

**THESIS BY PROJECT**

**DEVELOPMENT OF BHUMI SANGTU RESORT  
UBUD IN THE CONTEXT OF SUSTAINABLE  
TOURISM**



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## ABSTRACT

This article presents a sustainable boutique hotel development located in Ubud, Bali, Indonesia. This boutique hotel marketed as Bhumi Sangtu Resort Ubud was built in 2023-2024. Given the many accommodations available and have mushroomed recently in Kedewatan village, Ubud, it is very important for this property to have its own value and uniqueness; implementing sustainable tourism values and principles is opted as a competitive advantage which is applied from the construction stage up to its operation.

Data collection techniques used in this research included observation, documentation studies, and focus group discussions. The development of Bhumi Sangtu Resort Ubud used POAC management of planning, organizing, actuating and controlling, each stage of development integrating the concepts of sustainable tourism including three pillars of sustainability: economic, social-cultural, as well as environment. Pertinent to the guest house development, the controlling stage was carried out by monitoring the project throughout the development process, until few months after the guest house is launched.

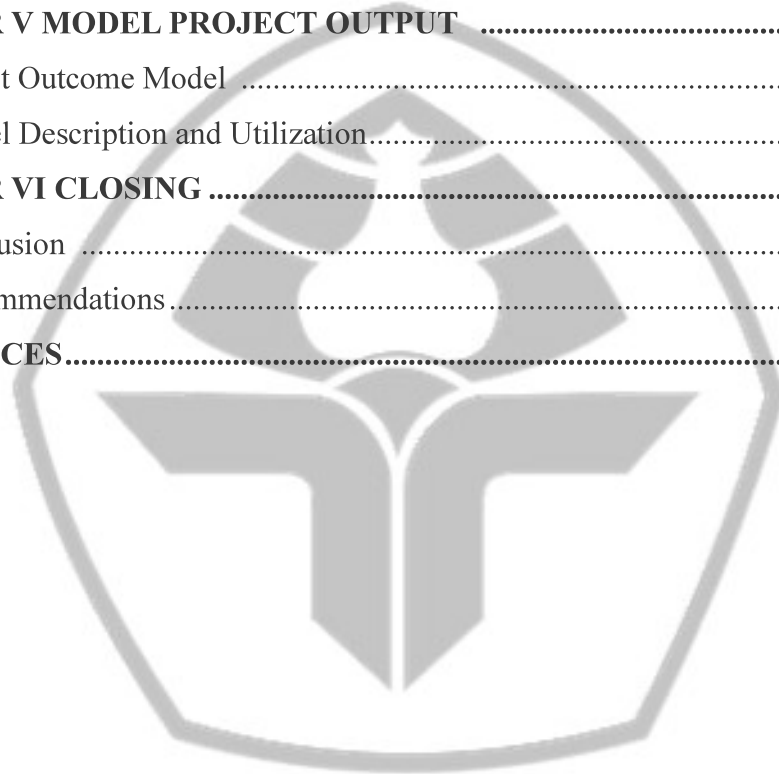
**Keywords:** Accommodation/boutique hotel, POAC Management, Marketing Mix, Sustainable Tourism, Three sustainable pillars, Guest satisfaction, Gross Operating Profit, and Net Operating Profit

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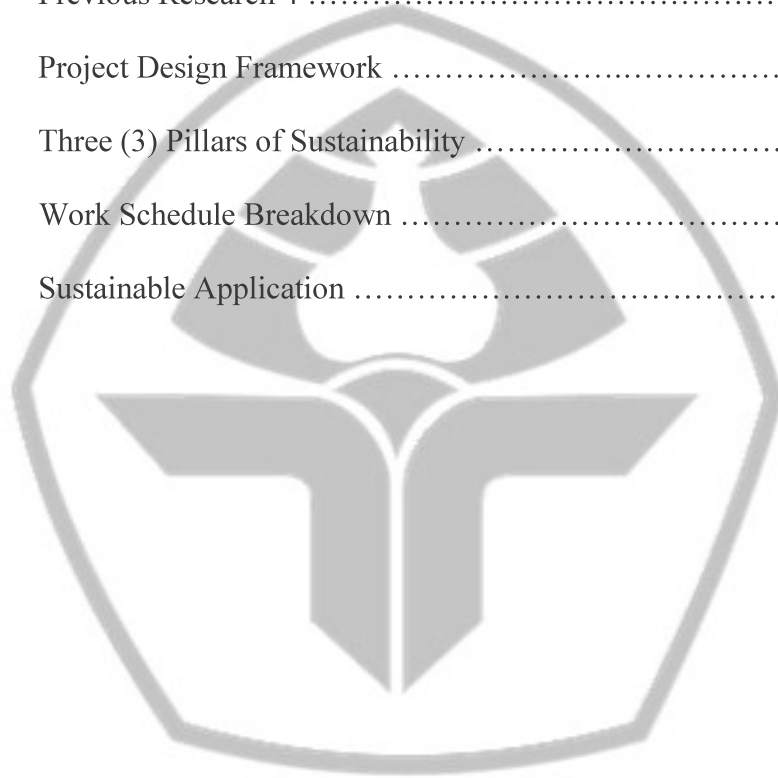
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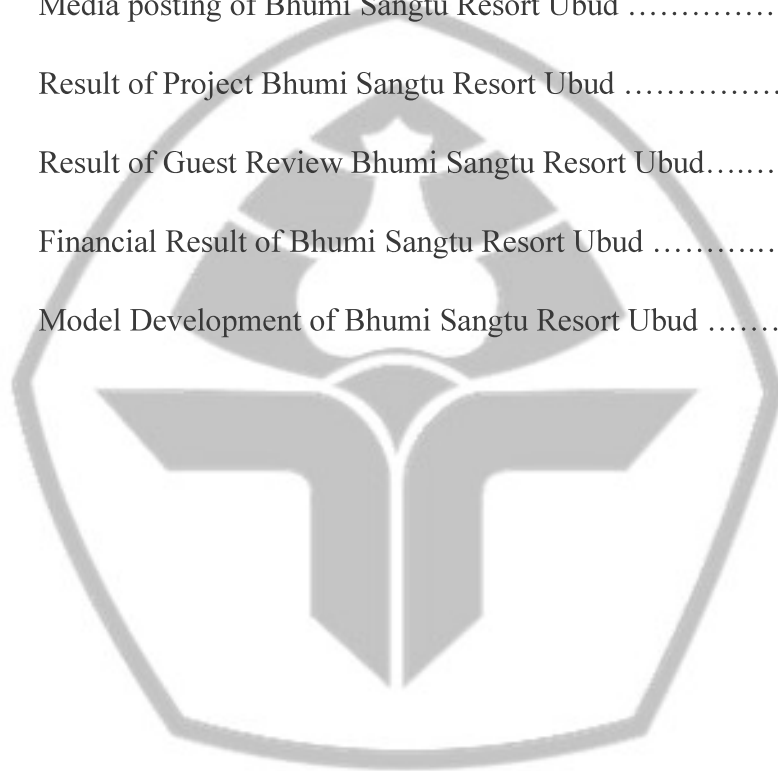
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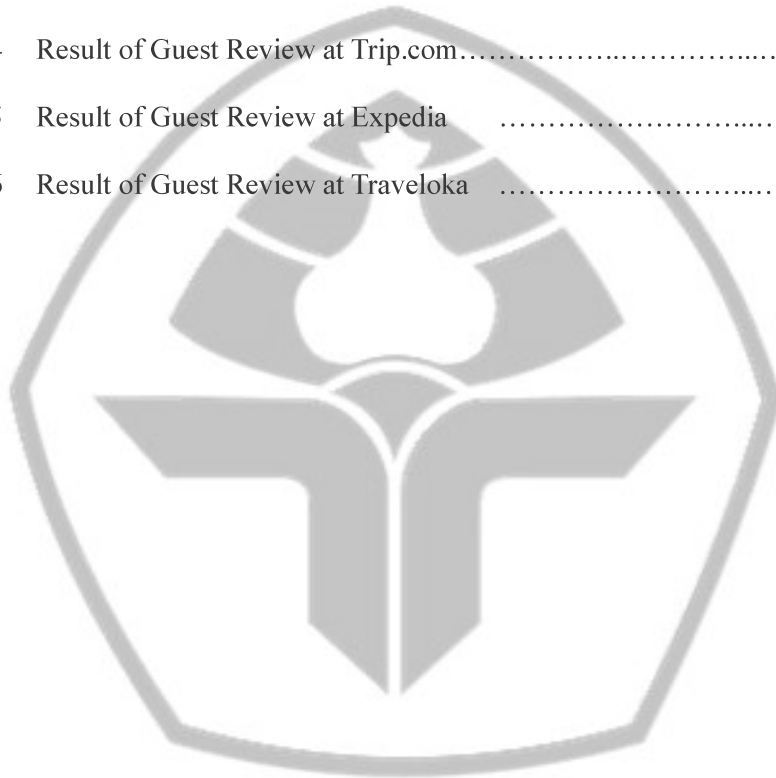
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# CHAPTER I

## INTRODUCTION

### 1.1 Background

Environmental issues have become a concern for many people in recent years. Especially during the pandemic which has made this issue discussed again. When people reduce their mobility, they begin to feel the difference in their surrounding environment. From the results of a study conducted by the Hakuhodo Institute of Life and Living (HILL) ASEAN in 2020, it shows that around 86 percent of Indonesian people have begun to realize the importance of considering the impact of a product on themselves and the environment. From 2018 Nature Climate Change data, world tourism currently contributes 8 percent of global emissions, of which 49 percent comes from transportation services. This issue can be exploited by actors operating in the tourism industry. In 2022, the Ministry of Tourism and Creative Economy launched the Carbon Footprint Program, with the aim of increasing awareness and concern among stakeholders in the tourism industry. This carbon footprint program is the regional government and the five destinations that are pilot projects, namely Plataran Menjangan in West Bali National Park, Tembudan Berseri Mangrove in Berau, 3 Colors Beach in Malang, Bukit Peramun in Belitung, and Klawalu Mangrove Tourist Park, in Sorong, Papua Barat. When the pandemic started to subside, the sustainable tourism market also increased quite a bit. Around 90% of tourists visiting Bali are interested in finding out more about ecotourism and 83% believe that sustainable travel is important.

Apart from that, 69% of them have committed to reducing the carbon footprint of each trip. Reducing single-use products, saving energy, and using recycled products is one of the things that can be done to make this happen.

Koster & Ramantha (2022), President Jokowi in his remarks at the launch of the Kerthi Bali Economic Road Towards a New Era of Bali: Green, Resilient and Prosperous as well as the Master Plan for Development of the Ubud, Tegallalang and Payangan (Ulapan) Tourism Areas, mentioned three things that are of note in the development of Bali. First, economic diversification, including tourism to agriculture. Second, the tourism paradigm and governance must prioritize health and safety. Third, Bali tourism is transforming from mass tourism to green tourism and quality tourism, promoting social, cultural and environmental-based tourism, creating harmony and glorifying nature. In the future, the new era of Bali will be a Green, Resilient and Prosperous Bali.

During the pandemic, hotels are no longer just places of accommodation but also as alternative means for recreation. If previously hotels were only used as a stopover for tourists to explore the local area, now the function of hotels has shifted, namely that they are no longer just places to stay but become places for recreation. As can be seen from the booming staycation trend during the pandemic, many tourists are starting to look at hotels as a new holiday destination. Where most of them just want to relax and enjoy the entertainment facilities provided by the hotel. Staycation in short, tourists are starting to look for new experiences and explore hotel facilities by looking for additional activities or additional luxuries that are the attraction of a holiday at a

hotel, such as food and drinks, spa packages, streaming service facilities, gym facilities, etc. This holiday trend phenomenon is supported by the results of an Agoda survey which stated that 27% of respondents treated accommodation as a destination, not just a place to rest. This can be a golden opportunity for hotel business players to immediately complete and improve their facilities.

Yamin et al. (2021), stated that currently the Ministry of Tourism and Creative Economy (Kemenparekraf) is no longer focused on pursuing the number of tourists visits in Indonesia alone, but is more focused on efforts to encourage sustainable tourism. According to UNWTO, sustainable tourism is the development of a travel concept that can have long-term impacts, both on the environment, social, cultural and economic. Armed with this tourism concept, in the future the trend of sustainable tourism can grow and attract the attention of the younger generation. Moreover, tourist awareness is growing regarding travel protocols related to health, safety, comfort and nature conservation. Higgins-Desbiolles et al. (2022) supports this by stating that COVID-19 is an opportunity to change the tourism paradigm towards sustainability. Not only that, during the pandemic, tourists prefer tourist attractions that are not too busy or overcrowded with visitors, so tourist destinations that promote sustainable tourism, education and empowerment of local communities have the potential to become the choice of tourists, especially tourists who are looking for authentic experiences on holiday and are bored with city life. Apart from vacationing, tourists can explore various cultural diversity and daily lives of local residents and can gain knowledge and experiences that are unforgettable, authentic and unique.

Deputy Governor of Bali, Tjokorda Gede Oka Artha Ardana Sukawati, when presenting the book entitled “Padma Bhuwana Bali” which he wrote, said that “the pandemic could be a momentum to rethink Bali's future steps”. According to him, this arrangement must adapt to the character of the Bali region. For example, central Bali, which is believed to be controlled by the power of Lord Shiva, is full of historical tourism development, cultural heritage and art. The Central Bali region, which is located in Gianyar Regency, can focus on preparing a number of tourist areas that have natural attractions, offering artistic crafts resulting from the creativity of the local community (Pramana, 2023)

Meanwhile, the ability of the Balinese people to overcome the Covid-19 pandemic which has entered its second year is expected to accelerate the development of sustainable tourism. Sustainable tourism is expected to have a positive impact on all aspects, especially environmental sustainability and the community's economy. The central government through the Ministry of Tourism and Creative Economy has prepared policies to support the concept of sustainable tourism, namely by issuing the Regulation of the Minister of Tourism Number 14 of 2016 concerning Guidelines for the Development of Sustainable Tourism Destinations.

This thesis project adopts several Sustainable Development Goals (SDGs) that have been initiated by UNWTO to build a better world for people and planet by 2030, including providing decent jobs and economic growth, realizing sustainable cities and communities, providing responsible consumption and production, making plans for

climate action, paying attention to life on land and partnering to achieve company goals.

Returning to Ubud, Ida Bagus Agung Partha Adnyana, Chair of the Indonesian Tourism Industry Association (GIPI) Bali, said that after the pandemic, tourism recovery will still be the main agenda for Ubud District, which is only 10 square kilometers smaller than Central Jakarta Municipality. However, the direction is more towards sustainable tourism. “Ubud will always be visited. In fact, my suggestion is that a good transportation system needs to be created. So far, large parking lots are available around the Monkey Forest destination to accommodate tourist vehicles. Public transportation in the form of buses is also available to serve passengers from Denpasar to Ubud. This infrastructure has been available in recent years. With the right tourist arrangements and infrastructure, it is hoped that Ubud will be more worthy of being a tourist destination based on nature and its lonely cultural heritage. Ubud should also remain a livable area for local residents who have built a high civilization there” (Susanti & Wilyadewi, 2021).

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Figure 1.1  
Yearly Booking Statistics 2021-2023  
(Source: Agoda, 2023)

From the table above, it can be concluded that total tourist visits in 2023 show a significant increase compared to 2021 and 2022, so that tourism in Indonesia and Bali in particular is still very worthy of improvement by embracing the concept of sustainable tourism.



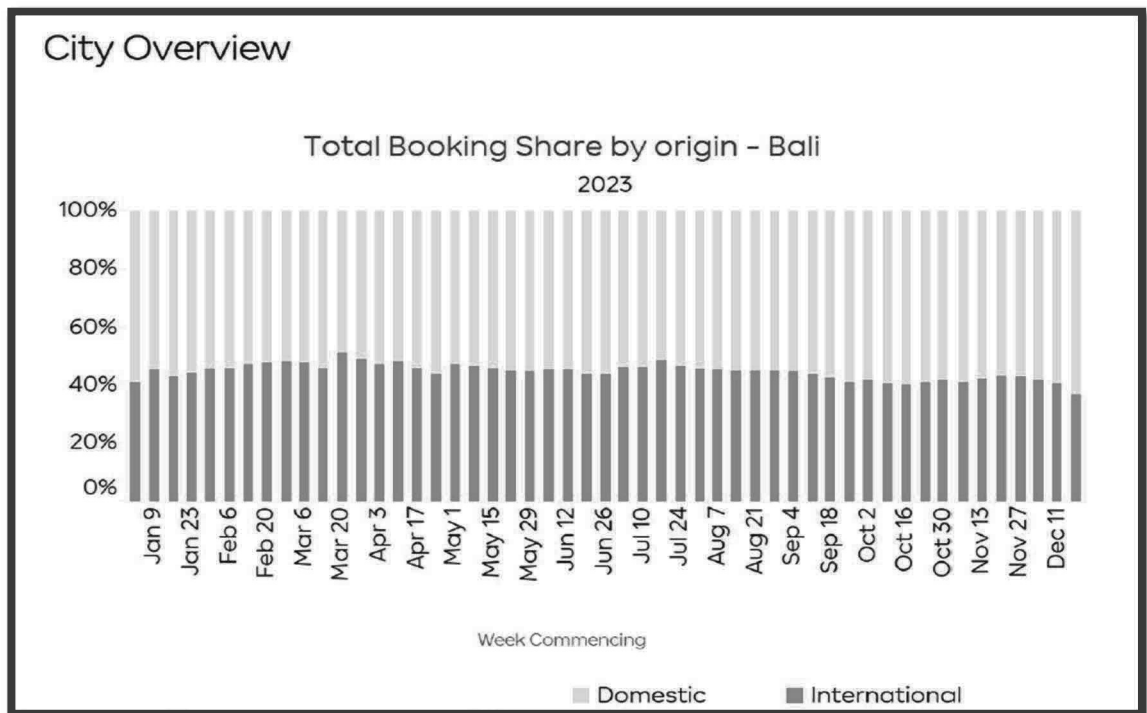


Figure 1.2  
Total Booking Share by Origin – Bali 2023  
(Source: Agoda, 2023)

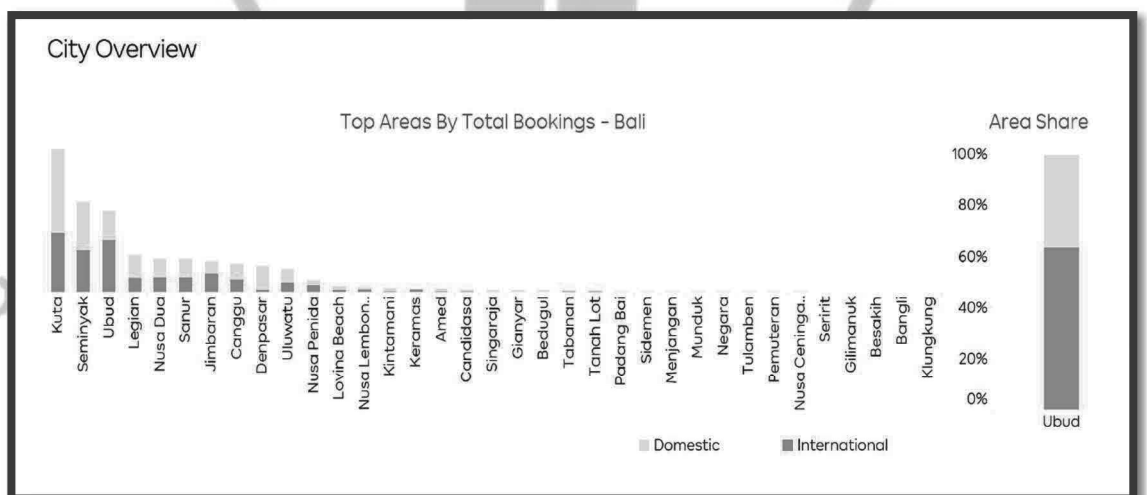


Figure 1.3  
Top Areas by Total Bookings - Bali  
(Source: Agoda, 2023)

In 2023, tourist visits to Bali, both domestic and foreign tourists, will still balance, this shows that domestic and foreign tourists have the same interest in traveling to Bali.

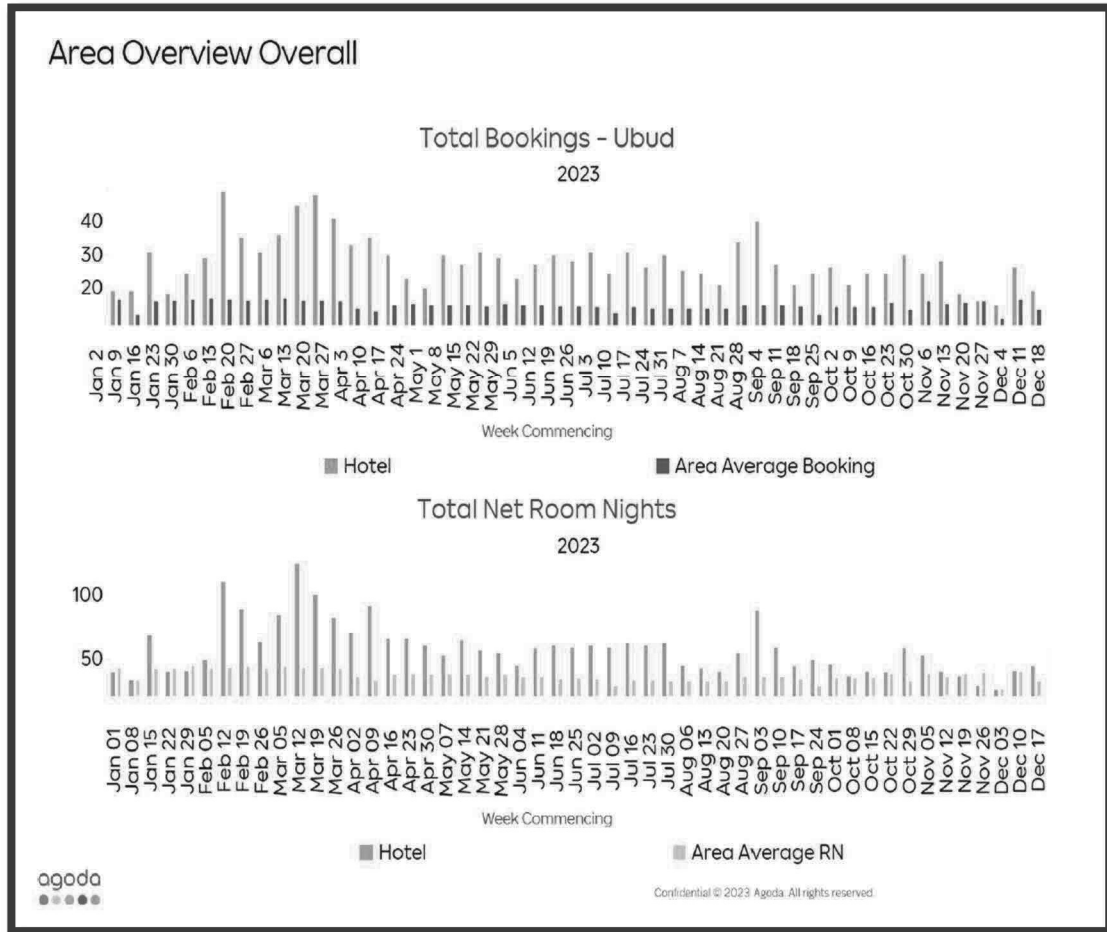


Figure 1.4  
Total Booking Ubud 2023 and Total Net Room Nights 2023  
(Source: Agoda, 2023)

From the above reports, it can be seen that Ubud is still became the top 3 tourist destination, so it is very appropriate to develop an accommodation that has its own unique selling point which can be an attraction for tourists. As an entrepreneur in the

lodging services sector, the owner must always think about the concept of sustainable tourism which refers to a type of tourism where the environmental, social and economic impacts of tourism are taken into account, and where relevant adjustments are made to minimize these negative consequences. In sustainable tourism, we consider the needs of travelers, but also the needs of the host community, local businesses and nature.

Based on the above explanation, a small property in Kedewatan village, Ubud named Bhumi Sangtu Resort Ubud is planned to build and some parts of the buildings are under construction. The purpose of building this property is to utilize empty land that has not been used for years so that later can improve the family's economy. Construction of this property has begun in October 2023 and completion is estimated in July 2024. Considering that the location where this property was built is in Kedewatan village which is very famous for several large hotels that have been built previously such as: Mandapa Ritz Carlton, Amandari, Four Season Sayan, The Royal Pitamaha, etc. which are already famous for their respective brands, of course the construction Bhumi Sangtu Resort Ubud must think more about the concept of sustainable tourism with environmental friendly concept so that it will have a unique selling point to be able to compete with existing properties. In its business planning, Bhumi Sangtu Resort Ubud has the vision: "To become an example of a small accommodation in Kedewatan village that will adopt a sustainable tourism concept."

Considering that Bhumi Sangtu Resort Ubud is a new property, a business planning model is needed to build this guest house, so that the company's goal to improve the family's economy can be achieved. Furthermore, in this planning, Bhumi

Sangtu Resort Ubud will implement POAC Management and it will combine with implementation of 3 pillars of sustainability, consist of social/culture, economic and environmental.

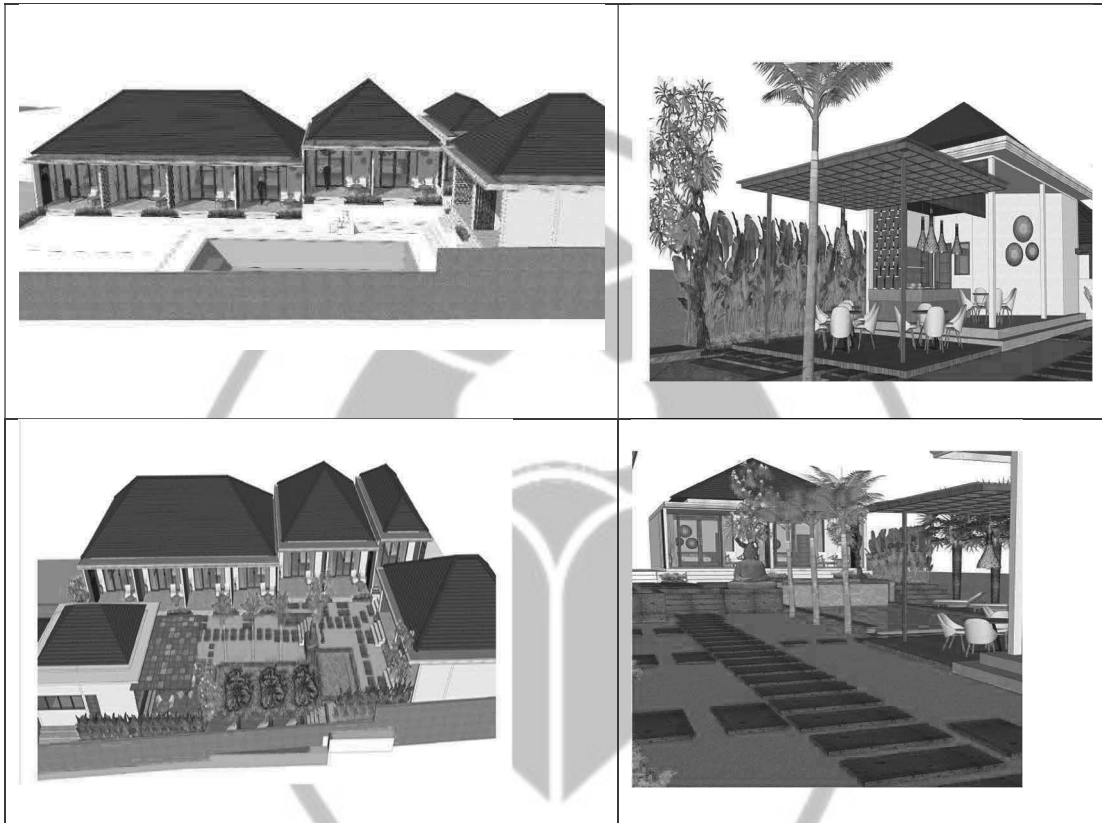


Figure 1.5  
Design Bhumi Sangtu Resort Ubud

## 1.2 Formulation of Problems

Based on the background description that has been stated, the main problems discussed in this business project are:

- a. How Bhumi Sangtu Resort Ubud is established and operated?

- b. What is the model of the establishment and operations of Bhumi Sangtu Resort Ubud?

### **1.3 Objective of The Study**

#### **1.3.1 General Objective**

The general objective of this research is to determine the model of establishment and operations of Bhumi Sangtu Resort Ubud so that it is able to create a unique selling value by thinking about the concept of sustainable tourism and assessing whether the construction meets the concept of business feasibility.

#### **1.3.2 Specific Objective**

Based on the problem formulation above, the specific objectives of this business project are:

- a. To asses if the construction of Bhumi Sangtu Resort Ubud can be accepted and in demand by guests so that it will be able to provide benefits for the owner.
- b. To choose the model of establishment and operations of Bhumi Sangtu Resort Ubud to be able to create a unique selling point by thinking about the concept of sustainable tourism.

## **1.4 Significances of The Study**

Based on the objectives of the study above, this project is expected to provide several significances and benefits.

### **1.4.1 Theoretical Benefit**

Theoretically, it is hoped that the results of this research can be used as an additional reference in the field of tourism management, especially regarding the construction of this property in the context of sustainable tourism in Kedewatan village, Ubud, Bali. It is hoped that the discussion of the results of this research will provide an opportunity to conduct a review and discussion of the knowledge received in lectures with the reality that actually occurs in the company, so that it can be developed in further research.

### **1.4.2 Practical Benefit**

#### **a. For Researchers/Students**

It is hoped that this research can be used by researchers to optimize a new accommodation establishment and operations.

#### **b. For Politeknik Negeri Bali**

Providing data and information that is useful for further research in the same field and contributing to the development of theory regarding tourism business planning, especially new accommodation establishment and operations.

c. For Industry

The results of the research can be used as input regarding business establishment and operations model for new accommodation which can later have a positive impact on similar development projects.



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## **CHAPTER VI**

### **CLOSING**

#### **6.1 Conclusion**

By the grace of God Almighty, Bhumi Sangtu Resort Ubud was finally successfully opened on August 1, 2024. And referring to the owner's goal that this resort can improve the family economy, by prioritizing sustainable tourism concepts which are the unique value of this resort, the following can be concluded:

1) Bhumi Sangtu Resort Ubud (BS) is a small resort built in Kedewatan village with the aim of improving the family economy. In the construction process, BS involved contractors, architects and local workers. The purchase of materials for the construction of this resort also took from local suppliers with the aim that the economy in Kedewatan village could run well. The construction process also paid close attention to sustainability concepts, starting from design, materials used, maintaining the contour of the land and trees, waste disposal and the concept of energy saving. In the operational process, 8 out of 9 staff were recruited from the local community. Likewise, cooperation with several outsourced workers, spa therapists and transportation services always prioritize the local community.

2) In order to achieve the owner's goal of improving the family economy, effective November 1, 2024, BS partnered with Alpha Hotel Management with the aim of increasing the company's income and profits by collaborating with several offline travel agents to get more bookings offline than online so that the occupancy rate will be stable.



3) In its planning, development and operations, BS uses POAC Management which includes planning, organizing, actuating and controlling. In every activity, the concepts of 3 pillars of sustainability will always be involved, which include social & culture, economy and environment. In the marketing stage when development is complete, Bhumi Sangtu Resort Ubud will pay more attention to the 4P marketing mix so that the project launched can be accepted by the market, which includes: product, price, place and promotion. When the product has been marketed, Bhumi Sangtu will assess the product launched into the market through guest satisfaction or guest comments from several platforms that are invited to collaborate. The next assessment is from the GOP and NOP sides to ensure that BS can realize its long-term goal of improving the family economy.

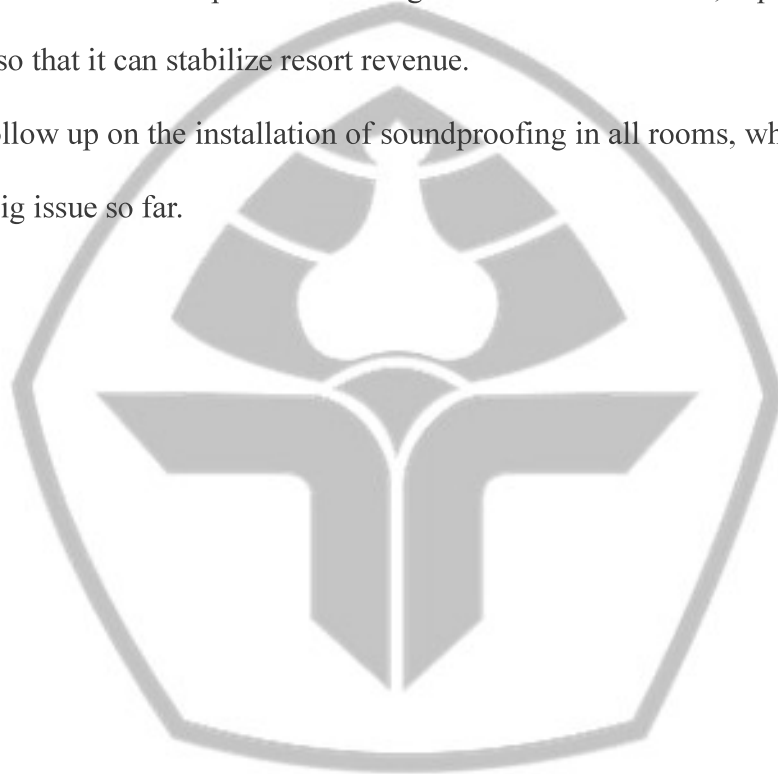
## **6.2 Recommendations**

After operating for 9 (nine) months, Bhumi Sangtu Resort Ubud (BS) has received very good score from customers, proven by the very good reviews from guests who stayed and some of them even be a repeater guest and even recommended their friends/family to stay at BS.

However, from the financial perspective, several things below must be achieved in order to create a net profit for the owner.

Below are some recommendations:

- 1) Minimum targeted monthly revenue to be achieved by Alpha Hotel Management (AHM) as a management company is IDR 150 million with an estimate of 6 (six) occupied rooms per day and the average room rate of IDR 850,000 with the ideal composition of offline booking and online booking is 70: 30.
- 2) AHM have to realize its promise to bring offline business to BS, especially in low season, so that it can stabilize resort revenue.
- 3) BS to follow up on the installation of soundproofing in all rooms, which has often been a big issue so far.



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