

THESIS BY PROJECT

**ROOM REDEVELOPMENT TO ENHANCE ROOM
QUALITY AND INCREASE OCCUPANCY RATES
IN VILLA KAYU RAJA, BALI**



POLITEKNIK NEGERI BALI

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ROOM REDEVELOPMENT TO ENHANCE ROOM QUALITY AND INCREASE OCCUPANCY RATES IN VILLA KAYU RAJA, BALI

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ABSTRACT

This research aims to assess the room redevelopment project at Villa Kayu Raja, focusing on enhancing room quality and increasing occupancy rates and design an applicable model for redevelopment projects in similar hospitality setting. The redevelopment process is essential to ensure the villa remain competitive and aligned with evolving guest expectations. Using a qualitative descriptive approach, the research collected both primary and secondary data through observations, interviews, document reviews and focus group discussions with eight key department heads. The project was implemented using the PMBOK (Project Management Body of Knowledge) framework, encompassing five key phases consist of initiating, planning, executing, monitoring & controlling and closing. Findings indicate that the redevelopment project significantly enhanced room quality and guest satisfaction, contributing to improved occupancy rates increase of 93.92%. Feedback from ten repeater guests, gathered through surveys and online reviews, further supports the success of the project. This study contributes and provide practical insights and valuable applied knowledge to the field of hospitality industry, particularly on how strategic room redevelopment projects enhance room quality and increase occupancy rates in similar villa properties.

Keywords: redevelopment, room quality, occupancy, PMBOK

CHAPTER I

INTRODUCTION

1.1 Background

Tourism is one of the strategic sectors to be developed to enhance the economy and national welfare. The development of the tourism sector is not only considered capable of introducing culture to other countries but also aims to increase people's income, which ultimately impacts the economic growth of a region and the welfare of its society. As a tropical country, Indonesia has become one of the most favored tourist destinations in the world. Tourism products consist of accommodation, restaurants, culinary tourism, transportation, tourist attractions, and events. The accommodation industry is a part of the tourism system, which includes the hospitality sector.

Bali Island is famous for its captivating tourist destinations that attract both local and international visitors. The increasing number of tourists visiting Bali, with an average growth rate of 20.67%, has led to the emergence of various types of accommodations with attractive offers, varying in quality and service to appeal to tourists (BPS Bali, 2024). Furthermore, Bali is known for its diverse attractions and appeals to tourists from around the world. From breathtaking natural scenery to unique cultural and culinary experiences, Bali offers a wide range of tourism options for both local and international visitors. As a leading global tourist destination, Bali has proven itself over the years and has generated significant

economic benefits, providing high employment opportunities, thus allowing the tourism industry to grow across various sectors.

Bali's appeal as a tourist destination comes from its unique combination of natural beauty, spirituality, accommodation, and cuisine. In addition to its stunning landscapes, Bali is also known for its deeply rooted spirituality and dynamic culture. Tourists can explore numerous temples that provide insight into Hindu heritage, traditional dance performances, ceremonies, and spiritual rituals. The increasing number of tourist arrivals serves as a catalyst for the growth of the tourism industry in Bali.

Various types of businesses offer opportunities, among which the hotel and accommodation industry stands out as a highly profitable, long lasting sector with promising economic prospects. As hotel businesses become increasingly competitive, the trend in managing accommodation facilities and services should focus on prioritizing customer service, communication, and satisfaction by providing complete, comfortable, and high-quality products and facilities (Kotler & Keller, 2009). The increasing number of hotels has led to intense competition in the hospitality industry. Hotels compete to enhance their competitiveness by continuously creating differentiation in their businesses to retain existing customers and attract a larger number of new customers.

The accommodation business offers a variety of lodging options, including hotels, villas, guest houses, and homestays, each providing a different experience tailored to various preferences and budgets. These accommodations are typically located in strategic areas, giving visitors easy access to natural, cultural, and

culinary attractions. One of the preferred accommodation choices for tourists is villas. The large number of villas in Bali indicates that they are a popular option for travelers visiting the island. The rapid development of villas in Bali is driven by the alignment between consumer needs and investor interests. From an investor's perspective, villas are considered a highly profitable business opportunity compared to building large hotels with more rooms. Investing in a villa is significantly more affordable with relatively lower operational costs.

Villa Kayu Raja Bali is located at Jl. Lebak Sari No. 18, Petitenget, Kerobokan, Seminyak, Kuta – Bali. It began operations in October 2011 and has been running for nearly 14 years. Villa Kayu Raja offers 48 units of one bedroom private pool villas and 10 units of two bedroom private pool villas, combining the concept of private and luxury living. Seminyak is one of the most well known areas in Bali, attracting both domestic and international tourists. The area offers numerous tourist attractions and exciting activities, including beautiful beaches, bars, cafés, restaurants, beach clubs, shopping centers, hotels, villas and guest houses. A tourist attraction is anything in a particular location that possesses uniqueness, beauty, accessibility and value, whether in the form of natural or man made diversity, making it appealing and worth visiting by tourists (Syarifuddin & Musafa, 2021).

During the outbreak of the Coronavirus Disease (COVID-19), the tourism sector was heavily impacted with businesses suffering severe losses. Hotels in Bali experienced a drastic decline in visitor numbers and this was also strongly felt by Villa Kayu Raja. Strict health and safety protocols were implemented as part of

pandemic procedures, presenting operational and financial challenges. For nearly 14 years, Villa Kayu Raja has experienced reduce in the quality of its rooms and facilities, leading to a decline in room and facility quality. Maintenance and upgrades have been postponed or minimized due to budget constraints. Internally, the manager on duty has identified necessary maintenance or replacements through a checklist, addressing products and facilities that are either unfit or damaged. Externally, the implications of declining room quality have a dual impact; negative guest experiences reflected in unfavorable feedback, which can significantly harm the hotel's reputation and image (Kim & Han, 2020). Renovation is a process that includes various activities such as replacement, restoration, redesign, redecoration, and recovery. Since renovation is closely tied to a hotel's image, it can be classified as a highly effective marketing tool (El-Sayed et al., 2023). Renovation helps maintain or enhance a hotel's reputation by modifying its tangible products for various reasons. Maintenance refers to restoring or preserving an item's condition to ensure it continues to perform its originally intended function (Ghazi, 2016) .

Guests expect a certain standard when choosing this property, and any shortcomings they experience can tarnish the trust and loyalty that have been built over the years. Secondly, and perhaps more critically from a business perspective, the decline in room and pool quality affects competitiveness with other villa hotels in the area. Travelers are becoming increasingly savvy and selective when choosing accommodations. Make significant improvements to the rooms and facilities to address quality issues, thereby enhancing the overall experience for guests (El-Sayed et al., 2023) . With a wide range of competitive options available, it is crucial

to provide an exceptional guest experience (Nurcahyo et al., 2017). Failure to meet these expectations can result in decreased room sales and lost potential revenue, ultimately impacting financial stability and business sustainability (Handani et al., 2022).

The dimensions of service quality in relation to its influence on consumer satisfaction include the elements in the SERVQUAL concept, where room quality is influenced by reliability, assurance, tangibility, empathy, and responsiveness. Some product quality indicators for room quality influence customer satisfaction, including design, features, performance quality and perceived quality (Hamdany et al., 2019). The factors of product quality dimensions are also expressed by Kotler & Keller (2009) such as form, feature, performance quality, perceived quality, durability, reliability, repairability, style and design. According to Tjiptono (2008), the design and layout of service facilities are closely related to the formation of customer perceptions. He states that tangible evidence is an attribute that includes physical facilities, the completeness of equipment, employees and means of communication. These attributes are closely related to the appearance of physical facilities, such as the building, front office layout, the availability of adequate parking facilities, cleanliness, a comfortable and neat room layout, the completeness of equipment and the appearance of employees.

The following is the occupancy rate data at Villa Kayu Raja from 2017 to 2022:

Table 1. 1 Occupancy Rate (2017-2022)

Month	Occupancy Rate					
	1 Bedroom and 2 Bedroom Villa					
	2017	2018	2019	2020	2021	2022
January	84,37%	40,71%	65,41%	75,25%	5,90%	71,52%
February	82,45%	74,01%	77,03%	40,25%	3,45%	52,22%
March	68,30%	57,45%	62,46%	17,19%	4,34%	80,59%
April	70,52%	62,24%	65,63%	0,00%	4,60%	62,53%
May	79,25%	73,75%	79,14%	0,00%	13,63%	89,10%
June	82,07%	82,82%	86,90%	0,00%	39,48%	91,29%
July	75,42%	84,98%	85,76%	0,00%	43,77%	93,66%
August	84,43%	88,77%	91,83%	2,67%	32,81%	94,33%
September	83,45%	90,75%	86,61%	3,45%	36,09%	88,63%
October	52,22%	83,98%	85,15%	4,73%	57,29%	87,66%
November	34,14%	56,21%	73,22%	5,40%	74,54%	89,03%
December	38,10%	68,30%	72,64%	22,30%	80,32%	93,83%
Average	69,56%	72,00%	77,65%	14,27%	33,02%	82,87%

Source: Kayu Raja, 2024

In Table 1.1, it can be seen that the data presented covers the period from 2017 to 2022, ranging from January to December each year. Overall, the hotel experienced fluctuating occupancy rates throughout the year, with peaks during the holiday seasons in August and December while declines at the beginning and middle of the year.

At Villa Kayu Raja, an occupancy rate in the range of 85% – 87% can be considered optimal, indicating high demand, efficient operations and optimal revenue management. At this level, the hotel can maximize room sales without experiencing significant overbooking or setting prices too low, allowing for proper maintenance and the implementation of high quality service standards to retain guests while attracting new customers.



Figure 1. 1 Front Side Villa
Source: Kayu Raja, 2024

To remain competitive in the market, Villa Kayu Raja Bali is undergoing significant refurbish of its rooms and facilities to address quality issues and enhance the overall guest experience. Villa Kayu Raja Bali offers one bedroom and two bedroom villas, all well equipped and designed for comfort. Additionally, the hotel provides parking, shuttle services to the beach and beach club facilities. Based on the above explanation, the author is interested in understanding the contribution of room redevelopment to the increase in occupancy and documenting the redevelopment process. By undertaking room redevelopment, it is expected that

Villa Kayu Raja can become more competitive in the market and increase room sales.

1.2 Formulation of Problems

Considering implementation process and project costs, there are a lot of preparation that must be done to ensure the project can be successfully implemented according to planning while operations continue to run well. Some of the problems formulated in this research project, as follows:

- a. How is the room redevelopment project implemented to enhance room quality and increase occupancy rates in Villa Kayu Raja, Bali?
- b. What is the room redevelopment project model designed to enhance room quality and increase occupancy rates in Villa Kayu Raja, Bali?

1.3 Objectives of the Study

Operation business project related room redevelopment to increase occupancy are having objectives as follow:

- a. To asses the room redevelopment project to enhance room quality and increase occupancy rates in Villa Kayu Raja, Bali.
- b. To design and apply the room redevelopment project model to enhance room quality and increase occupancy rates in Villa Kayu Raja, Bali.

1.4 Significances of the Study

1.4.1 Theoretical Benefit

This research project will provide benefit to hospitality industry and stakeholders, it becomes a practical lesson learnt, knowledge and experience as well as sharing information on how business project room redevelopment to enhance

occupancy. The result of this research can be used as a reference to develop more by the other researchers.

1.4.2 Practical Benefit

a. For Villa Kayu Raja Bali

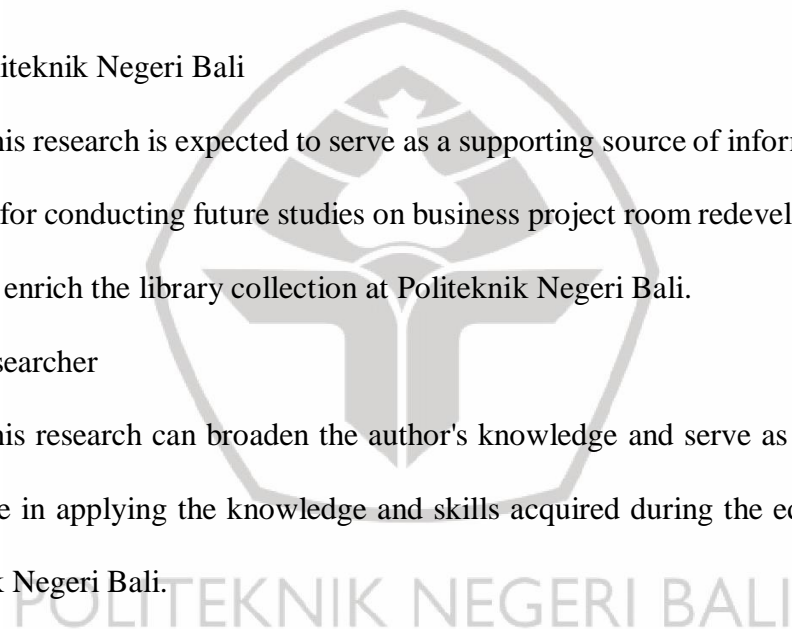
This can be used as a reference and evaluation material for the planning and implementation of the business project room redevelopment at Villa Kayu Raja Bali, thereby providing a positive impact for the development of future business projects.

b. For Politeknik Negeri Bali

This research is expected to serve as a supporting source of information and reference for conducting future studies on business project room redevelopment, as well as to enrich the library collection at Politeknik Negeri Bali.

c. For Researcher

This research can broaden the author's knowledge and serve as a valuable experience in applying the knowledge and skills acquired during the education at Politeknik Negeri Bali.



CHAPTER VI

CLOSING

6.1 Conclusion

The room redevelopment project at Villa Kayu Raja Bali has been implemented as a strategic initiative to improve room quality and guest satisfaction, based on input from the MoD checklist and guest feedback. This project is part of a planned and systematically executed maintenance program, focusing on enhancing room quality, which is the main product of Villa Kayu Raja. The improvements target key in room elements such as interior design, furnishings, lighting systems, bathroom facilities, air conditioning (AC), and Wi-Fi connectivity. These upgrades not only enhance the comfort and functionality of the rooms but also align with modern hospitality standards and current guest expectations. This initiative also plays a crucial role in the villa's efforts to increase occupancy rates, by attracting both new and returning guests through upgraded facilities, improved comfort, and a consistently positive guest experience. The redevelopment is supported by a guest feedback mechanism and operational evaluations to ensure that each change is targeted and effective. As a result, the room redevelopment project has successfully improved room quality and contributed to increased occupancy at Villa Kayu Raja.

The room redevelopment project at Villa Kayu Raja is a structured, guest centered initiative aimed at enhancing room quality and increasing occupancy. Guided by insights from the MoD checklist and guest feedback, the project follows

the PMBOK framework and is implemented across 58 villas through five key phases consist of initiating, planning, execution, monitoring & controlling and closing. Each phase is carefully designed to align operational improvements with guest expectations, ensuring that every enhancement from interior design and furnishings to lighting, air conditioning and Wi-Fi adds tangible value to the guest experience. Throughout the project, special attention is devoted to minimizing guest disruption while ensuring their comfort and maintaining service standards. The success of the redevelopment is measured through improved guest satisfaction and higher occupancy rates, both of which have shown significant positive trends. This model not only ensures continuous quality enhancement but also reinforces Villa Kayu Raja's position as a leading accommodation choice in Bali.

6.2 Recommendation

The following recommendations are proposed for hotel management:

1. Hotel management should systematically analyze guest feedback and reviews particularly from repeat guests and incorporate the findings into the hotel's ongoing quality assurance framework. This approach enables informed strategic decision making, supports service innovation, and guides future redevelopment planning.
2. Management should establish and follow a structured, periodic schedule of soft refurbishments to ensure that guestroom designs, amenities, and aesthetics remain up to date, contextually relevant, and aligned with shifting guest preferences. This proactive effort strengthens the hotel's competitiveness in a dynamic market.

3. The hotel should implement comprehensive and recurring training programs that align with operational goals. By doing so, staff can consistently deliver seamless, high quality service that enhances and sustains the value of any physical improvements made.



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