

# E-Marketing Strategy To Increase Room Revenue at Royal Tulip Springhill Resort Jimbaran

Ni Kadek Novi Adnyani <sup>1\*</sup>, I Nyoman Winia <sup>2</sup>, I Gusti Agung Bagus Mataram <sup>3</sup>

<sup>1</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

<sup>2</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

<sup>3</sup> Manajemen Bisnis Pariwisata, Pariwisata, Politeknik Negeri Bali

\*Corresponding Author: [noviadnyani1999@gmail.com](mailto:noviadnyani1999@gmail.com)

**Abstract:** This research to find the variables that are strengths, weaknesses, opportunities and threats, as well to determine e-marketing strategies that can be applied to increase room revenue at Royal Tulip Springhill Resort using SWOT analysis, IFAS EFAS analysis and IE matrix. Data were collected by means of observation, interviews, literature, documentation, and questionnaires. Data analysis methods are descriptive qualitative, quantitative, IFAS EFAS matrix, IE matrix and SWOT analysis (strength, weakness, opportunity, and threat). Sampling in this study used a purposive sampling technique with the number of respondents consisting 8 people from the Sales and Marketing department. The results of this analysis indicate that the position of Royal Tulip Springhill Resort is cell V (five) position, namely the concentration strategy through horizontal integration or stability (no change in profit). That is, this company is in a moderate attractive industry, the strategy used is a relatively more defensive goal, namely avoiding losing sales and losing profits. Based on the SWOT analysis used, it was found that alternative strategies that can be used to increase room revenue are looking for new markets, expanding market share and partners through e-marketing which has been implemented by providing daily content for social media owned by hotels and OTA. Taking advantage of Bali holidays and tourist attractions for online promotion media. The advice given to the management of Royal Tulip Springhill Resort is to implement 11 strategies from the results of the analysis through e-marketing, such as websites, social media and OTA to increase hotel room revenue.

**Keywords:** E-Marketing, Marketing Strategy, Marketing Mix, IFAS Matrix, EFAS Matrix, SWOT Analysis.

**How to Cite:** Submission to Repository on September 2022

## Introduction

The development of the high level of tourist visiting Bali causes competition between hotels in Bali and has an impact on increasing room revenue every year. The hotel is one of the growing hospitality industries with the sales of accommodation facilities and services it has (Sciences & Volume, 2018). The main key to the success of a business in the hospitality world to achieve its goals is to develop better in terms of products or services than others (Nirawati & Prayogo, 2019). Because every company must be able to satisfy customers (Irmal et al., 2020). If customers are not satisfied, then they will look for other companies and they will become competitors for our company (Andika et al., 2021). In this case, the aim is to improve the facilities and services and activities of the hotel to attract tourists to stay (Meliarini et al., 2021). Therefore, to attract tourists, the marketing strategy that must be applied is more optimal and in accordance with current developing trends (Ongowarsito et al., 2011).

Hotel competition, namely the sales and marketing department, needs to develop a marketing strategy with proper planning to achieve optimal results, one of which is by using a marketing strategy through e-marketing that utilizes electronic media to attract tourists' attention by providing clear and concise information true about the products and services owned by the hotel (Kifti & Swaradana, 2020). As the world becomes a global village due to the internet revolution, electronic marketing has become the most interesting and important aspect of the explosion that changed the way businesses operate (Babalola et al., 2020). E-Marketing is a marketing process that uses electronic information technology, especially the internet that can connect sellers and buyers (Priansa & Suryawardani, 2020).

In this sense, e-marketing utilizes network technology to coordinate market share research, assist product development, develop strategies and tactics to attract customers, provide online distribution, maintain customer records, create customer satisfaction, and collect customer feedback (S Pasaribu & Taryanto, 2019).

So that the results can be seen continuously and the process is more efficient and effective (Salem, 2013). The purpose of the application of marketing websites by implementing e-marketing that combines various information technologies is to make changes in marketing strategies to get customer value through segmentation, to make changes to satisfy customers, to make plans, and to create concepts so as to facilitate promotion and others (Nasir et al., 2019). Ability e-marketing is a business organization's competence in using the internet and other information technologies to facilitate effective and efficient interactions with customers (Nirawati & Prayogo, 2019).

One of the 5 star hotels in Bali is the Royal Tulip Springhill Resort Jimbaran which is located in the Jimbaran Hijau Kelod area, which offers a jungle view with 132 rooms consisting of 3 types of rooms and is supported by hotel facilities, services and activities. The following is room revenue level data for the last five years at Royal Tulip Springhill Resort Jimbaran which is described in table 1.1:

**Table 1.1 Inceas Room Revenue 2017-2021**

No.	Years	Room Revenue	Room Revenue
1.	2017	3.056.089.681	4.236.030.000
2.	2018	15.226.465.255	32.011.614.000
3.	2019	17.558.025.971	28.473.920.000
4.	2020	3.437.027.781	24.685.747.247
5.	2021	2.094.909.184	21.260.417.859

Based on Table 1.1, the level of room revenue at Royal Tulip Springhill Resort Jimbaran has increased and decreased for the last 5 years. In 2017 there was no increase because the hotel had just started operating with new management so that in 2018-2019 there was an increase in hotel room revenue by 48% from the previous year's revenue and in 2020 it experienced a drastic decline due to the covid-19 pandemic experienced throughout parts of the world. However, despite experiencing an increase in 2019, Royal Tulip Springhill Resort Jimbaran has not been able to achieve the maximum room revenue target that had been previously planned.

The trigger for the non-achievement of room revenue targets apart from Covid-19 was also caused by the less than optimal marketing strategy implemented by the sales and marketing department, the less than optimal strategy used both online and offline. So that one must implement an optimal strategy, one of which is by implementing an e-marketing strategy as a medium for promoting products and services owned by hotels effectively and efficiently while being able to reach a global market share. The selection of an e-marketing strategy that fits the company and knowing the details of how and the impact of its implementation is very important and needed by the company. In addition, the e-marketing strategy is able to survive in a sustainable manner for hotels in the process of promoting and marketing products by utilizing current electronic media or the internet. So that it will be able to know the strengths, weaknesses, opportunities and threats of the strategies implemented by the hotel.

## Methodology

This research was conducted at Royal Tulip Springhill Resort Jimbaran. Data was collected by observation, interviews, documentation, and questionnaires. The object of this research is to find out the strengths, weaknesses, opportunities, and threats from internal and external factors and to know the e-marketing strategy to increase room revenue at Royal Tulip Springhill Resort Jimbaran. The sampling method used in this research is purposive sampling technique with the number of respondents consisting of 8 people from the sales & marketing department of Royal Tulip Springhill Resort (Sugiyono, 2019). The data analysis technique used is descriptive qualitative, quantitative descriptive, IFAS matrix analysis, EFAS matrix analysis, IE matrix and SWOT analysis. The SWOT elements studied were internal and external factors and analyzed the SWOT analysis as a whole, consisting of strengths, weaknesses, opportunities and threats (Rangkuti, 2018).

## Results and discussions

This research was conducted to determine the strengths, weaknesses, opportunities, and threats from internal and external factors as well as to determine the e-marketing strategy to increase room revenue at

Royal Tulip Springhill Resort Jimbaran. This researcher uses the SWOT analysis technique to analyze the problem. There are factors that are the main focus at Royal Tulip Springhill Resort Jimbaran currently related to the strategies implemented. In accordance with the results of an interview with the director of sales manager, Mrs. Prisca Anne Puspita, she stated that the promotion factor through online media is currently widely practiced and is considered effective because of current trends. This online media includes email blasts, social media, travel agents, radio, influencers, and also local media partners because with online media products, information will be more easily and quickly conveyed to consumers and bring consumers to get the experience of staying at Royal Tulip Springhill Resort Jimbaran.

Based on the research results, it is explained that there are two strategic factors that determine the e-marketing strategy to increase room revenue. The two strategic factors are internal factors and external factors. By determining the range of values or intervals to the position of the external environment about opportunities and threats and the internal environment about the potential or strengths and weaknesses. Below is the formula for determining the interval:

$$\text{Minimum score} = 1$$

$$\text{Maximum score} = 4$$

$$\text{Class Range} = \text{Maximum score} - \text{Minimum score}$$

$$= 4 - 1 = 3$$

$$\text{Interval} = \frac{\text{Class Range}}{\text{Class}} = \frac{3}{4} = 0,75$$

While the cut of point as below formula:

$$\text{Cut Point} = \frac{\text{Total Score}}{\text{Class}} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2,5$$

Value obtained above 2.5 is a strength or opportunity, whereas if the value obtained is below 2.5 then it is a weakness/threat (Rangkuti, 2018).

The results of internal factors and external factors are described in the description below. In internal environmental factors, there are 16 indicators that have a positive effect on the strengths and there are 2 indicators that have a negative effect on the weaknesses of the e-marketing strategy to increase room revenue. The results of processing responses from respondents on internal environmental factors with a total of 8 respondents on 19 internal factors with a total overall score of 2.94.

**Table1.2**

***Internal Factor Analysis Summary (IFAS)***

<b>Royal Tulip Springhill Resort Jimbaran</b>				
<b>Factor-Factor Internal Strategis</b>				
<b>Category</b>	<b>Strengths</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<i>Product</i>	Have an international brand that is easy to find through the website.	0.07	3.75	0.26
	Methods for booking rooms using OTA, Website and In-stagram.	0.06	3.38	0.21
	Hotel facilities such as photos and videos can be viewed through the website.	0.06	3.25	0.19

<i>Price</i>	Have varied prices on the website.	0.06	3.13	0.18
	The price given is in accordance with the product shown through e-marketing.	0.05	2.63	0.13
<i>Place</i>	Has a discounted price on every OTA.	0.05	2.75	0.14
	The location of the hotel can be reached by using internet technology.	0.05	2.75	0.14
<i>Promotion</i>	Promoting through various promotional media using electronic marketing.	0.06	3.25	0.19
	The hotel carries out promotions by advertising, sales promotion, personal selling, public relations, and direct marketing.	0.05	2.75	0.14
	Promoting cooperation with online travel agents.	0.05	2.75	0.14
<i>People</i>	All hotel staff provide services in accordance with Standard Operational Procedure (SOP) and CHSE through (protection care application)	0.05	3.00	0.16
<i>Process</i>	Routinely conduct marketing activities to attract guests with the determination to create video and photo content on the website and Instagram.	0.06	3.13	0.18
	Respond quickly to reviews given by guests via OTA.	0.05	2.75	0.14
	Follow up the room booking process through the website and OTA.	0.05	3.00	0.16
<i>Physical Evidence</i>	Video concept with a unique hotel building as a marketing medium through online.	0.06	3.13	0.18
	Everything related to products and services is already on the website.	0.05	2.88	0.15
<b>TOTAL</b>		<b>0.88</b>	<b>48.42</b>	<b>2.68</b>
<b>Factor-Factor Internal Strategis</b>				
<b>Category</b>	<b>Weakneses</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<i>Place</i>	The distance from the hotel to tourist destinations can be seen through the website.	0.04	2.25	0.09
	The location of the hotel can be seen through guest reviews via OTA.	0.04	2.25	0.09
<i>People</i>	Mastery of hotel products by staff through existing electronic media (social media and websites).	0.04	2.13	0.08
<b>TOTAL</b>		<b>0.12</b>	<b>6.63</b>	<b>0.27</b>
<b>Total Weight x Score</b>		<b>1.00</b>	<b>54.88</b>	<b>2.94</b>

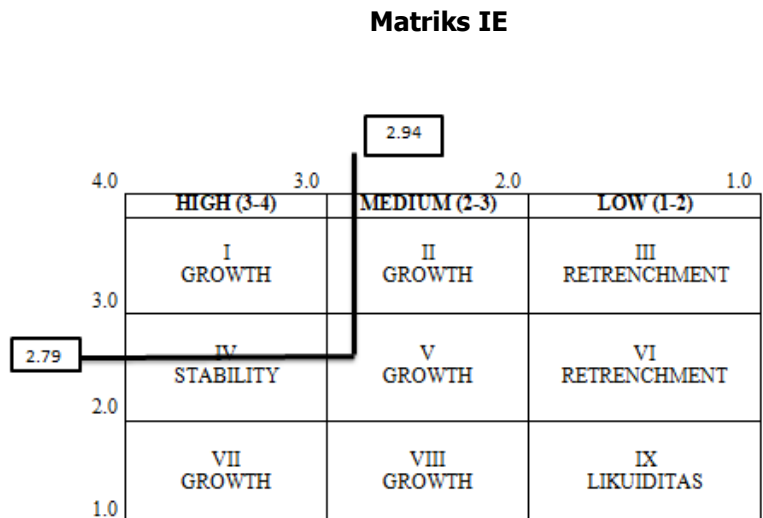
On external environmental factors, there are 7 factors that positively influence opportunities and 3 factors that negatively affect threats to the e-marketing strategy to increase room revenue. The results of processing responses from 8 respondents to 10 indicators of external environmental factors with an overall total score of 2.79 for the EFAS matrix.

**Table 1.3**  
**External Factor Analysis Summary (EFAS)**  
**Royal Tulip Springhill Resort Jimbaran**

<b>Factor-Factor External Strategis</b>		<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Kategori</b>	<b>Peluang</b>			
<i>Policy &amp; Legacy</i>	Provide a sense of security to guests by providing online media (telephone) as a means of communication.	0.11	3.00	0.33
	The hotel already has a CHSE certificate by using the Peduli Lingdung application.	0.11	3.00	0.33
Next table 1.3 <i>External Factor Analysis Summary (EFAS)</i> Royal Tulip Springhill Resort Jimbaran				
<i>Economic Environment</i>	E-marketing is carried out according to the target market according to the season through OTA and the website.	0.10	2.75	0.28
	The concept of videos and photos offered through the website must match the price.	0.10	2.88	0.30
<i>Technology</i>	The progress and development of electronic devices and application software in hotels as marketing media.	0.11	3.00	0.33
<i>Social &amp; Cultural Environment</i>	Local community support through social media (making videos and photos).	0.10	2.65	0.25
	Marketing local cultural activities through social media and hotel websites.	0.13	3.50	0.45
<b>TOTAL</b>		<b>0.76</b>	<b>20.75</b>	<b>2.26</b>
<b>Factor-Factor External Strategis</b>		<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Category</b>	<b>Threats</b>			
<i>Competitor</i>	Hotels with online product marketing.	0.08	2.25	0.18
	Offers various hotel activities through video content on instagram.	0.08	2.13	0.16
<i>Technology</i>	Technology and information network system that continues to develop to carry out promotions with e-marketing.	0.07	2.00	0.15
<b>TOTAL</b>		<b>0.24</b>	<b>6.38</b>	<b>0.50</b>
<b>Total Weight x Score</b>		<b>1.00</b>	<b>27.38</b>	<b>2.79</b>

### 1. Matriks IE

After analyzing the internal and external environment, the next step is to transfer the scores into the IE (Internal-External) matrix table. In the previous calculation, it is known that the total weight or score on the IFAS matrix is (2.94), while the total score for the EFAS matrix is (2.79). The current business position of Royal Tulip Springhill Resort Jimbaran, Bali can be seen in the IE matrix illustrated in the following figure 1:



**Figure 1. Matriks IE**

Figure 1 shows that the position of the Royal Tulip Springhill Resort is in position V on the internal – external matrix. Based on the opinion of Freddy Rangkuti, (2018), the condition of position V shows that Royal Tulip Springhill Resort is in a concentration strategy through horizontal integration or stability (no change in profit or profit). This means that this company is in a moderately attractive industry, the strategy that can be used is a strategy whose goal is relatively more defensive, namely by avoiding losing sales and losing profits. The condition of companies in this position can expand markets, production facilities, and technology through internal and external developments through acquisitions or joint ventures with other companies in the same industry (Rangkuti, 2018).

### 2. Matrik SWOT

SWOT matrix analysis is an analysis used to generate several alternative optimal strategies obtained from internal variables and external variables according to the company's position in the previous IE matrix according to the results of the IFAS and EFAS calculations. Through the SWOT matrix, which consists of 4 groups of strategies can be applied, including the SO (Strength-Opportunity) strategy, by taking advantage of the strengths and opportunities possessed, WO (Weakness-Opportunity) strategy by considering the existing weaknesses and opportunities, namely ST (Strength-Opportunity). Threat) strategies to maximize the strengths and avoid existing threats and strategies as well as WT (Weaknees-Threat) strategies by trying to improve weaknesses and reduce existing threats. This strategy can be seen in table 5 below:

**Table 5**  
**Matriks SWOT**

<b>IFAS</b>	<b>Strenght (S)</b>  <b>S1, S2, S3, S4, S5, S6, S7,S8, S9, S10, S11, S12, S13, S14, S15, S16</b>	<b>Weakness (W)</b>  <b>W1, W2, W3</b>
<b>EFAS</b>		

	<b>SO Strategy</b>	<b>WO Strategy</b>
<b>Oportunity (O)</b> <b>O1, O2, O3, O4, O5, O6, O7</b>	<ol style="list-style-type: none"> <li>1. Expanding market share and partners through travel agents both domestically and abroad from website and social media.</li> <li>2. Increase promotion by following developments in marketing technology such as electronic marketing and utilizing existing social media and website.</li> <li>3. Cooperate with traditional villages, offices and surrounding communities related to the development of existing cultures as a media promotions.</li> <li>4. Development of cooperation with village security (pecalang and hansip) to maintain security around the hotel.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create an application that uses technology to provide information regarding the location of the hotel via Google Maps.</li> <li>2. Utilize electronic devices and software to help communicate in foreign languages.</li> </ol>

	<b>ST Strategy</b>	<b>WT Strategy</b>
<b>Threats (T)</b>  <b>T1, T2, T3</b>	<ol style="list-style-type: none"> <li>1. Improve and develop existing products with innovations that are more unique and attractive to tourists' purchasing power.</li> <li>2. Improve and develop existing hotel facilities and activities with their own characteristics.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve and provide the existing free shuttle service to the beach that has not been done by competitors as a media promotions.</li> <li>2. Provide IT mastery training to staff to make it easier to provide services to guests.</li> </ol>



3. Improving the quality of hotel services for the comfort of staying guests.

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Based on table 5 above, there are four groups of strategies that can be applied at Royal Tulip Springhill Resort Jimbaran, Strength-Opportunity (Andika et al., 2021) (SO), (1) expanding market share and working partners both at home and abroad, is the basis of this form of promotion by holding meetings with business partners that must be done to bring tourists to stay at hotels. (2) increasing promotion with the development of existing electronic media, is a basic strategy to promote products and services offered through social media such as website, instagram, facebook, blast email and also through online travel agents such as booking.com, agoda, ekspedia, and others. (3) cooperating with traditional villages, offices and surrounding communities related to the development of arts and culture, is a form of marketing strategy that utilizes art and culture in its operational processes, such as welcoming dances or traditional Balinese music to welcome VIP guests staying at the hotel. (4) development of security with village officials, is a strategy that must be considered because security is one of the most important things for guest comfort while staying, such as security, security of hotel facilities, security of guest luggage and security around the hotel area.

Strength-Threat (ST), (1) improving and developing existing products with more unique innovations and attracting tourists' purchasing power. This strategy is a strategy to become a strength to avoid threats to hotels by utilizing all the facilities and activities they have so that they can be superior to competing hotels. (2) improve and develop existing hotel facilities and activities with their own characteristics. Improving facilities is one of the most important things because with quality facilities it will bring quality tourists also in accordance with the characteristics it has, namely the jungle hotel concept, besides that by providing activities at the hotel it will make guests not only stay but they can learn about culture Bali, such as making offerings, traditional Balinese food, yoga and others, so that it can attract tourists to stay. (3) Improving the quality of hotel services for the comfort of staying guests. With intense competition, hotels must improve the quality of services provided by training staff at the hotel, so that the prices and facilities provided are competitive but the quality of service received is very satisfying.

Weakness – Opportunities (WO), (1) create an application to provide information on the location of the hotel. In making it easier for guests to travel to the hotel, it is necessary to have an application that makes it easier, namely Google Maps, therefore the hotel must be able to provide hotel location information so that guests do not get lost, it is necessary to register hotel locations through existing applications to make it easier for tourists to come to the hotel. (2) utilize electronic devices and software to help communicate in foreign languages. To make it easier for employees to provide services to guests, the hotel can take advantage of the development of electronic devices in communication, namely by using the google translate application to communicate in languages that are not mastered to cover their weaknesses.

Weakness – Threats (WT), (1) provide free shuttle service that is already in the hotel to go to the beach that has not been done by other competitors as well as add to the existing services at the hotel, such as providing free shuttle service for guests who stay in order to make it easier and fulfill the wishes of guests who will visit the beach. (2) provide IT mastery training to staff to facilitate the process of providing services. Along with the development of technology, employees need to receive training on IT mastery. Because nowadays all company activities and operations always rely on technology, therefore, technology is very important to learn to make it easier for staff or hotel parties to get information to carry out management operations at the hotel.

### **3. INCREASE ROOM REVENUE**

From the results of the analysis described above, it is related to the e-marketing strategy implemented at Royal Tulip Springhill Resort Jimbaran to increase room revenue through OTA, Instagram and Websites that get room booking rates in 2022 from January to December as follows.



**Table 6**  
**Increase Room Online Production**

OTAs, Instagram and Webside Production Royal Tulip Springhill Resort Jimbaran														
Periode Januari-Desember 2022														
NO	NAME	JAN	Feb	Mar	April	May	Jun	July	Aug	Sep	Oct	Nov	Dec	YTD
		RN	RN	RN	RN	RN	RN	RN	RN	RN	RN	RN	RN	RN
1	Booking.com	31	7	23	40	50	33	40	13	10	8	13	20	288
2	AGODA	15	3	1	6	1	-	23	8	3	7	5	4	76
3	HotelBeds	1	2	2	-	-	3	12	2	4	5	7	-	38
4	MG Holiday	-	-	-	-	9	18	10	-	2	1	-	-	40
5	Tiket.com	-	-	-	13	1	5	0	3	4	8	10	12	56
6	Traveloka	-	-	4	2	4	7	5	2	6	5	3	4	42
7	Expedia	-	-	5	-	-	1	-	-	1	2	-	1	10
8	Instagram	5	2	1	1	5	6	7	2	1	-	-	-	-
9	Webside	2	2	1	0	4	3	0	0	0	1	0	2	1
TOTAL		54	16	37	61	74	76	97	30	31	37	38	43	550

From Table 6 above, it can be seen that with the implementation of an optimal e-marketing strategy to increase room revenue through OTA and social media and the website that gets the highest room occupancy is from OTA by updating photos of hotel products, prices, locations, , guest reviews, facilities, hotel activities and services provided by hotels online. Therefore, the maximization of the strategic system used through e-marketing will greatly impact the level of room revenue for the hotel and always provide quality products and services to guests to attract good guest reviews so as to increase the hotel brand image and hotel revenue both through social media, , website and OTA (Steer et al., 2019). The following is the room revenue level from 2017-2022 before implementing a less than optimal e-marketing strategy to implementing a maximum and optimal e-marketing strategy.

**Table 7**  
**Increase Room Revenue 2017-2022**

No	Tahun	Room Revenue	Increase Room Revenue
1	2017	3,056,089,681	4,236,030,000
2	2018	15,226,465,255	32,011,614,000
3	2019	17,558,025,971	28,473,920,000
4	2020	3,437,027,781	24,685,747,247

5	2021	2,094,909,184	21,260,417,859
6	2022	20,064,100,124	50,160,223,100

Based on Table 7 above, it states that there is an increase in hotel room revenue from the strategy implemented, namely e-marketing with marketing through existing electronic media to make it easier for tourists and the hotel to obtain and provide information related to products and facilities owned by the hotel through content. videos, photos, promotions on social media, websites and OTAs (Babalola et al., 2020). So that this strategy is suitable to be applied in a sustainable manner with innovation and creativity and is supported by the superiority of products owned by the Royal Tulip Springhill Resort Jimbaran hotel.

## Acknowledgment

I would like to thank the supervisors, examiners and colleagues who have helped in the process of completing this thesis, so that in the end I was able to do a thesis examination trial even though there is still a revision process but I was able to complete it well thanks to the support and assistance of my supervisor, examiner, colleagues at the hotel, classmates, family and myself and thanks to God that I finally graduated and got a degree behind his name.

## Conclusions

Based on the discussion that has been explained, it can be said that the e-marketing strategy to increase room revenue at Royal Tulip Springhill Resort Jimbaran, currently will focus more on marketing through electronic media, namely e-marketing which is currently more effective and effective in providing information about products. and services provided by the hotel. Electronic media in e-marketing includes email blasts, social media, travel agents, influencers, and also through local media partners who can reach market share to attract tourists to stay at hotels.

In this case, the strategy that can be carried out from Royal Tulip Springhill Resort Jimbaran is from the IE quadrilateral which can be seen from the business position in cell V which explains that the business is in a stable and growing period. There are several strategies to increase room revenue that the author provides based on the SWOT matrix such as, four SO strategies to maximize the strengths and opportunities of the company by increasing market share, maximizing the use of electronic media as a place of promotion, increasing a sense of security and developing local arts and culture as wisdom. local area that is worth a visit by visiting tourists. ST's strategy to maximize the strengths and threats in the company is to increase the innovation of facilities and activities owned by the hotel, improve services and provide quality facilities. The WO strategy is a strategy to take advantage of the company's opportunities or opportunities to overcome its weaknesses, by utilizing electronic media as directions to get to the hotel location. WT strategy, namely the strategy of obstacles and overcoming existing threats by providing free shuttle services that are not provided by competitors and providing training to employees to improve services.

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