

Green Communication in Cross Selling to Increase Revenue by Guest Relations at The Royal Pita Maha Resort

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Abstract: The phenomenon of many hotels being built and opened causes the hotel industry to experience difficulties in achieving revenue targets. One of The Royal Pita Maha Resort's efforts to increase revenue is to implement green communication in cross selling by Guest Relation. This study aims to analyze the application of green communication in cross selling by guest relations at The Royal Pita Maha Resort and to find out how green communication in cross selling can increase revenue at The Royal Pita Maha Resort. Data collection methods used are documentation, observation and interviews. Through qualitative descriptive analysis techniques, communication occurs between guest relations and departments providing cross-selling products such as the Food and Beverage Department, Spa and Front Office Department is considered not running optimally. It can be seen that communication occurs between colleagues or other departments uses more oral communication so that there are obstacles in communicating with guests which causes the effect of guests complaining and ultimately not buying cross selling products. The impact caused by the effect of communication barriers is bad reviews from guests which will create a bad image of the hotel to the public. Practical contribution for The Royal Pita Maha in implementing green communication is to carry out verbal communication followed by written communication in the form of applications so that in practice it can be balanced and also determine communication strategies. Furthermore, it is also important to conduct trainings related to communication in cross selling so that the company's goal can be achieved.

Keywords: cross-selling, green communication, guest relation, hotel management strategy, revenue

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Introduction

Bali is one of the famous tourist destinations all over the world. This is evidenced by the increase in tourist visits, both domestic and foreign tourists every year (Mimaki et al., 2022). Ubud is one of the tourist areas in Bali that offers the attractiveness of environmental beauty, cultural diversity, and unique customs. It is undeniable that there have been negative influences that have an impact on nature and the environment. Tourists' awareness of the environment encourages them to choose accommodation or hotels that apply environmentally friendly concepts. Many hotels with environmentally friendly concepts have been built, especially in the Ubud area as a tourist destination, such as The Royal Pita Maha Resort. The Royal Pita Maha Resort has a vision and mission based on the Tri Hita Karana philosophy, thus it can establish a harmonious relationship with God, humans and the environment, and among others. This harmonious relationship is one form of environmental friendliness. The hotel's architectural concept is a traditional Balinese building by using natural materials and a few factory materials. Over the time, the level of competition in the hospitality industry is felt to be increasingly tight. This phenomenon causes the emergence of obstacles in achieving the expected revenue target of the hotel. This obstacle has also begun to be felt by the management at The Royal Pita Maha Resort. Table 1 shows the increase in income and occupancy every year. Where a significant increase in revenue comes from the increase in room revenue, while the revenue for cross-selling products is very small. Cross selling is very important because it generates the second largest revenue for hotels after revenue from rooms. An example is cross selling on food and beverage.

Table 1. Occupancy and revenue data for the Royal Pita Maha for 2018-2019

Years	Occupancy	Revenue Achievement
2017	61.37%	Rp. 79.696.198.000
2018	68.87%	Rp. 90.326.673.000
2019	73.76%	Rp. 98.896.591.000

Source: The Royal Pita Maha Resort (2022)

Revenue is an important factor and has a very large role in the operation of a company, because income will affect the level of profit that is expected to ensure the survival of the company (Matsuoka, 2018). Efforts are made as one way to increase hotel revenue is by doing cross-selling (Sodikin & Riyono, 2014). Cross-selling is a general term used to describe the sale of additional products and services to customers who have purchased something from the company (Tama, 2012). The cross-selling method is carried out to attract consumers to complete the initial product purchased with other products that can complement it, which involves the promotion of additional products using product recommendations that have been purchased (Munthe & Ramantoko, 2020). Based on the understanding above, it can be concluded that cross selling is one of the most popular marketing strategies or an approach because it is quite effective in increasing sales (Liu-Thompkins & Tam (2013). Cross selling is the process of selling different products or services but still related with the products they have purchased, where the aim is to increase the value of sales. With this cross selling, it encourages customers to buy other complementary products as additional purchases such as romantic dinners, spa treatments, and transportation. The concept of cross-selling can be utilized by various industrial sectors with the aim of helping attract or attract consumers to buy products to increase profits (Cui & Shin, 2018). The application of cross-selling requires professional human resources with working knowledge and communication skills in accordance with the needs of hotel standards in the front office department, specifically on guest relations. Guest relations is a position that has a function to foster and take steps in carrying out the relationship between hotel management and hotel guests (Yulanda & Putri, 2017). Guest relations are an important part of the hotel which has a main function in providing information and services to guests who come to visit or stay at the hotel, where guest relations must be able to provide comfort for guests in enjoying all hotel facilities (Meliarini, 2021).

To provide maximum satisfaction, the task cannot only be done by one department. Each department is related to each other. If the relationship and communication between departments is cut off, it can be ascertained that the service delivery to guests is not good. In terms of cross selling, guest relations cannot work alone without collaborating with other departments. Thus, green communication is needed between colleagues or between other departments in the hotel. Green communication is an oral, person-to-person communication between the communicator and the recipient that perceives the message as non-commercial even though the subject matter is a brand, product or service (Chang, 2015). Green communication must continue to be developed and adapted to consumer needs and especially in the context of contributing to its role in overcoming and preventing problems that have arisen and preventing them with effective communication strategies (Danciu, 2012). Green communication in this study refers to communication as outlined in the form of team work carried out between Guest relations and other departments in the hotel by using verbal communication in the form of oral and written communication using applications such as WhatsApp or E-mail and non-verbal communication. Aldakhir (2019) revealed that green communication are considered as the main directions for positive change.

All efforts are made to increase hotel revenue at The Royal Pita Maha Resort. However, it seems that the current cross selling is not optimal. This is because communication within team work between colleagues and between departments still looks weak which can cause guests to complain, such as providing incorrect information about prices, products or information that does not match reality. Therefore, efforts are needed to improve cross selling programs, namely by improving communication within team work, job training, and communication training. This study aims to investigate how the implementation of green communication in cross selling by guest relations at The Royal Pita Maha Resort. Furthermore, this research also provides in-depth insight into how green communication in cross selling can increase the revenue of The Royal Pita Maha Resort. Thus, this research is expected to be able to contribute positively both theoretically and practically in developing The Royal Pita Maha Resort.

Method

This research was conducted through a descriptive qualitative approach, which used The Royal Pita Maha Resort Ubud as a research case study. The object of research used is Green Communication in Cross Selling to increase revenue by Guest Relations. Sources of data in this study include primary and secondary data, where the primary data used comes from interviews with informants involved in implementing green communication in cross selling, namely Food and Beverage Manager, Front Office Manager, and Spa Manager. While the secondary data in this study is data on total room revenue for the last three years for the 2017-2019 period and products that are cross-sold at The Royal Pita Maha Resort for food and beverage (romantic dinner), spa and transportation. Research data were collected through documentation, observation, and interview techniques. Furthermore, the research data were analyzed through the process of data reduction, data display, and conclusion drawing/verification.

Result and Discussion

The Royal Pita Maha Resort is a local hospitality brand located in Kedewatan Village, Ubud, Gianyar, which has very beautiful views of the Ayung River and Ayung Valley. Royal comes from the word "Dewa" which means the manifestation of God. Pita Maha comes from Sanskrit which consists of two words, namely Pita and Maha. Pita means shining while Maha means great. Therefore, Royal Pita Maha means a big, shining, great light from the royal palace of Ubud. This hotel is designed to preserve Balinese art and culture by carrying out the Hindu philosophy, namely Tri Hita Karana, which means the three causes of happiness. Therefore, all ornamental decorations are based on Balinese architecture as a concept of how to preserve local wisdom, local spirit and local environment that can be presented to local and international travelers. This hotel does not only carry out commercial activities, but also carries out social activities such as maintaining relations with the local community and preserving the surrounding environment.

Implementation of Green Communication in Cross Selling by Guest Relations at The Royal Pita Maha Resort

This study focuses on investigating the role of green communication in cross-selling through interviews conducted with informants, namely food and beverage managers, front office managers, and spa managers at The Royal Pita Maha Resort who discussed cross-selling products, a form of green communication such as the implementation of team work and the implementation of green communication in cross selling. In increasing revenue through cross selling, a good teamwork is needed in creating effective communication. The interview with the Front Office Manager stated that "Team work between colleagues or between other departments can be said to be very good, especially in terms of human relations. Nearly 85% of the staff have joined and worked for more than 17 years at The Royal Pita Maha Resort when the hotel opened. Thus, the feeling of kinship is very big and there is no doubt about it." This sense of family certainly gives a feeling of comfort in the workplace, feels and tries to solve problems and low turnover. Indirectly this sense of family creates a good influence in the work environment such as reducing conflicts and disputes within the company. Thus, the results of this interview can be concluded that the team work between employees is very good, especially in terms of human relations like a big family. In team work, of course, there is not only human relations but also communication. How a team work is able to establish good communication so that company goals can be achieved. In this case how guest relations establish communication between colleagues, with other departments and also communicate with guests in doing cross selling to achieve the company's goal of increasing revenue.

In cross selling, guest relations can be as communicators and guests as communicants and or other departments can be communicators and guest relations as communicants. This communication process aims to create effective communication. The communication pattern is a simple description of the process that shows the relationship between one communication component and another (Soejanto in Santi and Ferry, 2015). There are four directions of communication flow (communication patterns) that follow the organizational structure of The Royal Pita Maha Resort, namely: 1) downward communication, a vehicle for management to convey various information or messages to their subordinates such as orders/instructions, new policies, SOPs, new guidelines, advice and warnings; 2) upward communication, employees always want their complaints or inspiration to be heard by their superiors, such as guest relations communicating with the Front Office Manager at The Royal Pita Maha Resort about the obstacles faced in doing cross selling such as not understanding cross selling products so it is necessary some training such as cross selling training; 3) Horizontal communication, communication that occurs or takes place between employees who are at the same level in a company such as communication between guest relations in conducting cross selling, for example guest relations which handles guests checking in explaining and offering cross selling products; and 4) Cross-channel communication, communication that occurs between other departments or communication with guests, for example communication that is made in terms of cross selling between guest relations and the Food and Beverage Department.

The implementation of green communication includes green oral communication and green written communication. The first is green oral communication, which is a form of communication through words or the use of language and directly to the interlocutor like a conversation. This communication is done when the communicator and the communicant face to face to communicate. The type of communicator used by The Royal Pita Maha is an organizational communicator and the communicator is guest relations, which plays an important role as the main role in the communication process, namely controlling the course of communication. While at The Royal Pita Maha Resort, the communicants are the guests who stay. Communication will be successful if the message or information conveyed is in accordance with the wishes and needs of guests. Therefore, guest relations must have skills in communication, have ideas, high creativity and be able to influence the thoughts and decisions of guests. Oral communication tool that is often done is verbal communication by telephone. The second is green written communication, where communication made in writing can be done through applications or technological media such

as communication via E-mail or WhatsApp. The variety of this communication is reading and writing. Reading activities can only be done when someone writes a message or information.

Guest Relations who establish cooperative relationships in the form of communication with other departments as providers of cross selling products. Good and correct coordination and communication between guest relations and the food and beverage department can improve the quality of service to guests in cross selling. Some examples of communication relationships between guest relations and the food and beverage department are that guest relations will inform the food and beverage department about the number of guests staying, the number of guests who come, the number of VIP guests and also guest relations will sell food and beverage products to guests who new arrivals or those who have stayed. Meanwhile, the food and beverage department prepares welcome drinks for new guests and provides and prepares products to be sold. The success of the food and beverage department certainly cannot be separated from the support and important role of all departments, especially guest relations. One of the supports and roles performed by guest relations is to conduct cross selling of food and Beverage products, such as the one thousand romantic candle light dinner product, which is the flagship product of cross selling owned by the food and beverage department. On the other hand, the green communication as outlined in the form of team work between guest relations and the team from the Spa department is very good. Guest relations always coordinate and communicate with the spa department in terms of the number of guests staying, the number of VIP guests or repeater guests and guest nationality staying. The spa department really needs information related to guests, especially nationality guests staying. The Spa Department is one of the points of sales at The Royal Pita Maha Resort which is of course a revenue-generating department. Various efforts were made to meet the given targets. One of them is involving the role of guest relations to carry out a cross selling program for Spa products.

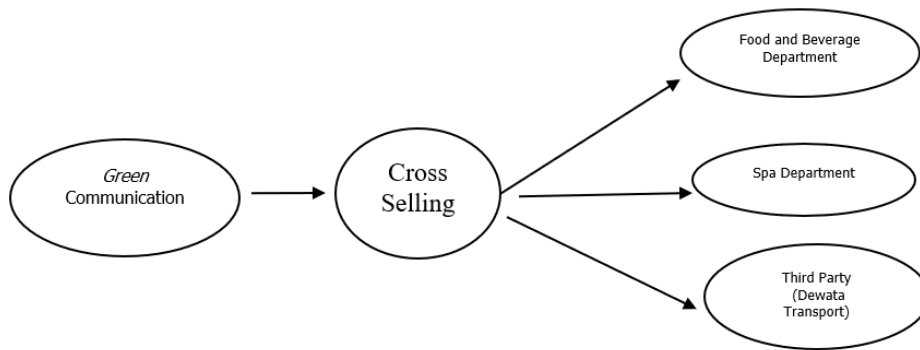


Figure 1. Green communication in cross selling related to other department

The picture above explains that green communication in doing cross selling is related to other department that provides cross selling products, namely the Food beverage department, Spa Department and Third party.

1. Green Communication between Guest Relations and Food and Beverage Department

Based on the results of interviews with the Front Office Manager that "Guest relations in carrying out their duties selling cross selling products act as communicators, where there are several obstacles faced as a communicator. One of the problems is that guest relations often do not get information about new products to be sold. This is due to the absence of information or advance notification about the new product. So this is what causes guest relations not to be too confident in explaining and selling the product." An example is when there is a new product called Ayo through Pack-age, guest relations don't know about it at all. Guest relations only realized and found out when outside guests came and brought the flyer package. Thus, guest relations are not sure in explaining the product. Based on an interview with the Food and Beverage Manager that "Every time there is a new cross selling product, it is always submitted to the Resort Manager for approval and after that it is submitted to the Sales Department to be promoted on the website and informed to guest relations". However, there has been no information that the product has been approved but has been promoted to the website without any information being returned to the Food and Beverage Department. Therefore, no time or opportunity to explain in detail the product to guest relations.

Next, when there is a cross selling product, the food and beverage department only provides flyers for the product as a tool to explain to guests without first explaining to guest relations with details. With the reason that when guest relations are unable to explain the product to guests, guest relations can ask the food and beverage

department to explain details to guests. This of course causes guest relations to look like they do not master the products described and in the end there is a feeling of insecurity in providing explanations to guests. Guest relations here function as a communicator to guests (communicants) for food and beverage products provided by the food & beverage team, but there are problems in communication between guest relations and the food and beverage department as providers of food and beverage products. Thus, it can affect the service in providing information to guests. Furthermore, an interview with the Front Office Manager stated that "Guests staying at The Royal Pita Maha Resort have various purposes. One of the goals is that guests want to celebrate their honeymoon." With the character of guests who are on a honeymoon, the Food and Beverage Department will make products that are suitable for honeymoon couples. One example of a product made is the One Thousand Romantic Candle Light Dinner. The task of guest relations is to offer and sell these products to honeymooner guests at check-in.

One of the important points in communication is the message. Information or messages obtained by guest relations relating to food and beverages provided by the food and beverage department will be disseminated to guests using clear language that is easily understood by guests. Of course, with the aim of getting a response from guests in the form of buying cross selling products. However, in practice at The Royal Pita Maha, messages or information about food and beverage products are not conveyed clearly from the food and beverage department to guest relations. An example is the food and beverage department providing romantic candle light dinner products, where guest relations do not get clear information about the product, thus it is very difficult for guest relations to explain it in simple or easy-to-understand language. This is because the guest relations do not understand the food and beverage products being sold. In this case, it is necessary to involve guest relations directly by showing the form and content of the product in order to better understand the product being sold. With a good understanding of Food and Beverage products, it is very easy and easy for guest relations to convey messages or information to guests. Based on an interview with the Food and Beverage Manager that "In conveying information about food and beverage products, it is very rare to involve guest relations in the form of providing knowledge or showing directly the shape of the product". So far, information or messages on food and beverage products are always in the form of flyers without providing training or training to guest relations.

Communication that is very often done between guest relations and the food and beverage team is oral communication compared to written communication. Based on an interview with the Food and Beverage Manager that "The communication that exists between the guest relations and the food and beverage team is quite good, but there are several problems that arise because communication is carried out more often using verbal communication. Of course, with verbal communication, it is hoped that the information transferred will arrive faster." However, in reality, there are many barriers to verbal communication that lead to communication deviations. The more intermediaries in communicating, the more the possibility of changing information. What is meant by an intermediary in this case is a guest relation or someone from the food and beverage department team. For example, the food and beverage supervisor provides verbal information about food and beverage products to the guest relations supervisor. In this case the guest relations supervisor acts as an intermediary to inform the product to the guest relations team. The possibility that occurs is that the understanding of guest relations supervisors is not the same as the understanding of some guest relations. Or the Food and Beverage Manager gives instructions to the Assistant FB Manager to provide information about cross selling products such as venues that change at certain periods to the Guest relation supervisor. In this case, the intermediary is the Assistant FB Manager. For example, when there is a change in food and beverage products, both about venues and prices, it is always communicated verbally so that understanding and knowledge between guest relations or between the Food and Beverage team is different.

Considering that the communication media that is more often used by guest relations and food & beverage is verbal communication, it creates various communication barriers. Starting from guest relations, they do not understand the food and beverage products that will be offered to guests properly, different understandings between guest relations, the products described are not in accordance with reality, the prices offered to guests differ between guest relations. This causes guest relations to lack confidence in conveying information about the products offered. Based on the results of an interview with the Food and Beverage Manager that "the communication that is often carried out between the food and beverage team and guest relations is verbal communication, because it hits the target faster but there are also some obstacles caused. One of them is the understanding and understanding of one guest relation with other guest relations sometimes differs. Based on the obstacles that arise, it will certainly have an effect on guests directly. For example, guests feel suspicious of guest relations, a priori attitude from guests towards Food and Beverage products offered by guest relations, guests are not sure about the products offered and even guests often feel confused about the information received. This is due to differences in information between one guest relation and another or between the food and beverage team and the guest relation. Based on the results of interviews with the Food and Beverage Manager that "The effect caused by several communication barriers that occur between guest relations and the food and beverage department is a sense of

uncertainty and insecurity from guest relations in selling food and beverage products, so that guests are willing to feel lazy to sell it".

The feedback generated in the communication process between guest relations and guests provides an overview to guest relations about the results of the resulting communication. This also depends on the information provided and conveyed by the Food and beverage department as a provider of food and beverage products. Of course, judging by the communication barriers that arise and the resulting effects, it will certainly provide feedback from guests such as guests not buying the products offered by guest relations, guests complaining, guests writing bad comments either directly or writing on social media so that it causes a negative impact. to the image of The Royal Pita Maha Resort. Thus, the conclusion from the interview and the description above is that the implementation of green communication between guest relations and the food and beverage department has not gone well enough. Guest relations as communicators who will convey information on Food and Beverage products prepared by the Food and Beverage Department to guests (Communicants). Where in the manufacture or preparation of food and beverage products does not involve or provide knowledge by showing the product directly to guest relations. The communication medium that is often used is oral communication. So, that in doing cross selling, there are communication barriers, namely the lack of or differences in understanding of the product which results in the effect of guests feeling confused, unsure and a priori towards the product so that it gives bad feedback, namely guests complain.

2. Green Communication between Guest Relations and Spa Department

Guest relations are communicators for spa products which are of course prepared by the Spa Department. As a communicator, guest relations must be able to convey information on various kinds of spa products to guests. Guest relations must be able to explain the difference between one treatment and another. For example, healing detox therapy does not use oil in the treatment, while others use oil. Head and shoulder massage only takes part of the head and shoulders. Based on the results of the interview with the Spa Manager that "The spa department has many products where each treatment product has a different technique and this must be explained by guest relations in doing cross selling". The strategy used is to communicate directly with guests, so this communication must be maintained and considered so that there is no misunderstanding between the two parties, namely the communicator and the communicant. To avoid this, it is very necessary to have good communication between guest relations and the spa department. For example, guest relations must understand everything related to spas such as prices, spa techniques and others. So that the communicant is satisfied with the explanation given by guest relations. The target of cross selling spa products is all guests (communicants) who come, whether the purpose is honeymoon, refreshing, retirement or guests who need refreshment and detox. Based on the results of an interview with the Spa Manager that "Every guest who comes to The Royal Pita Maha Resort can always be the right target to offer Spa products, especially treatment / massage products". Because at this time spa is a trend or a new lifestyle that is needed and in demand by everyone.

In doing cross selling, guest relations of course as a communicator to guests and the Spa department as a provider of spa products. In explaining spa products, guest relations must use language that is easy for guests to understand and understand. This can happen if the guest relations really understand the products sold by the Spa Department. One of the media or ways that can be done so that guest relations can understand spa products is by being included, involved and directly shown the spa products such as trials or trying the treatment. So that guest relations can easily explain the product. According to the Spa Manager, "One of the best ways to make it easier for guest relations to convey information or offer spa products is to directly involve guest relations by trying some spa treatments". However, in reality, guest relations are very reluctant to do or try the spa products themselves for several reasons. The only thing is the shame of being massaged or treated by fellow workers at The Royal Pita Maha Resort. So that guest relations find it difficult to explain or differentiate one spa treatment product from another. Considering the Spa Department has 41 types of treatment.

It is the same with the Food and Beverage Department that the communication medium between Food and Beverage and guest relations uses oral communication more often than written communication in the form of electronic media or applications (such as whatsapp). Meanwhile, the communication media used by guest relations to guests are print media in the form of brochures and visual media in the form of pictures or photos. Where this media has not embraced environmentally friendly communication. Based on the results of an interview with the Spa Manager that "In communicating between guest relations and the spa department, they often communicate verbally, especially about spa availability, so far it can be said to have gone well even though there are occasional obstacles that result in double bookings due to forgetting to record". Judging from the lack of understanding of guest relations on spa products and the type of communication media used between guest relations and the spa department, of course, it can create barriers to communication. One of the obstacles is lack of confidence in explaining products, explaining spa products that are not in accordance with reality, the same questions are repeated again which causes less efficiency in time. An example is when guest relations try to offer Healing Detox Ther-

spa products to guests and many questions from guests about the treatment. Because guest relations are not familiar with these products, guest relations repeatedly call the spa to get answers to every question given by guests. Based on the results of interviews with the Front Office Manager that "Guest relations are less confident in offering spa products because they do not understand and understand various kinds of spa products so they often ask back to the spa department when handling guest questions".

Effect is the attitude and behavior of people who are targeted for selling spa products. Due to the lack of understanding and knowledge of guest relations on spa products, it is very difficult for guest relations to persuade guests to buy spa products, feelings of disappointment from guests because what is expected does not match reality. Based on the results of an interview with the Spa Manager that "The lack of understanding of guest relations on spa products, of course, will cause the explanation given to guests to vary so that the effect is that guests feel confused, dissatisfied and unsure or doubtful. hesitate to buy spa products". The feedback from the communication about spa products is that guests complain, there is no dealing to buy these products and write bad comments on social media. For example, when a guest asks about one of the spa products, namely Balinese Deep Tissue Therapy, the guest relation is not able to fully explain the product so that the guest feels unsure about the explanation of the guest relation. And in the end the guest decided not to buy the product. Based on the results of the interview with the Spa Manager that "When guest relations do not have knowledge about spa products, guests will not be sure to buy the products offered or often guests complain because the information provided by guest relations does not match what actually happened". An example is a treatment that must start on time, where guests must be at the spa 15 minutes before the treatment. This is sometimes conveyed less clearly to guests so that guests object if the total hours of treatment are cut because they arrive late. From the interviews and descriptions, it can be concluded that one of the effective communication media is to directly involve the communicator (guest relation) in preparing cross selling products so that guest relations are very understanding of the product. With a high understanding, they will feel confident in explaining the product so it is very easy to persuade guests to buy the product.

3. Green Communication between Guest Relations and Third Party

One of the cross-selling products sold by The Royal Pita Maha Resort is transportation, either airport transfers, tours or taxis. Transportation products are under the auspices of the Front Office Department. All activities related to transportation will be handled by the Bell driver. Because guest demand for this service exceeds the available vehicle capacity, The Royal Pita Maha Resort involves local communities to participate in handling guest requests for transportation services. This local transportation organization is under the auspices of the Kedewatan Traditional Village and this transportation organization is called Dewata Transport. To maintain professionalism, a cooperation contract was formed in handling guests which includes price approvals and SOPs made by The Royal Pita Maha Resort which must be obeyed by Dewata Transport drivers. Some examples of SOPs that must be carried out by Dewata Transport when picking up guests are the condition of the car must be clean and all tools function properly such as air conditioning, use white clothes and clean black pants, self-performance must be good such as hair should not be long, bring a name board with the right guest name and it can't be wrong, bring cold fresh towels and drinking water according to the number of guests, 15 minutes must be at the airport before guest arrival. The communication relationship between guest relations and a third party named Dewata Transport was not running smoothly and well. This is because Dewata Transport members are not part of The Royal Pita Maha Resort employees and the drivers have different educational backgrounds. Based on the results of an interview with the Front Office Manager that "Drivers from Dewata Transport come from the local area whose education does not come from tourism. This causes the communication that exists between guest relations and Dewata Transport drivers often has problems, one of which is caused by many local drivers joining Dewata Transport, so very good communication is needed so that there are no obstacles in selling these products".

Guest relations is a communicator whose job is to explain transportation products such as prices, travel routes and others. The transportation products offered are airport transfers, taxis or tours. Based on the results of interviews with the Front Office Manager that "One of The Royal Pita Maha Resort's missions is to participate in helping and developing local communities by involving them in several hotel activities, for example handling guest requests for cars". So here, the drivers are either from the hotel or from Dewata Transport as a provider of transportation products, while guest relations are the communicators. What is meant by communicants are guests staying at The Royal Pita Maha Resort. Based on an interview with the Front Office Manager that "The target of the cross-selling transportation product is guests who come without a guide and guests who first come with the aim of exploring the island of Bali. In selling transportation products, guest relations as communicators must really understand products related to transportation services, for example, tours. When a guest wants to order a tour service, the guest relation must explain it well, in language that is easily understood by the guest, especially regarding the destinations that the guest wants to visit". When the message or information conveyed to guests by guest relations can be understood and accepted by guests, then the communication is considered to be going well. Of

course, this will have an impact on the end result, namely a transaction where guests order the tour product. Based on the results of interviews with the Front Office Manager that "Guest relations must be able to explain transportation products and their relation to language that can be understood by guests, so that they are easy to digest and understand by guests". For example, when a guest asks for information about tourist taxis in Ubud, guest relations are able to explain well using clear language such as the name of the tourist attraction, its location, the meaning or history of the attraction. So that guests can quickly understand and understand it.

Communication made by guest relations with the bell driver or a third party named Dewata Transport uses more oral communication. As said by the Front Office Manager that "In offering or selling transportation products, communication channels that are often carried out between guest relations and the bell driver or Dewata Transport are based on SOPs that have been agreed upon by both parties, both regarding prices and applicable regulations. However, operationally, communication that is often used is verbal communication, either between guest relations and drivers or guest relations with guests. Some of the weaknesses possessed by communicating verbally will become obstacles in communicating. For example, drivers often forget to record guest requests, feel confused about tour destinations because they forget to record them, don't pick up guests at the airport because they forget to appoint drivers to handle them. There are several obstacles that arise because they communicate more orally. Based on an interview with the Front Office Manager stated that "There are many problems with the third party, namely Dewata Transport, in providing transportation services. The problems that arise are mostly due to errors in communication between the Dewata Transport internal team or with guest relations". Some of the problems that have occurred are that guests are not picked up at the airport according to the flight schedule, the driver's name that is scheduled does not match the name of the driver who handles it, so guest relations give wrong information to guests about the driver's name and contact number. Wrong tour route which is not in accordance with the agreement when guest relations sell to guests.

The problems that occur are caused by internal communication that occurs at Dewata Transport. Apart from the different backgrounds of the drivers, communication errors are also caused by the communication that is applied more using oral communication. Both communications made by guest relations to Dewata Transport or between officers and members of Dewata Transport. So, the main reason given by the Dewata Transport driver when an error occurs is because he forgot. For example, when there is a request for a tour, guest relations order a driver to the Dewata Transport officer by calling. And the staff delegate this work to one of the drivers by calling too. So that on the day when the guest schedule for the tour, no driver will come. When checked, it turns out that this driver asked another driver to replace it without notifying the officer. Likewise, communication that occurs between the communicator and the communicant that is carried out verbally without being followed by written communication will result in several obstacles such as the price given by guest relations is not the same as the price intended by the guest or called misperception.

Furthermore, the effects that arise as a result of the communication that occurs, namely guests feel angry, disappointed, do not enjoy the tour because of a bad mood, upset because of different prices, are the effects of ineffective communication that occurs between guest relations with drivers or communication what happens between guest relations and guests. Based on the results of an interview with the Front Office Manager that "It often happens when guest relations offer transportation products such as tours and give the wrong explanation, of course it will cause feelings of anger and disappointment from guests". For example when a guest wants to go on a tour to a batik cloth making place to the guest. relation, but when handled by the driver, guests are only taken to the batik shop, not to the place of manufacture. This happens because guest relations are not clear in explaining to the driver. Likewise, the driver did not confirm the understanding he received. So that there is a misunderstanding in handling guests during the tour which results in guests getting angry and complaining. Effects that arise due to communication barriers will produce feedback from guests as communicants. With this bad effect, of course, it will produce bad feedback as well. In this case, it means that the communication process carried out by guest relations does not run according to the goals and expectations. Based on the results of interviews with the Front Office Manager that "Feed-back that can arise due to the effect of guests being confused by the explanation of guest relations, inconsistency of tour price information between one guest relation and another guest relation is that guests will cancel or not buy transportation products, guests will complain, guests do not want to pay because they are not in line with expectations or not as described by guest relations, guests will write reviews either directly or via social media and the last is the impact on the image of the hotel in the guest or public".

According to the results of interviews and observations of researchers in the field, it can be concluded that the communication that occurs between guest relations and departments providing cross-selling products such as the Food and Beverage Department, Spa and Front Office Department is considered not running optimally. Communicators who are not very familiar with the products offered which cause difficulties in explaining the product, communication channels that use oral communication more often so that there are many barriers to communication. Errors in this communication can cause a guest relation to explain the wrong price to guests, the product does not match what is described so that it will make guests complain. Errors in communication can cause misperceptions

to the person who is the target of communication, which will then lead to misinterpretation which eventually leads to misunderstanding. The impact caused by the effect of communication barriers is bad reviews from guests which will create a bad image of the hotel to the public.

Green Communication in Cross Selling can increase revenue

The purpose of the cross-selling program is to increase revenue from other products besides the main product, namely rooms. There are several cross selling products offered by The Royal Pita Maha Resort, first, food and beverage products provided by the Food and Beverage Department. The product that is superior in cross selling is the One Thousand romantic candle light dinner product which has the privilege of being in addition to the choice of venues that have different characters such as jungle, waterfall, or dinner venues above the pool, also has the privilege of being surrounded by dozens of candles that add to the romantic atmosphere in at dinner and accompanied by Balinese gamelan music. So, this product is named one thousand romantics candle light dinner. This product can not only offer food but also various types of drinks such as wine, champagne, cocktails and others. The target of this product is of course guests whose purpose of staying is for their honeymoon. Of course, guests want to capture that beautiful moment with their partner by ordering a romantic candle light dinner.

The second is a product prepared by the Spa department, where the most favorite and best-selling treatments are Balinese Deep tissue therapy, Revitalizing body massage and Balinese boreh. Based on the results of an interview with the Spa Manager that "Sales of spa products in 2019 from 41 types of treatment there were 1,0551 total guests who did spa and the best seller was Balinese deep tissue therapy as many as 2,579 people (24%), Revitalizing body massage as many as 1,253 people (12 %) and Balinese massage as much as 974 (9%)". The specialty of this spa is that the ingredients used are natural oil which is very suitable for all skin types. Of course, this treatment has health benefits such as relaxing the body, reducing stress and also nourishing the skin. The target of the spa product is all guests staying at The Royal Pita Maha Resort, be it guests who are on their honeymoon, guests who aim to relax at the resort and guests who stay while working. The third is transportation provided by the Front Office Department and also a Third Party named Dewata Transport. Where this Dewata transport was formed by local drivers located in Kedewatan Village and under the auspices of the Kedewatan Traditional Village and still following the SOP of The Royal Pita Maha Resort in carrying out their duties. This transportation product includes airport transfers, taxis and tours. Of course, all transport requests will be handled by the hotel driver, but if the demand exceeds the hotel's car supply, it will be handled by a third party named Dewata Transport. The specialty of this transportation product is that apart from being handled by the hotel driver, guests can decide for themselves the tourist attractions they want to visit according to the time specified. The hotel driver or third party will accompany guests wherever they go and explain the attractions visited.

Cross selling is carried out in an effort to help management efforts to increase hotel revenues. Each company will provide revenue targets that must be achieved every month or every year. Of course, various efforts are made by management to achieve the targets that have been set. When the target has been set and the efforts made to achieve the target have been determined, then the effort must be realised. In the realization process, it is absolutely necessary that all efforts or actions should be planned, organised, driven and controlled. From here it will be known whether the efforts that have been prepared are able to achieve the goals or targets that have been given. So, the cross-selling program carried out by guest relations at The Royal Pita Maha Resort can be assessed whether it has been able to increase hotel revenue and which cross selling product is the most trending that can increase revenue more than other products.

Table 2. The Royal Pita Maha resort's cross selling revenue

Description	2017		2018		2019	
	Target	Achieved	Target	Achieved	Target	Achieved
Occupancy	70.3%	61.3%	66.46%	68.87%	69.03%	73.76%
Total Revenue	Rp. 87.112.958.000	Rp. 79.696.198.000	Rp. 86.892.774.000	Rp. 90.326.673.000	Rp. 94.540.062.000	Rp. 95.044.479.000
Room	Rp. 60.016.308.000	Rp. 54.506.007.000	Rp. 57.752.723.000	Rp. 62.934.503.000	Rp. 65.192.658.000	Rp. 68.497.658.000
Food and Beverage	Rp. 19.024.617.000	Rp. 18.876.192.000	Rp. 20.698.749.000	Rp. 18.907.253.000	Rp. 20.209.346.000	Rp. 19.138.135.000
Spa	Rp. 7.810.000.000	Rp. 6.842.000.000	Rp. 7.810.000.000	Rp. 6.765.000.000	Rp. 7.634.000	Rp. 6.952.000.000
Transportation	Rp. 274.000.000	Rp. 254.869.000	Rp. 240.000.000	Rp. 247.713.000	Rp. 467.512.000	Rp. 454.869.000

Source: Front Office Manager The Royal Pita Maha Resort (2022)

The data in Table 2 shows occupancy, total revenue and room revenue and cross selling products such as food and beverage, spa and transportation in 2017 were unable to achieve the targets set by management. However, in 2018 and 2019, occupancy and room revenue increased every year, where in 2018 the occupancy target was 66.46% and increased to 68.87% or 2.41% up from the specified target. Room revenue is able to exceed the target where the target is Rp. 57.752.723.000, - and the realization is Rp. 62,934,503,000, - or an increase of 8%. However, revenue from cross selling products such as Food and Beverage, Spa and Transportation has decreased every year. For example, Food and Beverage in 2018 has achieved revenue of IDR 18,907,353,000, - where the target is IDR. 20,698,749,000, - or lower than the revenue achieved, which is Rp. 1,791,396,000, - or 8.7%. The same thing happened with spa income, where the target was set at Rp. 7.810.000.000, - but only able to reach Rp. 6,765,000,000, - or lower than the target of Rp. 1,045,000. Slightly different from transportation income where the realization is Rp. 247,713,000, - while the target is Rp. 240,000,000, - or an increase of Rp.7,713,000, - or 3%. The increase in transportation revenue is still small when compared to the increase in room revenue which reached 8%. Meanwhile, in 2019 occupancy increased by around 4.73% from the set target of 69.03%. Likewise with room revenue where the target is Rp. 65.192.658.000, - and the realization is Rp. 68,497,658,000, - or an increase of around Rp. 3.305.000.000, - or 5%. In contrast to the revenue of cross selling products such as food and beverage, spa and transportation, which decreased from the specified target. Food and beverage only achieved revenue of Rp. 19,138,135,000, - which is less than Rp. 1.071.211.000, - from the specified target of Rp. 20,209,346,000, -. Likewise with the spa revenue which only earned Rp. 6.952.000.000, - of the targeted revenue, which is Rp. 7,634,000, -. It is the same with transportation which has not been able to achieve the specified income target, namely Rp. 467.512.000, - and can only get Rp. 454.869000, - or lower Rp. 12,643,000, - from the target.

The Spa Manager stated that "the achievement of revenue for spa products is not proportional to the increase in occupancy and room revenue every year, this is because the cross-selling efforts made by guest relations in selling spa products are still not optimal". The same thing was conveyed by the Food and Beverage Manager who revealed that "the revenue generated from the cross-selling program has not been able to increase revenue significantly, perhaps this is due to the obstacles faced by the team in doing cross selling, one of which is the in communication". Meanwhile, according to the Front Office Manager stated that "revenue achievement for cross selling products is very low, of course there are obstacles faced by guest relations as sellers in doing cross selling. One of the obstacles is the lack of understanding of the product, so there is a lack of confidence in convincing guests to buy the product". This is due to the fact that most of the communication is done verbally so that there are no guidelines or guidelines used by guest relations in conducting cross selling. Based on the interview excerpt above, it can be concluded that the cross-selling program carried out in an effort to increase income has not run optimally. This is caused by a lack of understanding of guest relations on cross selling products so that there is uncertainty in selling these products. This is caused by communication that is always done verbally, there is no introduction or complete explanation of these products. So, guest relations have not been able to carry out their duties as communicators in carrying out cross selling due to internal communication between departments that provide cross selling products.

Green communication in cross selling can increase revenue by designing a green communication strategy. The first green communication strategy is the communicator selection strategy. Guest relations relations with other departments must support each other so that there are no errors or obstacles in communication. So, we need a good team work both in terms of human relations or in working relations. Team work will be good if all employees have the same goals, are able to communicate effectively, are enthusiastic, have roles and responsibilities and have the ability to solve problems, both problems that come from guests or problems between colleagues and between departments. In addition to team work, training is also needed to support being a good communicator such as product knowledge training. So that guest relations are able to understand the products that will be delivered or sold to guests. Based on an interview with the Front Office Manager that "Guest relations have received training in conducting cross selling but the training obtained is considered not optimal, in addition to the quantity of training that is very lacking and inconsistent, there is also a lack of simulation and evaluation of training so that in its realization it is in cross-selling. selling often gets obstacles such as explaining cross selling products that are not quite right with the reality, causing guests to complain".

The second is the message selection strategy, where guest relations have a role in compiling messages using language that is easily understood and understood by guests. As stated by the Front Office Manager that "Guests who stay at The Royal Pita Maha Resort come from various countries with different characters". Thus, it is very necessary to have training that supports smoothness in conveying messages or information to guests. Some examples of training that need to be done are communication skills, presentation skills, cross selling skills or problem skills. Based on observations made by researchers in the field, the training conducted by The Royal Pita Maha Resort was less than optimal. So that the cause of a problem that occurs is mostly due to miscommunication, wrong in conveying the message because the language used is translated with a different meaning by the guest. The

third is the media selection strategy, where the Front Office Manager stated that "the communication media that is often carried out by the internal team of The Royal Pita Maha Resort is to use more oral communication than written communication. Of course, there are obstacles faced by using oral communication more often". Meanwhile, according to the Spa Manager, the media used to promote cross selling products to guests is through brochures, flyers or through social media such as through Instagram or Facebook. However, the results obtained are not optimal. Therefore, the role of guest relations is needed to explain and persuade guests to decide to buy the products being sold. Based on the interview above, it can be concluded that media promotion has been carried out either through print media or social media but the effect is very small, it takes the role of guest relations in explaining and influencing guests so that they can decide to buy the products being sold.

The fourth strategy is the selection of communicants, where to determine the target market segmentation, guest relations must be able to understand internal and external factors to make it easier for guest relations to work more efficiently and effectively and directly on the right targets. On the internal aspect, you must understand what the features and benefits of the product are that make guests interested in buying the product. So that there will be a transaction process that occurs between guests and guest relations which will lead to the achievement of the company's goal of earning revenue. Furthermore, guest relations must memorize the price of a product, the same price is given by other guest relations so that there is no suspicion from guests. In the case of cross selling, a price discount is always prepared for the product which has been determined by the product provider so that guests are interested in placing an order. Guest relations must also be able to use language that can seduce and convince guests of cross selling products so that guests feel interested in buying these products. While on the external aspect, guest relations must understand and understand that guests have wants and needs that they want to fulfill. Of course, by knowing the purpose of guests coming to Bali which can be seen from the communication between guests and reservations and can also be done by communicating ethically to guests both when guests check in and when guests relax in the lobby or in the lounge. The fifth is the effect selection strategy, where the expected effect of implementing green communication in cross selling is that guests decide to buy the products offered by guest relations. The message or information provided by guest relations to guests is in accordance with the actual product description, so that guests do not feel cheated, do not feel disappointed or guests will complain. In addition to earning income, guests will also give a good impression either directly or writing on social media. So that the image of the hotel is getting better in the eyes of the public or guests. Based on observations made by researchers in the field that "The Royal Pita Maha Resort has basically carried out a communication strategy in implementing green communication in cross selling. However, the strategy is not systematically structured or structured and there is no training for the team, so that its implementation is not optimal.

Conclusion

One of the efforts to address the difficulties in achieving revenue targets is to conduct a cross selling program. In conducting cross selling, it is necessary to apply green communication carried out by guest relations as sellers of cross selling products and other departments such as FB Department, Spa Department and Front Office Department or Third Party as providers of cross selling products. The type of communication that is often used between guest relations and other departments is to use more oral communication than written communication. And also the lack of understanding of guest relations on cross selling products so that this causes obstacles in communication that have an impact on service to guests. The impact of communication barriers is lack of confidence from guest relations in selling cross selling products, guests feel confused because the information obtained is different, the explanation of the product is different from the facts obtained. The effect of all this will cause guests to hesitate to buy the products being sold or can cause guests to complain. In implementing green communication by doing cross selling in order to increase revenue, a communication strategy is needed. This has been done by The Royal Pita Maha Resort but it is not structured and has not been maximized.

The strategies in question are communicator selection strategies, message selection strategies, media selection strategies, communicant selection strategies and effects selection strategies. To launch this strategy, it is necessary to have a good team work and it is necessary to hold training related to green communication in doing cross selling. So that the goal of The Royal Pita Maha Resort can be achieved, namely increasing revenue. The implementation of green communication in hotels must of course be balanced between the use of oral communication and written communication (in the form of applications) as well as designing communication strategies in conducting cross selling so that company goals can be achieved. To expedite the communication strategy, training training related to cross selling is needed, both product knowledge training or communication training, especially for guest relations as sellers on a regular and consistent basis in order to be able to do cross selling so that the hotel's goal is achieved, namely increasing revenue.

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