process by which individual and groups obtain what they need and want through creating, offering and freely exchanging products and services of value to others.
- b. Kotler & Armstrong (2005) – Marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.
- c. Kotler & Armstrong (2005) – Marketing is, managing profitable customer relationships.

From the above, sales and marketing are two critical components of any organization involved in business. Definitions also indicated that both the components should have a certain amount of independency from one another with regards to daily operations, however, at the very same time, sales and marketing must be completely integrated for planning and development strategy (Siddiqui, 2016).

In practice, the sales and marketing department will manage rates and offers to achieve the targeted revenue which ultimately aiming to achieve the targeted RevPAR index.

2.3.2 Competitors Theory

The theory used to identify competitors is developed by Abbey (2012) who defines that competitors are generally properties in the immediate area that sell to similar market segments and offer similar products and service at similar prices. These properties are called competitive set.

As shared on the concept which mentioned that the focus of recent interdisciplinary studies on competition in the hotel industry covers different research problems. Based on Penrose (2011), They viewed location as a vital resource in terms of hotel competitiveness, confirming that economic factors and agglomeration effects are the key determinants influencing past hotel location decisions. However, in the context of achieving sustainable development goals, the advantages of local communities and regions should also be taken into account during the hotel location selection process (Napierała & Birdir, 2020).

Competitors Theory is used in the deployment of rates and offers integration model of Andaz Bali compared to its competitive set.

2.3.3 RevPAR Index

The RevPAR Index assesses your RevPAR performance in comparison to a group of other hotels, such as a competitive set, market, or sub-market. It provides a clear calculation for evaluating how effectively we are selling and profiting from our rooms.

A RevPAR Index of 100 indicates that our hotel is capturing the expected or fair market share within that specific group of hotels. An index greater than 100 signifies that we are exceeding the expected market share, while an index below 100 suggests that we are not achieving as much of the share as we should.

To calculate the index, we divide the RevPAR of our hotel by the aggregated RevPAR of the group of hotels and then multiply by 100. For instance, if Andaz Bali has a RevPAR of \$70 and the group's RevPAR is \$50, the RevPAR index would be 140. This indicates that we are capturing significantly more than the expected market share.

There are a few reasons we might want to calculate the RevPAR Index:

- It enables us to evaluate the effectiveness of our strategy in comparison to our competitors.
- It can show us the variance between us and our competitors – if our index is lower can we make an investment, in technology for example, to help close the gap?
- We can be continually aware of how our hotel is positioned

The challenging aspect is selecting the competitive set for our comparison. In a busy city, this task can be simpler due to a wider range of options. It's important to choose hotels that offer a similar product to ours. Once we have defined our competitive set, we should avoid changing it unless there is a valid reason to do so.

RevPAR will rise when we optimize the revenue generated from each individual guest. One effective way to achieve this is through upselling and cross-selling to encourage additional purchases during a guest's booking. Examples could include:

- Shuttle services to and from airports or stations
- Food and beverage welcome packages, including items like champagne, fruit, and chocolates
- Tickets to local attractions or events
- Amenity packages featuring services such as massages or spa treatments
- Art, craft, or fitness classes
- Pre-stay emails that offer upgrades or additional services, such as a VIP experience.

Other tactics to boost the RevPAR revolve around the marketing, distribution, and revenue management strategies:

- Put a high focus on direct bookings to maximize profit
- Try to lower cancellation rates by analyzing which OTA channels have the highest/lowest rates
- Ask for reviews and promote any positive feedback we gain
- Implement minimum stay policies
- Run and maintain loyalty or reward programs to boost return stays
- Ensure the booking process is quick and smooth with a quality booking engine

RevPAR per property and RevPAR index of a property are formulated as shown on figure below:

$$\text{RevPAR} = \text{Occupancy \%} \times \text{Average Daily Rate} \\ \text{(same period of time)}$$

Figure 2.1: RevPAR

$$\text{RevPAR Index} = \frac{\text{Property's RevPAR}}{\text{Competitive Sets' RevPAR}}$$

Figure 2.2: RevPAR Index

2.4 Previous Researches

There are some researches previously, Megayanti et al (2020) did her research in Identification of Competitive Set at The Ritz Carlton Bali; Wijaya has shared his research in regards to Accommodation Business Competition in Bali focusing on Competitive Strategy for Star Hotel in Sanur; another research was done by Mohammed on Competitor Set Identification in the Hotel Industry which was focusing on a case study of full-service hotel in Hong Kong; and Hsu did her research on Using RevPAR Index to Classify the Market of Taiwan's International Tourist Hotels.

2.4.1 “Identification of Competitive Set at The Ritz Carlton Bali” (Megayanti et al, 2020)

The aim of this study is to analyze how the management of The Ritz-Carlton Bali identifies its competitors, as well as the hotels that compete with it. The research utilizes both secondary and primary data, gathered through observation, documentation review, and interviews to gather insights related to competitor identification. This study employs a sequential mixed-method design, incorporating both qualitative and quantitative approaches. The data analysis revealed that among the four hotels identified as competitors by The Ritz-Carlton Bali management, only one, Conrad Resort & Spa, shares a similar corporate identity, location, size, and product type. Additionally, based on similarities in corporate identity, location, size, product type, room rates, ADR, and RevPAR, the competitive set for The Ritz-Carlton Bali includes Intercontinental Bali Resort, Conrad Bali Resort, Ayana Resort & Spa Bali Hotel, Hilton Bali Resort, and The Apurva Kempinski Bali (Megayanti et al., 2020).

2.4.2 “Accommodation Business Competition in Bali: Competitive Strategy for Star Hotel in Sanur” (Wijaya et al, 2021)

The Sanur area, along with Kuta, is one of Bali’s earliest tourism destinations, hosting many of the island's star hotels. This paper aims to assess the competitive landscape of the accommodation sector in Bali Province, particularly among star hotels in the Sanur Tourism Area, and to explore

strategies for maintaining business sustainability. In 2018, primary data were collected through interviews with 8 managers and 14 employees at 3-star hotels in Sanur, using the Delphi method to identify effective competitive strategies. The SWOT analysis revealed that proximity to the beach is a key strength, while the lack of MICE facilities is a significant weakness. Conversely, Bali's status as a world-class destination presents an opportunity, whereas unfair price competition poses a threat to the accommodation sector in Sanur. The research concluded that a viable competitive strategy is to enhance the use of Information Technology by digitizing accommodation businesses (Wijaya et al., 2021).

2.4.3 Competitor Set Identification in the Hotel Industry: A case study of full-service hotel in Hong Kong” (Mohammed et al, 2014)

This study aimed to offer deeper insights into the frameworks that industry practitioners can utilize to identify competitors. The objectives included outlining the managerial process by comparing the competitor set identified by hotel managers with those identified independently by the hotel's guests. Utilizing a descriptive research design, the study involved interviews with top hotel management and surveys of hotel guests. The findings indicated that managers employed a three-step approach to identify their competitors: defining the hotel's corporate identity, scanning the market for potential competitors, and selecting hotels with similar corporate identities (Mohammed et al., 2014).

2.4.4 ⁶ Using RevPAR Index to Classify the Market of Taiwan’s International Tourist Hotels” (Hsu, 2016)

The aim of this study is to classify ⁶ Taiwan's international tourist hotels based on the RevPAR index, a widely recognized hotel performance metric that is seldom utilized in Taiwan, where identifying key variables can impact classification outcomes. These results can inform hotel investment portfolio management. The study's findings are summarized in ⁶ three parts: first, six groups within Taiwan's international tourist hotel market are identified using the RevPAR index, which differs from traditional hotel classifications; second, these classification results can be leveraged for portfolio and risk management by ⁶ hotel investors and professionals; and finally, five independent variables—RevPAR, ADR, transportation accessibility, location, and hotel types—are identified as significant factors influencing the classification outcomes (Hsu, 2016).

Table 2 1: Summary of Previous Researches

No.	Research Year	Research Title	Similarities	Differences
1	Megayanti <i>et al.</i> (2020)	Identification of Competitive Set at The Ritz Carlton Bali	This research examines the competitive set identification of the researched object.	This research only focusing on competitors of researched object which is Ritz Carlton Bali.
2	⁴⁰ Wijaya <i>et al.</i> (2021)	Accommodation Business Competition in Bali: Competitive Strategy for Star Hotel in Sanur	This research location is similar, in Sanur and identified competitiveness of hotels.	This research only focusing on competitive set within one area which is Sanur.

3	25 Mohammed <i>et al.</i> (2014)	Competitor Set Identification in the Hotel Industry: A Case Study of Full-Service Hotel in Hong Kong	9 This research is defining the corporate identity of the researched object and scanning the market for potential competitors.	This research took place in Hong Kong and only focusing on identifying researched object without aiming for index performance.
4	39 Hsu (2016)	Using RevPAR Index to Classify the Market of Taiwan's International Tourist Hotel	This research identified International Tourist Hotel market by RevPAR Index.	This research focusing only in Taiwan for International Tourist Hotel.

2.5 Research Framework

Figure 2.3 will show the research framework used in this applied research.

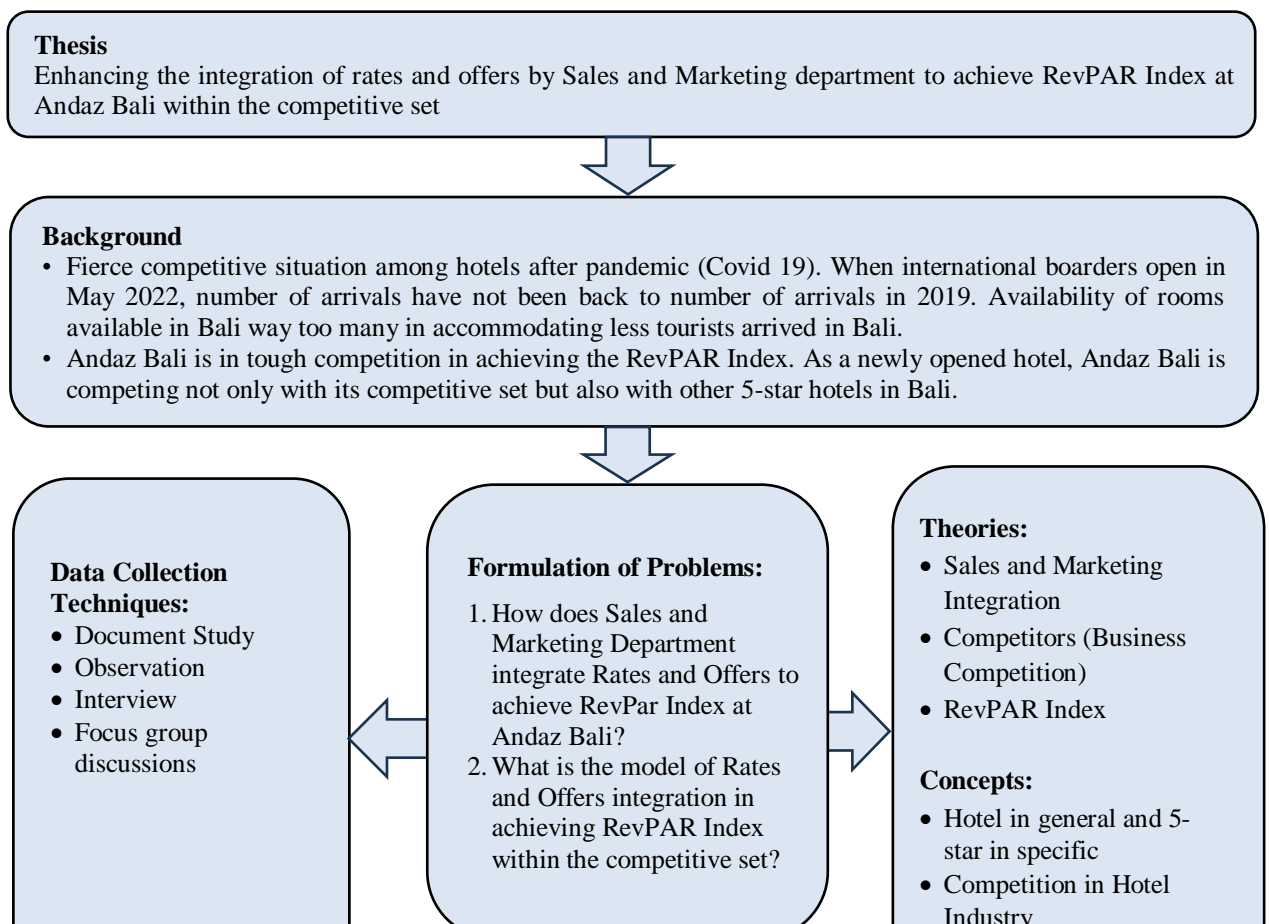


Figure 2.3: Research Framework

Thesis with title of Enhancing the Integration of Rates and Offers by Sales and Marketing Department to Achieve RevPar Index at Andaz Bali within the Competitive Set taking the background of the competitive situation among hotels especially after pandemic (Covid 19) in Bali. With the number of arrivals which have not been back to number of arrivals in 2019. Andaz Bali is in tough competition in achieving its goal for RevPar Index as a new hotel.

³⁰ The data collection techniques are by document study, observation, interview and focus group discussion. While the formulation of problems are about how the sales and marketing department integrate rates and offers to achieve the RevPar Index and what the model of rates and offers integration in achieving RevPar Index within the competitive set.

There are theories supported this thesis such as the sales and marketing integration, competitors, and RevPar Index. While the concepts support this thesis are in regard to hotel in general and 5-star in specific, competition in hotel industry, and achieving RevPar Index.

Using the quantitative descriptive analysis and qualitative method to understand the enhancement of integration of rates and offers by sales and marketing department to achieve RevPar Index at Andaz Bali within the competitive set.

Focus group discussion taken place in order to validate and model and recommendation are generated in relation with the enhancement of the integration of rates and offers by sales and marketing department to achieve RevPar Index at Andaz Bali within the competitive set.

48 CHAPTER III

RESEARCH METHODS

3.1 Research Design

This is an applied research. The methods utilized are a mix method of the 54 quantitative descriptive analysis which used to answer the first research question. The qualitative approach method is 50 used to answer the second research questions which will result in the form of model which will be validated through focus group discussion.

21 Qualitative researchers are interested in how people make sense of their world and how they interpret and experience different events (Wilson & Sharples,

2015). The reasons on why this qualitative approach is utilized because we see the competition quality between Andaz Bali and four other hotels in its competitive set: W Seminyak, Como Canggu, Hotel Indigo, and InterContinental Bali Sanur. Author is doing her research at Andaz Bali by conducting document study, observation, interview, and focus group discussion which were part of primary data in this research, while to those four hotels as competitive set of Andaz Bali is conducted by study document as secondary data.

3.2 Research Location and Object

This research is taking place at Andaz Bali and four hotels as competitive set. Andaz Bali is located in Jalan Danau Tamblingan No. 89A in Sanur, Denpasar; while W Bali Seminyak is located in Jalan Petitenget, Seminyak, Badung; another competitor in Seminyak area is Hotel Indigo located in Jalan Champlung Tanduk, Seminyak, Badung; other competitor located on the west side is Como Uma Canggu in Echo Beach, Jalan Pantai Batu Mejan, Canggu, Kuta Utara, Badung; last but not least, one competitor located near Andaz Bali is InterContinental Bali Sanur in Jalan Kusuma Sari, Sanur

The research object is the role of sales and marketing in integrating rates and offers at Andaz Bali.

3.3 Type and Source of Data

3.3.1 Type of Data

- a. Quantitative Data

Quantitative data consists of numerical information. Quantitative research involves collecting numerical data that can be reliably compared and analyzed. This method can be employed to gather and analyze data to address a wide variety of research questions (Dovetail Editorial Team, 2023). This research utilized quantitative data including occupancy, average daily rate, revenue per available room, and various pricing metrics.

b. Qualitative Data

Qualitative research is defined by Creswell (Williams, 2007) As a method for exploring and understanding the meanings that individuals or groups assign to social or human issues, the research process involves developing emerging questions and procedures. Data is typically collected within the participants' context, and analysis is conducted inductively, moving from specific details to broader themes. The researcher interprets the significance of the data, and the final written report has a flexible structure. Qualitative research is characterized by an inductive approach, an emphasis on individual perspectives, and the necessity of capturing the complexity of a situation.

This research used qualitative data as a support to the quantitative data. The qualitative data used is product offers, general information regarding Andaz Bali based on STR Report.

3.3.2 Source of Data

Source of data consists of primary and secondary data. Primary data is produced from interviews, observations, and focus group discussion and secondary data is produced from document study.

3.4 Data Collection Techniques

3.4.1 Document Study

Document study is performed in collecting information of occupancy, average daily rate, RevPAR of Andaz Bali and its competitive set. Author also collecting information on each hotel's factsheet and other written sources.

3.4.2 Observation

Observation is performed by writer as participant observation. This is only possible because writer is working at the location of research and will perform internship at the same location.

3.4.3 Interview

Interview is only conducted within Andaz Bali side. Writer interviews Hotel Manager, Cluster Director of Commercial Services, Director of Revenue and Representative of Association.

29 3.4.4 Focus Group Discussion

Focus group discussion is utilized to validate the draft model of the enhancement of integration of rates and offers by Sales and Marketing Team in achieving RevPar index at Andaz Bali. Focus group discussion is not only conducted at Andaz Bali with Hotel Manager, Cluster Director of Commercial Services and the Sales and Marketing Team but also with Representative of Associations.

44 3.5 Data Analysis Techniques

3.5.1 Quantitative Descriptive Analysis

3.5.1.1 RevPar Index Formula

The quantitative data analysis used in this research is a descriptive quantitative and RevPAR index formula:

$$\text{RevPAR} = \text{Occupancy \%} \times \text{Average Daily Rate (same period of time)}$$

$$\text{RevPAR Index} = \frac{\text{Property's RevPAR}}{\text{Competitive Sets' RevPAR}}$$

3.5.1.2 Integrating Rates and Offers

The rates and offers are integrated and synergized to the months or period.

Rates and offers are curated and discussed which then to be deployed in each market segment and its subsegment. Various rates and offers are based on sales strategy, influenced by booking pace, market trends, demand, etc.

3.5.2 Qualitative Approach

Data analysis technique used is descriptive quantitative of Miles, Huberman, & Saldana (2014), the steps include:

a. Data Condensation

Collecting data from interview, observations, and document analysis then selecting again in appropriate data needed. Collected data needs to be summarized, selecting the most important things, define theme and pattern, and discard the irrelevant data. Data reduction will provide a clearer picture. Data reduction can be displayed in a computer by giving a special code.

b. Data Display

Data display in quantitative study will be presented in table or graphic; while in qualitative will be presented in text or narrative or matrix, graphics, organization chart, which are summarized in short, chart, and relationship between category or similar. Researcher should understand the essence of the displayed material.

c. Summary and verification

Summary from displayed data is a temporary summary, it requires support of the conclusion which can be presented as recollected data or previous researches.

CHAPTER IV

OVERVIEW OF ANDAZ BALI

4.1 Location

This applied research was taken place at Andaz Bali. A 5-star resort under Hyatt Hotels Corporation. Andaz Bali is a luxury beachfront resort offering a distinctively Sanur experience. It's a modern interpretation of a Balinese village which provides its guests to experience an eclectic mix of old and new Andaz Bali has been thoughtfully designed to integrate with the lush natural surroundings, fostering a warm atmosphere in a stunning, immersive environment, much like Sanur itself. It is situated at Jalan Tamblingan No. 89A, Sanur, Denpasar City. It opened in April 2021 with a total of 149 rooms. The owning company, PT Wynncor Bali

& party, has partnered with 'Tierra,' the architecture firm based in Bangkok, and 'Spin,' the interior design team based in Japan, for the development of Andaz Bali. Collaborating seamlessly, PT Wynncor Bali & party, 'Tierra,' and 'Spin' are intricately weaving a concept envisioning the evolution of a Balinese village over the next 20 years.



Figure 4.1.1 Welcome statue of Ganesha

The journey starts with a warm welcome by this statue called Gana/ Ganesha. According to Hinduism, this God of Elephant symbolizes knowledge, intelligence, protector and repellent.

²² The belief of Ganesha is depicted as a symbol, in the form of a statue. This symbol is essentially used to pray for happiness and welfare.



Figure 4.1.2 Kori Agung

Kori Agung, in the Old days of Bali, this type of wall used only among the Royals, at the present time its utility and durability made it's the most favorable and pricey one as it is classic and unique. Guest will be welcome into a warm neighborhood and have anticipation of what experience lie beyond its wall.



Figure 4.1.3 Four headed elephants water feature

Four Headed Elephants, the head facing into 4 different directions (like a compass) and each trunk sprays the water - which means the source of living comes

from all over directions and the water will keep them peaceful and fresh for everyone to enjoy. In Balinese philosophy, we believe that elephant is a strong, wise animal with dignity. The elephants have some ornaments such as: Badong the necklace represent for ‘Something precious’, Gelung the crown represent ‘Greatness’



Figure 4.1.4 Lobby

The lobby at Andaz Bali is an open reception pavilion that has a scenic arrival framed, where guests can see the tropical landscape, stone site walls, bamboo screened guest building and crafted rooftops



Figure 4.1.5 Alun-alun overlooking Bale Banjar

Like what we see in every villages in Bali, they have a community hall/ Bale Banjar whereas a visitor needs to report/register themselves to the Civil servant on their visit to a village.



Figure 4.1.6 Dukuh area

Dukuh Pond, Located in the area of Dukuh village that replicate Tirta Gangga at Karang Asem ,it is a captivating water palace built in 1948 by King Anak Agung Anglurah Ketut Karangasem. Known as the "Water of the Ganges," it features beautiful pools, fountains, and lush gardens with statues. A notable centerpiece is an eleven-tiered fountain, creating a serene ambiance for visitors to explore and appreciate Bali's rich cultural heritage.

Andaz Bali has been receiving prestigious accolades and awards since its opened, such as Reggie Shiu Development of the Year in 2022 as the winner; TIME – 500 World’s Greatest Places in 2022. Andaz Bali proudly awarded as third rank in the 100 Best Hotels in the World, first rank Best Hotel in Indonesia, and first rank Best Resort Hotel in Asia by Travel + Leisure World’s Best Awards in 2023.

4.2 Products and Facilities

Inspired by modern Balinese villages, Andaz Bali provides 149 luxurious rooms, including 20 suites and 20 villas, feature an eclectic mix of local craftsmanship with contemporary touches. Feel immersed in the calming spirit of Sanur as the guests gaze at the views of the lush gardens, pool, or Indian ocean. Rooms and suites come with spacious balconies and oversized bathrooms while villas offer added privacy and tranquility. Each of these serene sanctuaries can be combined into compounds, ideal for families or groups.

4.2.1 Rooms, Suites, and Villas

- a. 1 King Bed/2 Twin Beds
- b. 1 King Bed Deluxe/2 Twin Bed Deluxe

- c. 1 King Bed Pool View/2 Twin Beds Pool View
- d. 1 King Bed Ocean View/2 Twin Beds Ocean View¹³
- e. 1 King Bed Lagoon Access/2 Twin Beds Lagoon Access
- f. Andaz Suite
- g. Andaz Deluxe Suite
- h. Andaz Suite Lagoon Access with 1 King Bed⁵²
- i. Ocean View Lagoon Suite with 1 King Bed
- j. Garden Pool Villa with 1 King Bed/2 Twin Beds⁵⁷
- k. 2 Bedroom Beach Pool Villa with 2 Twin Beds



Figure 4.2.1.1 1 King Bed



Figure 4.2.1.2 2 Bedroom Beach Pool Villa with 2 Twin Beds

4.2.2 Food and Beverage Outlets

a. Village Square

The dining experience starts in the heart of the resort at Village Square, with four intertwining restaurants: Wok Wok featuring Indonesian favorites, Blue Oven that offers Mediterranean cuisines, Fire Fox that is a steakhouse, and Deli & Bakery that serves coffee, tea, dessert and more.

- Wok Wok

Wok Wok hits the spot with its mouthwatering menu of Indonesian comfort food. Savor dishes that highlight flavors from across the archipelago, featuring beloved Balinese specialties with their rich combination of spices.

- Blue Oven

Amid sea-inspired shades of blue, provides the comfort of oven-baked dishes with signature dishes such as lamb shank – perfect for sharing with family and friends.

- Fire Fox

Top steakhouse restaurant in Sanur that serves a premium of selection of Angus beef from Tasmania, organic chicken and pork from the island, served with Foxy sauces and a complete set of condiments made from spices and herbs from East Asia. Also offers an exceptional drinks menu with wines from Australia and America and craft cocktails. It's the perfect setting for a special occasion or private celebration.

- Deli & Bakery

A laid-back deli serving cakes, desserts, homemade ice creams and refreshing drinks with a local twist, including freshly brewed coffee made with beans carefully sourced from local Indonesian producers.

b. Fisherman's Club

A beachfront restaurant which provides selection of bites, meat, and the freshest seafood catch of the day by local fishermen, grilled on coconut husks the traditional way.

4.2.3 Spa, Swimming Pools, and Kids Club

a. Shankha Spa

Experience ultimate relaxation in the serene luxury of the spa sanctuary while benefiting from the powerful effects of traditional Balinese healing. Situated within the exclusive complex, Shankha Spa provides the perfect wellness retreat with its extensive facilities and lavish amenities. The spa includes 10 private villas, a ³⁴24-hour fitness center, a swimming pool, sauna, steam room, hot and cold plunge pools, as well as separate locker rooms for ladies and gentlemen.

b. Swimming Pools



Figure 4.2.3.1 Aerial shoot of Liang Pool

The main pool called Liang – means happiness. Located at the beachfront near to the Fisherman’s Club, amidst the beach villas – prime location within the resort.



Figure 4.2.3.2 Alit Pool

The kid's pool called Alit, located next to the pool towel counter near to the spotlight area of the resort, Alit in Balinese means small.



Figure 4.2.3.3 Santhi Pool

Another hidden gem; Santhi Pool, Santhi means calm, peace and tranquil. This pool will be the perfect escape from the crowd and satiate the craving for 'me time' while dipping into the depth of dense forest pool

c. Kids Club



Figure 4.2.3.4 Kemu Mai

The kids club is called Kemu Mai, which means going here and there in Balinese (represents kids' behaviour). It's a learning centre with a concept of Explore, Create and Learn. The activities will be divided into 5 zones; 1) Technology, 2) Art& Craft, 3) Culinary, 4) Fun & Active to learn local cultural activities and 5) Quietzone for napping/ story telling.

4.3 Organizational Structure

Organization Chart at Andaz Bali is combined with its sister property, Hyatt Regency Bali. Reporting to Cluster Director of Commercial Services, both property is sharing some cluster roles in Marketing, Groups and Events.

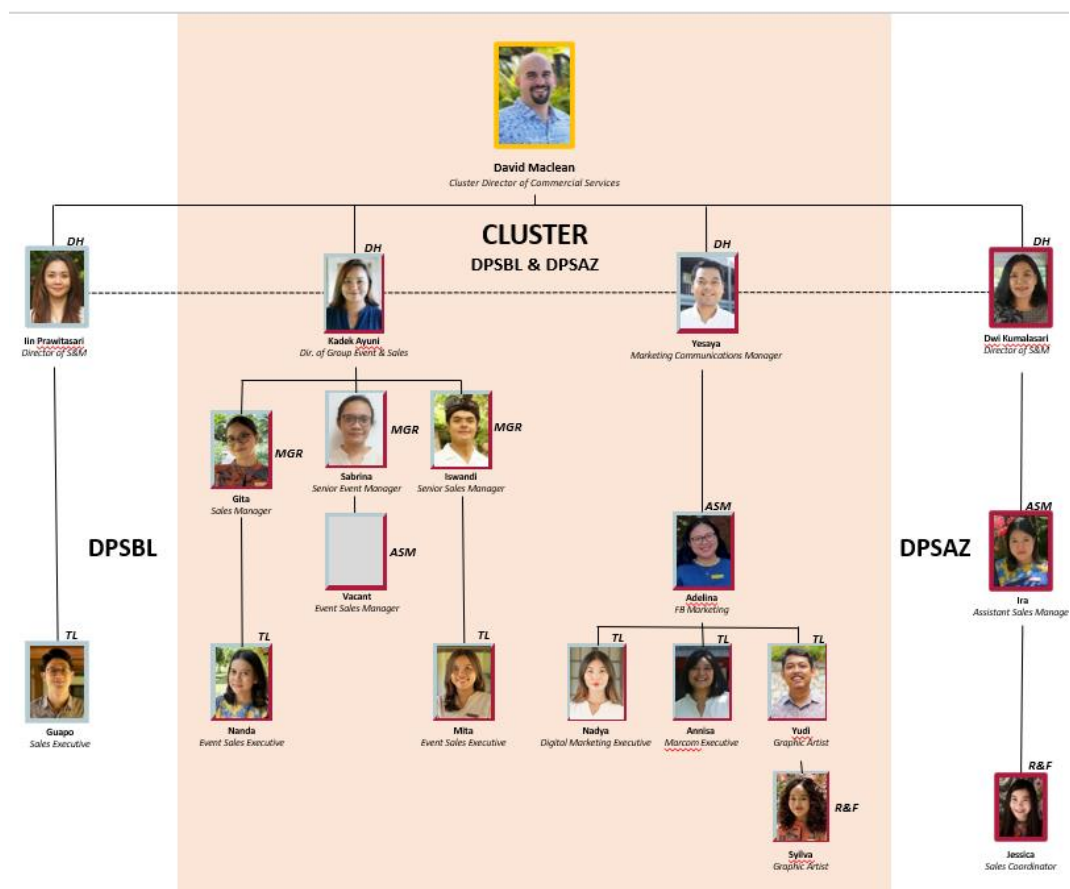


Figure 4.3 Organization Chart

Organizational Chart at Andaz Bali is combined with its sister property, Hyatt Regency Bali. Reporting to Cluster Director of Commercial Services, both property is sharing some cluster roles in Marketing, Groups and Events.

Director of Sales and Marketing is direct report to Cluster Director of Commercial Services and responsible for subordinates whom respectively responsible of their division. For sales division, DoSM working collaboratively with Cluster Director of Groups and Events Sales who supervise Senior/Sales Manager of Groups and Events Sales. DoSM directly supervise Assistant Sales Manager for Leisure who responsible for Sales Coordinator. For marketing division, DoSM working collaboratively with Cluster Marketing Manager who supervise Food and Beverage Marketing, Digital Marketing, Marketing Communication, and Graphic Design.

CHAPTER V

RESEARCH RESULT AND DISCUSSION

5.1 Quantitative Description Research

5.1.1 RevPar Index of Andaz Bali

The RevPar is calculated based on occupancy multiply by average daily rate, within the same period of time. While the RevPar Index is calculated by comparing the RevPar of Andaz Bali against competitive set's RevPar then multiply by 100. The RevPar Index of Andaz Bali for the period of 1st June 2022 until 31st May 2023 result is at 98.2 which was below target of 100 as hotel's KPI.

The details of Occupancy (Market Penetration Index), Average Daily Rate (Average Rate Index), and Revenue Per Available Room (RevPar Index) are shown on tables below.

Table 5.1 Market Penetration Index of Andaz Bali compared to its Competitive Set

2022-2023		Occupancy		
Month		Andaz Bali	Comp Set	Index (MPI)
6	Jun	58.5	54.4	107.5
7	Jul	67.8	62.5	108.5
8	Aug	54.8	57.4	95.5
9	Sep	47.7	59.3	80.4
10	Oct	63.3	58.2	108.8
11	Nov	50.4	52.8	95.5

12	Dec	69.9	59.5	117.5
1	Jan	67.4	57.5	117.2
2	Feb	59.5	47.6	125.0
3	Mar	57.7	49.9	115.6
4	Apr	71.0	64.0	110.9
5	May	66.0	58.7	112.4
Year-To-Date		61.2	56.8	107.7

Data in table 5.1 is taken from the first time Andaz Bali utilized STR in June 2022 for 12 months onward until May 2023. Based on Table 1.1, Andaz Bali outperformed its competitive set by winning the market penetration index at 107.7. From 1st June 2022 to 31st May 2023, Andaz Bali was sitting at 61.2% occupancy while comp set sitting at 56.8%.

Table 5.2 Average Rate Index of Andaz Bali compared to its Competitive Set

2022-2023		Average Daily Rate (ADR)		
No	Month	Andaz Bali	Comp Set	Index (ARI)
6	Jun	218.74	270.81	80.8
7	Jul	258.23	319.73	80.8
8	Aug	272.97	311.29	87.7
9	Sep	254.89	285.90	89.2
10	Oct	249.02	270.18	92.2
11	Nov	276.20	257.50	107.3

12	Dec	296.16	340.01	87.1
1	Jan	291.46	328.87	88.6
2	Feb	237.73	256.65	92.6
3	Mar	258.16	252.89	102.1
4	Apr	300.07	310.50	96.6
5	May	264.12	275.23	96.0
Year-To-Date		264.81	289.96	91.3

As stated on table 5.2, in terms of Average Rate Index (ARI), Andaz Bali was underperforming compared to its competitive set. From 1st June 2022 to 31st May 2023, Andaz Bali's Average Daily Rate was at USD 264.81 while competitive set was at USD 289.96; the result for Average Rate Index was at 91.3 where Andaz Bali's ADR was at USD 25.15 lower compared to its competitive set.

Table 5.3 RevPAR Index of Andaz Bali compared to its Competitive Set

2022-2023		Revenue Per Available Room (RevPAR)		
No	Month	Andaz Bali	Comp Set	RevPAR Index
6	Jun	128.0	147.3	86.9
7	Jul	175.1	199.8	87.6
8	Aug	149.6	178.7	83.7
9	Sep	121.6	169.5	71.7
10	Oct	157.6	157.2	100.2
11	Nov	139.2	136.0	102.4

12	Dec	207.0	202.3	102.3
1	Jan	196.4	189.1	103.9
2	Feb	141.4	122.2	115.8
3	Mar	149.0	126.2	118.0
4	Apr	213.0	198.7	107.2
5	May	174.3	161.6	107.9
Year-To-Date		162.69	165.72	98.2

From table 5.3, Revenue Per Available Room (RevPAR) was at USD 162.69 which was USD 3.03 lower compared to competitive set. It was resulting the Revenue Per Available Room Index at 98.2.

5.2 Qualitative Approach

5.2.1 Enhancing Integration of Rates and Offers

The integration of rates and offers at Andaz Bali are discussed on weekly basis during the Sales Strategy Meeting or often to be called Revenue Meeting. The segmentation discussed are covering Transient and Group. There are subsegment under Transient, they are Retail, Discount, Negotiated, Qualified, and Wholesale. While subsegment under Group are Corporate, Government, Tour/Wholesale, and SMERF (Social, Military, Educational, Religious, Fraternal). The deployment of rates and offers are determined by many factors such as booking pace, demand, and market trend.

Base rate (bottom rate) is set with modifier applies to higher room categories and based on seasonality (low season, high season, and peak season). While offers are created as part of marketing activity targeting each marketing funnel depending on target market as well as participation in any Global Campaign by corporate level.

In transient segment under submarket retail and discount, the rates deployed are dynamic rates ranging from Member Rate, Rack Rate, and packages. While under subsegment Negotiated there are RFP (Request For Proposal) accounts with the rate deployment is at minimum 10% commission from Rack Rate. Under subsegment qualified is Corporate Accounts, rate deployment under this subsegment is static rate with range of 10% - 20% off from best available rate. This is applicable for SMERF as well. The rate deployment for Group is determined by business on the book, number of rooms, projected room revenue, and projected total group revenue (including Food and Beverage consumption and ancillaries).

As mentioned above, offers are created as part of marketing activities which tapping all funnels and influenced by market trends. Offers are supported by marketing initiatives in each market.

Below are samples of offers available at Andaz Bali:

1. Members Save More – Loyalty Program Offer for World of Hyatt Members can enjoy 15% off with limited time offer (for e.g. six weeks campaign) with determined staying period (in e.g. eight months period).
2. Stay, Play, and Indulge – an offer which are focusing in food and beverage and ancillaries revenue. This offer available with a minimum of 3-night stay with

daily breakfast, USD 50 resort credit and USD 50 food and beverage credit per stay.

3. Village Square Happy Hour – an offer which highlighting the restaurant in the resort which encourage the guests to enjoy food and beverage offerings when staying in the resort. A minimum of 3-night stay with inclusion of daily breakfast and Village Square Happy Hour daily at 5pm – 7pm with bar snacks, unlimited beers, wines, cocktails, mocktails, and non-alcoholic beverages.
4. Villas in the Village – an offer which targeting in villas production which can contribute higher ADR for the resort. A minimum of 2-night stay in Garden Villa or 2-bedroom Beach Villa which includes daily breakfast and USD 200 food and beverage credit at Village Square.

All the offers above and carefully curated and prepared with the integration of rates deployment in each segment.

Rates and offers are integrated and deploy to target the potential market. With information from history of Geo Mix (guests based on country of residence), Andaz Bali as the newest resort among compsets benefitting by receiving domestic market or Indonesia customers as their number 1 on Geo Mix. It is followed by United States due to the brand loyalty program World of Hyatt. Andaz Bali has received Australia market sitting at number 3 due to the penetration in the market by attending regular trade shows, luxury sales mission, and participating in Bali Hotel Association roadshow. Andaz Bali has South Korea market sitting at number 4 by the activation in the market through partnership with its travel partners, consortia, corporates and high spend investment in digital marketing. Singapore

sitting at number 4 due the presence of Andaz brand in Singapore city, the potential customers aware of the brand's products, facilities, and service and it gives confidence in the market to experience Andaz Bali when they are coming for holiday on the island. Other than the top 5 markets of Indonesia, United States, Australia, South Korea, and Singapore; Andaz Bali receives Europe countries of Germany, United Kingdom, and Netherlands. Andaz Bali benefitting from its location in Sanur which has always been popular for Europe market for its tranquility.

Andaz Bali's compsets are mainly located in Seminyak which is very popular for Australia market. It's a year-round destination for Australia market, however the it reaches the high and peak season in certain months of the year during the school or festive holidays. They deploy more likely higher rates because it's destination, refrain Domestic market to book and prefer to choose the new resort such as Andaz Bali with considerable competitive rate. Other than Australia market, Seminyak is very popular for India market which traditionally coming as honeymooner couples and groups of people for business leisure. Seminyak has less European market due to the negative sentiment of its traffic and crowd.

Based on the Geo Mix information above, Andaz Bali has its potential in developing the markets. As the newest resort, domestic market is interested to experience. With the strong partnership with travel partners, competitive rates deployment and attractive offers, Andaz Bali able to gain its popularity. Offering benefits for honeymooners from South Korea market generates business to Andaz

Bali and with the investment in digital marketing in this market, Andaz Bali successfully welcoming South Korea winning its share among the compsets.

5.2.1.1 Enhancing Rates and Offers for the months with RevPar Index below 100

Based on the table which showing that RevPar Index below 100 for the months of June, July, August, and September, the writer identified that these months are categorized to “high season period” or school holiday period from many markets such as Indonesia (domestic market), Australia, Singapore, and some of Europe countries. Thus, from the table, data shown that competitive set gaining RevPar higher than Andaz Bali and resulting performance below 100 for RevPar Index.

Focus on penetrating these months should be taken nine months in advance by providing offers and set dynamic rates in place. Andaz Bali needs to push the occupancy and gain volume at early stage and focus on increasing ADR by selling higher room category.

Table 5.2.1.1 Focus Month for RevPar Index <100

Focus Months for RevPar Index < 100	Strategy	Action Items	Timeline
June (86.9) July (87.6) August (83.7) September (71.7)	Drive Volume	- Focus on Group (Resort Buy Out, MICE, C-level Corporate Meetings, etc.) - Loyalty Members penetration by	9 months in advance 9 months in advance

		launching Members' Offer - Tapping Corporate Accounts - Pushing Wholesale Partners production	¹⁰ 6 – 9 months in advance 3 – 9 months in advance
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5.2.1.2 Enhancing Rates and Offers for the months with RevPar Index at 100 or above

Based on the table which showing that RevPar Index is at 100 or above for the months of October, November, December, January, February, March, April, and May, the writer identified that Andaz Bali winning the RevPar Index at 100 or above mostly in the “low season period”. Benefitting as the latest resort within the competitive set, Andaz Bali gained popularity from the biggest market which is Indonesia (domestic market). This market travel all year round and the tendency in experiencing “new resort” give Andaz Bali the opportunity to generate more business to the resort compared to its competitive set.

Focusing on maximizing this opportunity to penetrating the market with various offers will give Andaz Bali better volume of business.

Table 5.2.1.2 Focus Month for RevPar Index \geq 100

Focus Months for RevPar Index \geq 100	Strategy	Action Items	Timeline
October (100.2) November (102.4) December (102.3)	Drive Volume	- Focus on Group (Resort Buy Out, MICE, C-level	9 months in advance

<p>January (103.9) February (115.8) March (118.0) April (107.2) May (107.9)</p>		<p>Corporate Meetings, etc.)</p> <ul style="list-style-type: none"> - Loyalty Members penetration by launching Members' Offer - Tapping Corporate Accounts - Pushing Wholesale Partners production - Limited Time Offer in different channel 	<p>9 months ¹⁰ in advance</p> <p>6 – 9 months in advance</p> <p>3 – 9 months in advance</p> <p>3 – 9 months in advance</p>
	<p>Increase ADR</p>	<ul style="list-style-type: none"> - Focus on selling higher rate for entry level category on last room availability - Focus on selling higher room categories which will generate higher ADR such as offers for Villas in the Village. 	<p>6 – 3 months in advance</p>

5.2.2 The Competitive Set of Andaz Bali

The justification of the management and owner of Andaz Bali in selecting the competitive set is presented in the following. The Author compared Andaz Bali with its competitor set. There are four hotels which determined by stakeholders (owner and management), they are InterContinental Bali Sanur, W Seminyak, Hotel

Indigo Bali, and Como Uma Canggu. Below is detail comparison between Andaz Bali and each of competitor.

- Andaz Bali compared to InterContinental Bali Sanur



HOTEL NAME	ANDAZ BALI		INTERCONTINENTAL BALI SANUR RESORT	
				
PRODUCT TYPE	Luxury Lifestyle Hotels		Luxury Hotel Brands	
HOTEL BRAND	Hyatt Hotels & Resorts		IHG Hotel	
LOCATION	SANUR, BALI		SANUR, BALI	
AIRPORT TO HOTEL	30 minutes		30 minutes	
TOTAL NO OF ROOM	149 keys		120 keys	
ROOMS	115 keys - ROOM			
	61 keys - Signature Room	66 sqm		
	46 keys - Deluxe Room	76 sqm		
	8 keys - Premium Room	102 sqm		
SUITES	12 keys - SUITES			
	6 keys - Andaz Suites Garden	125 sqm	Fairmont Suites	90 sqm
	4 keys - Andaz Suites Lagoon Access	125 sqm	Deluxe Suites	136 sqm
	2 keys - Andaz Suites Ocean View Lagoon Access	125 sqm	Signature SPA Suites	181 sqm
VILLAS	22 keys - VILLA			
	18 keys Garden Villa One Bedroom	243 sqm	One Bedroom Pool Villa	308 sqm
	4 keys - Beach Villa Two Bedroom	578 sqm	Two Bedroom Pool Villa	308 sqm
			Three Bedroom Pool Villa	478 sqm
			Presidential BeachFront Villa	937 sqm
TOTAL NO OF RESTAURANT	5 outlets		2 outlets	
	Wok Wok	Asian food	Layang Layang	South East Asia food
	Fire Fox	Steak and grills food	Pier Eight Bali	Beachfront bar
	Blue Oven	Mediterranean food		
	Deli & Bakery	Coffee shop		
	Fisherman's Club	seafood dining & beach bar		
TOTAL NO OF MEETING ROOM	4 Meeting rooms			
	Studio 1	62 sqm	Saha	65 sqm
	Studio 2	62 sqm	Nuhur	
	Studio 3	54 sqm	Club house	100 sqm
	Studio 4	54 sqm		
OUTDOOR VENUES	Daja Courtyard		420 sqm	
	Dukuh Courtyard	1,000 sqm		
	Sekar Garden	1,750 sqm		
	Alam Alun	451 sqm		
HOTEL FACILITIES	<ul style="list-style-type: none"> - Three swimming pool; incl children's pool - Spa - 24 hrs fitness center - Hotel parking area - Kid's club - 24 hrs room service - Airport transfer - Multilingual concierge - Gym - Butler service 		<ul style="list-style-type: none"> - Swimming pool - Spa - 24 hrs fitness center - Business center - Hotel parking area - Kid's Club - Babysitting - 24 hrs room service - Airport transfer - Multilingual concierge 	

Figure 5.2.2.1 Andaz Bali compared to InterContinental Bali Sanur

Andaz Bali has slightly more rooms compared to InterContinental Bali Sanur. Both resorts are located in Sanur. Andaz Bali has 115 units of Rooms category as entry level while InterContinental Bali Sanur has Suites category as the entry level. Andaz Bali has more Food & Beverage outlets than InterContinental Bali Sanur. Andaz Bali has more various indoor and outdoor venues while InterContinental Bali Sanur has limited venues. From

this comparison, Andaz Bali has advantages to gain market share and accommodate group businesses and FIT for family traveling together.

- Andaz Bali compared to W Seminyak



HOTEL NAME	ANDAZ BALI		W BALI	
				
PRODUCT TYPE	Luxury Lifestyle Hotels		Luxury Lifestyle Hotels	
HOTEL BRAND	Hyatt Hotels & Resorts		Marriott International	
LOCATION	SANUR, BALI		SEMINYAK, BALI	
AIRPORT TO HOTEL	30 minutes		25-45 minutes depending on traffic	
TOTAL NO OF ROOM	149 keys		229 keys	
ROOMS	115 keys - ROOM		151 keys - ROOM	
	61 keys - Signature Room	66 sqm	75 keys - Wonderful Garden View Escape	64 sqm
	46 keys - Deluxe Room	76 sqm	76 keys - Spectacular Ocean Facing Escape	64 sqm
	8 keys - Premium Room	102 sqm		
SUITES	12 keys - SUITES		6 keys - SUITES	
	6 keys - Andaz Suites Garden	125 sqm	4 keys - Marvelous Suite	127 sqm
	4 keys - Andaz Suites Lagoon Access	125 sqm	1 keys - WOW Suite	274 sqm
	2 keys - Andaz Suites Ocean View Lagoon Access	125 sqm	1 keys - Extreme WOW Suite	532 sqm
VILLAS	22 keys - VILLA		72 keys - VILLA	
	18 keys Garden Villa One Bedroom	243 sqm	58 keys - Marvelous One Bedroom Pool Villa	225 sqm
	4 keys - Beach Villa Two Bedroom	578 sqm	10 keys - WOW Two Bedroom Pool Villa	352 sqm
			4 keys - WOW Three Bedroom Pool Villa	625 sqm
TOTAL NO OF RESTAURANT	5 outlets		4 outlets	
	Wok Wok	Asian food	Fire	Grill
	Fire Fox	Steak and grills food	Starfish Bloo	Asian-fusion food
	Blue Oven	Mediterranean food	Woobar Bali	International food
	Deli & Bakery	Coffee shop	W Lounge	International food
	Fisherman's Club	Seafood dining & beach bar		
TOTAL NO OF MEETING ROOM	4 Meeting rooms		7 event rooms	
	Studio 1	62 sqm	Great Room A	140 sqm
	Studio 2	62 sqm	Great Room B	210 sqm
	Studio 3	54 sqm	Studio	95 sqm
	Studio 4	54 sqm	Breakout Room 1	11 sqm
OUTDOOR VENUES	Daja Courtyard	420 sqm	Breakout Room 2	9 sqm
	Dukuh Courtyard	1,000 sqm	1 Below	44 sqm
	Sekar Garden	1,750 sqm	Strategy Room	20 sqm
	Alun Alun	451 sqm		
HOTEL FACILITIES	<ul style="list-style-type: none"> - Three swimming pool; incl children's pool - Spa - 24 hrs fitness center - Hotel parking area - Kid's club - 24 hrs room service - Airport transfer - Multilingual concierge - Gym - Butler service 		<ul style="list-style-type: none"> - Swimming pool - Spa - Fitness center - Business center - Hotel parking area - Babysitting - Airport transfer - Florist - Barber/beauty shop - Gift/newsstand 	

Figure 5.2.2.2 Andaz Bali compared to W Seminyak

Andaz Bali is located in Sanur on the east coast of Bali thus it's getting sunrise. W Seminyak is located on the west coast of Bali thus it's getting a daily magnificent sunset view. W Seminyak has the advantage of well known brand under Marriott International and has more established hotels worldwide, there are 65+ hotels and resorts in 30+ countries while Andaz

brand is considerably new lifestyle brand under Hyatt Hotels Corporation with 29 hotels worldwide. W has been established in the market before Andaz Bali opened in 2021, the brand presence is strong with the great location which attracted many new and repeater customers. With 229 keys consist of 151 rooms, six suites, and 72 villas, W Seminyak also has the advantage of offering better occupancy with their front facing ocean view accommodations. While at Andaz Bali with 115 rooms, 12 Suites, and 22 villas with no front facing ocean view due to it's landscape and lay out, it is one of Andaz Bali's disadvantage in optimizing its opportunity compared to W Seminyak. 14 units of multiple bedrooms in W Seminyak generating better Average Daily Rate (ADR) compared to four units multiple bedrooms at Andaz Bali.

- Andaz Bali compared to Hotel Indigo Seminyak



HOTEL NAME	ANDAZ BALI		HOTEL INDIGO BALI	
				
PRODUCT TYPE	Luxury Lifestyle Hotels		Luxury & Lifestyle	
HOTEL BRAND	Hyatt Hotels & Resorts		IHG Hotels	
LOCATION	SANUR, BALI		SEMINYAK, BALI	
AIRPORT TO HOTEL	30 minutes		30 minutes	
TOTAL NO OF ROOM	149 keys		289 keys	
ROOMS	115 keys - ROOM		247 keys - ROOM	
	61 keys - Signature Room	66 sqm	105 keys - Classic Room	50 sqm
	46 keys - Deluxe Room	76 sqm	46 keys - Neighbourhood Room	50 sqm
	8 keys - Premium Room	102 sqm	38 keys - Oasis Room	50 sqm
			33 keys - Patio Room	50 sqm
			25 keys - Sea Breeze Room	50 sqm
SUITES	12 keys - SUITES		23 keys - SUITES	
	6 keys - Andaz Suites Garden	125 sqm	17 keys - Perada Suite	69 sqm
	4 keys - Andaz Suites Lagoon Access	125 sqm	3 keys - Tirta Suite	107 sqm
	2 keys - Andaz Suites Ocean View Lagoon Access	125 sqm	3 keys - Sagar Suite	115 sqm
VILLAS	22 keys - VILLA		19 keys - VILLA	
	18 keys Garden Villa One Bedroom	243 sqm	17 keys - Wangsa one bedroom pool villa	300 sqm
	4 keys - Beach Villa Two Bedroom	578 sqm	2 keys - Maha two bedroom pool villa	800 sqm
TOTAL NO OF RESTAURANT	5 outlets		6 café & bar	
	Wok Wok	Asian food	Salon Bali	Authentic flavours of Bali
	Fire Fox	Steak and grills food	Makase	All day dining
	Blue Oven	Mediterranean food	Tree Bar	Signature Balixology cocktails
	Deli & Bakery	Coffee shop	Pottery Café	Coffee shop
	Fisherman's Club	Seafood dining & beach bar	Cave Pool Lounge	Pool bar
			SugarSand	Beach bar
TOTAL NO OF MEETING ROOM	4 Meeting rooms		4 meeting rooms	
	Studio 1	62 sqm	Kama	81,2 sqm
	Studio 2	62 sqm	Veda	81,2 sqm
	Studio 3	54 sqm	Saka	28,5 sqm
	Studio 4	54 sqm	Naya	96,4 sqm
OUTDOOR VENUES	Daja Courtyard Dukuh Courtyard Sekar Garden Alun Alun		3 outdoor venues Tree Bar Lawn Secret Garden Pool Villa Courtyard	
		420 sqm		
		1,000 sqm		255 sqm
		1,750 sqm		836,4 sqm
		451 sqm		
HOTEL FACILITIES	<ul style="list-style-type: none"> - Three swimming pool; incl children's pool - Spa - 24 hrs fitness center - Hotel parking area - Kid's club - 24 hrs room service - Airport transfer - Multilingual concierge - Gym - Butler service 		<ul style="list-style-type: none"> - Four swimming pool - Six whirlpools - Spa - 24/7 health club - Hotel parking area - Airport transfer - Me Space co-working lounge 	

Figure 5.2.2.3 Andaz Bali compared Hotel Indigo Seminyak

Hotel Indigo Seminyak is a beachfront resort in Seminyak with accommodation and restaurants overlooking the ocean. With 247 rooms, 23 suites, and 19 villas, Hotel Indigo has the advantage of receiving more customers with competitive rates compared to Andaz Bali. Hotel Indigo's brand presence is strong under InterContinental Hotel Group with strong loyalty members of IHG Rewards. The lay out and landscape of both hotels are pretty similar. Andaz Bali has the advantage of having a bigger size of room for the entry level with 66 sqm for its 1 King Bed / 2 Twin Beds room while Indigo has 50 sqm for their Classic Room. With competitive rates in the market, Andaz Bali and Hotel Indigo are always being the option for

customers. Depends on guests' preference of each location, Hotel Indigo is vibing in the hustle bustle Seminyak with great sunset view while Andaz Bali provides a calmer and more relaxing setting in Sanur.

- Andaz Bali compared to Como Uma Cangu



HOTEL NAME	ANDAZ BALI		COMO UMA CANGGU	
				
PRODUCT TYPE	Luxury Lifestyle Hotels		Luxury Lifestyle Hotels	
HOTEL BRAND	Hyatt Hotels & Resorts		Como	
LOCATION	SANUR, BALI		SEMINYAK BALI	
AIRPORT TO HOTEL	30 minutes		25-45 minutes depending on traffic	
TOTAL NO OF ROOM	149 keys		119 Keys	
ROOMS	115 keys - ROOM		52 keys - ROOM	
	61 keys - Signature Room	66 sqm	Cangu Room	36 sqm
	46 keys - Deluxe Room	76 sqm	Garden Patio	52 sqm
	8 keys - Premium Room	102 sqm		
SUITES	12 keys - SUITES		55 keys - SUITES	
	6 keys - Andaz Suites Garden	125 sqm	One bed room suite	90 sqm
	4 keys - Andaz Suites Lagoon Access	125 sqm	Batu mejan suite	150 sqm
	2 keys - Andaz Suites Ocean View Lagoon Access	125 sqm	8 keys - Heavenly Ocean View Pool Suite	122 sqm
VILLAS	22 keys - VILLA		12 keys - RESIDENCE & PENTHOUSE	
	18 keys Garden Villa One Bedroom	243 sqm	One bedroom residence	95 sqm
	4 keys - Beach Villa Two Bedroom	578 sqm	Two bedroom residence	180 - 200 sqm
			Uma pool residence	290 sqm
			Como penthouse	400 sqm
TOTAL NO OF RESTAURANT	5 outlets		2 outlets	
	Wok Wok	Asian food	Como beach club	All day dining
	Fire Fox	Steak and grills food	Glow juice bar	Bar
	Blue Oven	Mediterranean food	Kuu	Japanese-fusion food
	Deli & Bakery	Coffee shop	Graze	Coffee shop
	Fisherman's Club	Seafood dining & beach bar		
TOTAL NO OF MEETING ROOM	4 Meeting rooms		3 meeting rooms	
	Studio 1	62 sqm	The Ballroom	300 sqm
	Studio 2	62 sqm	The Seminar Room	81.5 sqm
	Studio 3	54 sqm	The Boardroom	48 sqm
	Studio 4	54 sqm		
OUTDOOR VENUES	Daja Courtyard	420 sqm		
	Dukuh Courtyard	1,000 sqm		
	Sekar Garden	1,750 sqm		
	Alun Alun	451 sqm		
HOTEL FACILITIES	<ul style="list-style-type: none"> - Three swimming pool, incl children's pool - Spa - 24 hrs fitness center - Hotel parking area - Kid's club - 24 hrs room service - Airport transfer - Multilingual concierge - Gym - Butler service 		<ul style="list-style-type: none"> - Main swimming pool - Spa - Fitness center - Yoga studio 	

Figure 5.2.2.4 Andaz Bali compared to Como Uma Cangu

Como Uma Cangu is a beachfront resort in Canggu, under the Como Hotels and Resorts. Como Uma Cangu has the advantage of having most of their inventories with ocean front facing view with large swimming pool and lagoon access rooms. With a total of 52 rooms, 55 suites, and 12 units of residences and penthouse, Como Uma Cangu strive to gain more popularity compared to Andaz Bali for its location and hotel's lay out.

Andaz Bali has the opportunity to capture the demand from customers who expects a quieter destination, similarly to comparison with Hotel Indigo, Andaz Bali has the advantage of having bigger size of rooms for its entry level category with 66 sqm while Como Uma Canggu has entry level room with 36 sqm. Andaz Bali captures the demand from customers who prefer the luxury of space.

5.3 Discussion

Based on the quantitative description research above in regards to RevPar Index, enhancement of integration of rates and offers, and the competitive set of Andaz Bali, the result is providing the advantages and disadvantage of Andaz Bali compared to its compsets. As the newest resort among the other four resorts, Andaz Bali is opted mainly by customers who like to try new product in the market. With its concept and unique design, it delights customers by providing the new experiences such as the beautiful landscape imitating the traditional Balinese, providing flat grounds, steps away from each facility one to another, various dining experiences, and its beachfront resort setting. The luxury of spacious accommodations which Andaz Bali has, capturing customers' preference. It's convenient lay out which suitable for different market segmentation from solo travelers, couples, honeymooners, as well as groups and family segments. The quieter, more relaxing neighborhood is also one of the advantages of Andaz Bali in capturing demand from customers who seek for more enjoyable holiday.

Being new resort as the first Andaz brand in Indonesia, the need of brand presence is very likely high. It is also the first Andaz resort in Asia Pacific which

made it less popular when we compared to W brand, Hotel Indigo brand, InterContinental brand. Reintroducing Sanur as a destination is also quite a challenge when customers are more familiar with Seminyak and Canggu area. Andaz Bali has the disadvantage of not having inventory with ocean view front facing rooms while located in beachfront area while its compsets have more inventory with ocean front facing rooms with their location as beachfront resorts.

Despite the challenges which Andaz Bali encountered, Andaz Bali has the opportunity in achieving RevPar Index within its compsets. With strategic execution of integrating the rates and offers, Andaz Bali is able to optimize the advantages of being the newest brand among its compsets, the uniqueness of its design, lay out, landscape and various outlets. With good inventory of rooms, suites, and villas, and its location, Andaz Bali able to maximize the potential in capturing demands from various market segments.

5.4 Applied Research Outputs

Other significant results and outputs of the applied research activities with the above explanations are the following:

- The understanding of each team member in regards to RevPar Index goal should be more emphasized. Understanding which months that Andaz Bali can win over the compset and focusing on certain months where Andaz Bali can win the RevPar Index by at least 10 points above the compset on the low season. This winning will hopefully compensate the lost during high season which compset will win.

- The enhancement of rates and offers integration which can be carefully deployed with focusing on filling up the volume or occupancy with Member Rates and Offers the followed by Offers which focusing on higher room categories which will bring higher ADR (yielding).
- Understanding the strengths and opportunities which Andaz Bali can gain from competitors will help the enhancement of rates and offers integration. Focus in targeting certain markets on the geo mix will help Andaz Bali in performing better RevPar Index.
- The model provided below in enhancing the rates and offers for the months with RevPar Index below 100 and for the months with RevPar Index at 100 or above have been discussed during Forum Group Discussion and the Team at Andaz Bali were accepting the idea for focusing on how to drive volume business by enhancing the rates and offers for the respective months.

Table 5.4 Focus Months (RevPar Index) Model

Focus Months (RevPar Index)	Strategy	Action Items	Timeline
June (86.9) July (87.6) August (83.7) September (71.7) October (100.2) November (102.4) December (102.3) January (103.9) February (115.8) March (118.0)	Drive Volume	- Focus on Group (Resort Buy Out, MICE, C-level Corporate Meetings, etc.) - Loyalty Members penetration by launching Members’ Offer	9 months in advance 9 months in advance

<p>April (107.2) May (107.9)</p>		<p>- Tapping Corporate Accounts - Pushing Wholesale Partners production - Limited Time Offer in different channel</p>	<p>6 – 9 months in advance 3 – 9 months in advance 3 – 9 months in advance</p>
<p>October (100.2) November (102.4) December (102.3) January (103.9) February (115.8) March (118.0) April (107.2) May (107.9)</p>	<p>Increase ADR</p>	<p>- Focus on selling higher rate for entry level category on last room availability - Focus on selling higher room categories which will generate higher ADR such as offers for Villas in the Village.</p>	<p>6 – 3 months in advance</p>

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