

UNDERGRADUATE THESIS

**IMPLEMENTATION OF DIGITAL GUEST EXPERIENCE
PLATFORMS TO IMPROVE WORK EFFECTIVENESS AND
EFFICIENCY IN THE FRONT OFFICE DEPARTMENT AT
COURTYARD BY MARRIOTT BALI SEMINYAK RESORT**



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**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
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**This undergraduate thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Management Study Program in
Politeknik Negeri Bali**



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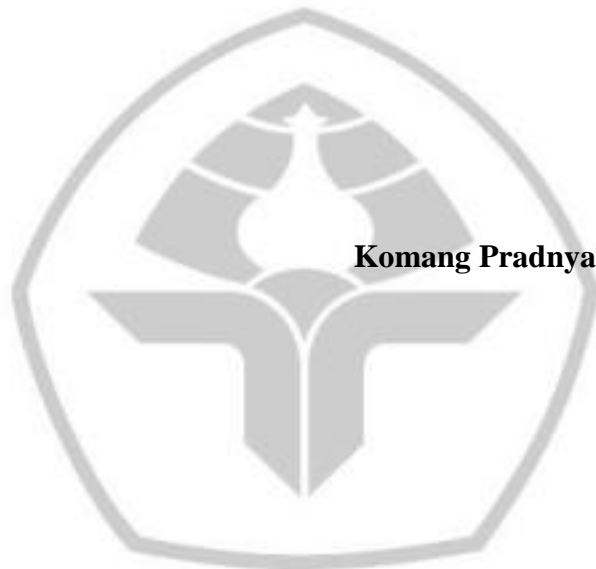
First and foremost, the writer would like to express sincere gratitude to Almighty God for His continuous guidance and blessings throughout the process of completing this undergraduate thesis. This research, titled “Implementation of Digital Guest Experience Platforms to Improve Work Effectiveness and Efficiency in the Front Office Department at Courtyard by Marriott Bali Seminyak Resort,” explores how digital technology contributes to enhancing productivity and operational efficiency in the Front Office Department. The study examines the role of digital guest experience platforms in streamlining tasks, increasing employee performance, and supporting competitiveness within Bali’s dynamic hospitality industry. The successful completion of this thesis would not have been possible without the valuable support, guidance, and encouragement received from various individuals during both the research and writing stages. The writer would like to express heartfelt appreciation to the following:

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Finally, the writer hopes this thesis can serve as a valuable reference for future research and contribute meaningfully to the field of tourism and hospitality. The writer is aware that this study may still have limitations. Thus, any constructive feedback is greatly appreciated to improve this research.

Writer



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ABSTRACT

Putri, Komang Pradnyani. (2025). *Implementation of Digital Guest Experience Platforms to Improve Work Effectiveness and Efficiency in The Front Office Department at Courtyard by Marriott Bali Seminyak Resort*. Undergraduate Thesis: Tourism Business Management. Tourism Department. PoltekNIK Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: Elvira Septevany, S.S., M.Li, and Supervisor II: Ni Putu Lianda Ayu Puspita, SE, M.Tr.Par

Keywords: Implementation, Digital Guest experience (DGE), Work Effectiveness and Efficiency, Front Office Department

This study explores the implementation of Digital Guest Experience (DGE) platforms and their impact on employee Work Effectiveness and Efficiency at the Front Office Department of Courtyard by Marriott Bali Seminyak Resort. The platforms examined include Mobile Guest Service (MGS) and Guest Experience Platform (GXP). Data were collected through observation, interviews, questionnaires, documentation, and Time-based Efficiency tests. Purposive sampling was employed, resulting in 36 questionnaire respondents and 2 key informants. The Assistant Loyalty Manager and the Duty Manager were selected as the key informants. The analysis incorporated both qualitative insights and quantitative data. The results show that DGE platforms positively influence staff performance, with an overall effectiveness and efficiency score of 76.40%. Among MGS features, Mobile Check-in received the highest rating at 77.86%, reflecting its role in improving operational readiness. Meanwhile, the Case Closed feature in GXP had the lowest score (75.47%) due to delays and the need for manual follow-ups. In the Work Effectiveness and Efficiency dimension, the highest score was recorded in Work Adaptability, where both task and interpersonal adjustment indicators scored 76.51%. The lowest scores appeared in Job Satisfaction and Satisfaction of Rewards, both at 75.58%, highlighting areas where employee well-being and recognition may need improvement. Time-based Efficiency testing further supports the findings: tasks conducted via GXP averaged 3,157 seconds, compared to 5,975 seconds for MGS, indicating greater time efficiency in GXP usage. In conclusion, the adoption of DGE platforms contributes significantly to improving workflow, supporting both operational efficiency and employee effectiveness within the Front Office Department.

ABSTRAK

Putri, Komang Pradnyani. (2025). *Implementation of Digital Guest Experience Platforms to Improve Work Effectiveness and Efficiency in The Front Office Department at Courtyard by Marriott Bali Seminyak Resort*. Skripsi: Manajemen Bisnis Pariwisata. Jurusan Pariwisata. Polteknik Negeri Bali

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Elvira Septevany, S.S., M.Li dan Pembimbing II: Ni Putu Lianda Ayu Puspita, SE.,M.Tr.Par

Kata Kunci: *Impelementasi, Digital Guest experience (DGE), Efektifitas dan Efisiensi Kerja , Departemen Front Office*

Penelitian ini mengkaji penerapan Digital Guest Experience (DGE) platforms dan dampaknya terhadap efektivitas serta efisiensi kerja karyawan di Departemen Front Office Courtyard by Marriott Bali Seminyak Resort. Platform yang dianalisis mencakup Mobile Guest Service (MGS) dan Guest Experience Platform (GXP). Teknik pengumpulan data meliputi observasi, wawancara, kuesioner, dokumentasi, serta Time-based Efficiency test. Teknik sampling yang digunakan adalah purposive sampling dengan 36 responden kuesioner dan 2 informan kunci, yaitu Assistant Loyalty Manager dan Duty Manager. Pendekatan analisis yang digunakan mencakup data dan analisis secara kualitatif serta kuantitatif Hasil penelitian menunjukkan bahwa penerapan DGE berpengaruh positif terhadap kinerja karyawan, dengan skor rata-rata efektivitas dan efisiensi sebesar 76,40%. Pada fitur MGS, Mobile Check-in memperoleh skor tertinggi (77,86%) yang mencerminkan perannya dalam mendukung kesiapan operasional. Sebaliknya, fitur Case Closed di GXP mencatat skor terendah (75,47%) karena masih memerlukan tindak lanjut manual dan keterlambatan dalam penyelesaian. Dalam dimensi Efektivitas dan Efisiensi Kerja, skor tertinggi terdapat pada indikator Work Adaptability, baik dalam Adjustment to task dan Adjustment to people (76,51%). Skor terendah ditemukan pada indikator Job Satisfaction dan Satisfaction of Rewards, keduanya sebesar 75,58%, menunjukkan perlunya peningkatan dalam aspek kesejahteraan dan penghargaan karyawan. Pengujian Time-based Efficiency menunjukkan bahwa tugas menggunakan GXP diselesaikan dalam rata-rata 3.157 detik, lebih cepat dibandingkan MGS yang memerlukan 5.975 detik. Temuan ini menegaskan bahwa penggunaan DGE secara signifikan meningkatkan efisiensi operasional dan mendukung efektivitas kerja karyawan Front Office.

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CHAPTER I

INTRODUCTION

1.1 Research Background

As technology evolves, digital transformation has become increasingly crucial across industries. Verhoef et al. (2021) state that digital transformation is driven by technological advancements, increased competition in the digital environment, and shifts in consumer behavior influenced by these environments. In the hospitality sector, integrating digital transformation requires hotels not only to keep pace with emerging sustainability strategies but also to respond to growing consumer awareness and evolving preferences (Djevojić & Vitasović, 2023).

One form of technology implementation in this industry is the use of digital applications to support operational activities, such as administrative tasks and guest registration processes. The theory of technological efficiency suggests that the use of digital applications can enhance work efficiency, reduce processing time, and minimize human errors that are commonly found in manual or poorly integrated online administrative systems (Laudon & Laudon, 2020).

Today's customers expect faster, more seamless, and highly convenient service experiences. With technological progress, hotel services such as booking, check-in, check-out, and room service requests can now be managed online or via mobile applications. These platforms allow users to conveniently arrange hotel stays, flights, and other travel services directly through their smartphones (Nyagaka, 2024).

The Front Office functions as the central point of guest interactions, making it crucial to create a comfortable environment from the guest's arrival until their departure. As guest demands for instant responses and digital convenience continue to grow. This shift in guest behavior has created new challenges for hotel staff, particularly in the Front Office, where employees are expected to deliver quick and personalized service under increasing time pressure. Employees may experience heavy workloads and operational stress, which can impact their ability to work effectively and efficiently. Effectiveness is a measure that describes the extent to which goals can be achieved. High effectiveness will result in the services provided being good. Many hospitality companies have implemented modern information systems to expedite processes and maximize the benefits of services, one of which is e-service quality (Achmadi & Siregar, 2021).

According to Surjadjaja et al. (2003), an e-service operation involves all or part of the interaction between the service provider and the customer being conducted via the Internet. An e-service integrates a web-based front-end interface with supporting back-end information systems. At Courtyard by Marriott Bali Seminyak Resort, an example of e-service implementation is the Digital Guest Experience platforms, specifically Mobile Guest Service (MGS) and Guest Experience Platform (GXP). These platforms are fully integrated with the Marriott Bonvoy App, enabling the hotel to manage and respond to guest requests more efficiently via the application. The features of these platforms include Mobile Check-in, Mobile Check-out, Mobile Key, Mobile Chat, Case Closed, and Guest Planning Screen (GPS).

However, in practice, the implementation of these Digital Guest Experience platforms has not reached its full potential. Key features such as Mobile Check-in/Check-out, Mobile Key, Mobile Chat, the Guest Planning Screen (GPS), and the Case Closed function are either underutilized or not functioning as intended. This has led to recurring issues, including lobby congestion due to manual check-in/out procedures, overlooked guest preferences, slow responses to service requests, and poor interdepartmental coordination. These operational inefficiencies indicate that the system, while present, is not being optimized to support Front Office performance.

Based on observed issues such as unfulfilled guest preferences, the tiresome check-in and check-out processes, delays in keycard activation, and the lack of efficient communication platforms in AYS (At Your Service) for guest requests. This identifies a significant research gap. Despite the availability of the Digital Guest Experience platform, there is limited evidence showing whether its effective implementation can measurably improve employee performance in terms of work effectiveness and efficiency. Therefore, the writer intends to conduct research titled “Implementation of Digital Guest Experience Platforms to Improve Work Effectiveness and Efficiency in the Front Office Department at Courtyard by Marriott Bali Seminyak Resort” to explore whether better utilization and application of Digital Guest Experience platforms can streamline daily tasks and enhance the performance of Front Office staff at Courtyard by Marriott Bali Seminyak Resort.

1.2 Research on Problems

Based on the background that has been described, the primary issues that are used as problems are as follows:

1. How are the Digital Guest Experience Platforms implemented in the Front Office Department at Courtyard by Marriott Bali Seminyak Resort?
2. How effective and efficient are the Digital Guest Experience Platforms in improving employee performance in the Front Office Department at the Courtyard by Marriott Bali Seminyak Resort?

1.3 Research Objectives

As determined by the problem identification above, the objectives of this undergraduate thesis are as follows:

1. To identify the implementation of Digital Guest Experience Platforms in the Front Office Department at Courtyard by Marriott Bali Seminyak Resort.
2. To analyze how effectively and efficiently implementing Digital Guest Experience Platforms improves employees' work performance in the Front Office Department at Courtyard by Marriott Bali Seminyak Resort.

1.4 Research Significance

This research is intended to be both theoretical and practical. The benefits to be pursued include:

1.4.1 Theoretical Benefit

The study aims to shed light on the connection between Digital Guest Experience Platforms and Work Effectiveness and Efficiency in the hospitality

industry. It focuses on the impact of Digital Guest Experience Platforms, Namely Mobile Guest Service (MGS) and Guest Experience Platform (GXP), implementation on employee performance, specifically at Courtyard by Marriott Bali Seminyak Resort. The findings are expected to contribute to the academic literature on Digital Guest Experience Platforms and their role in improving employee productivity. This study can also serve as a guide and reference for future research investigating the direct impact of Guest Digital Experience Platforms on operational effectiveness in the hospitality industry.

1.4.2 Practical Benefit

1. For Company

In a realistic sense, this study is projected to serve as a valuable evaluation and provide a feedback resource for Courtyard by Marriott Bali Seminyak Resort. This study aims to provide insights into enhancing the effectiveness and efficiency of Front Office Department employees by utilizing Digital Guest Experience Platforms. This study aims to provide a comprehensive understanding that supports strategic decision-making to improve operational performance.

2. For the Bali State Polytechnic

This research aims to help academics gain a deeper understanding of how the implementation of Digital Guest Experience Platforms affects Work Effectiveness and Efficiency in the Front Office Department. It is also intended to contribute to the academic literature by examining how these variables interact within the hospitality industry, particularly in Front Office operations.

3. For Writer

This research will allow the writer to gain a clearer understanding of how the implementation of Digital Guest Experience Platforms affects Work Effectiveness and Efficiency. Through this study, students conducting this research will gain insight into how Digital Guest Experience Platforms may improve work performance in the hotel industry, especially within the Front Office Department.

1.5 Limitation and Scope of Problem

The scope of this research focuses on the use of Digital Guest Experience (DGE) Platforms at Courtyard by Marriott Bali Seminyak Resort. These platforms include the Mobile Guest Service (MGS) and the Guest Experience Platform (GXP). The study aims to assess the effect of these platforms on employee performance. The research sample was taken from the Front Office Department, specifically involving Front Desk Attendants, Guest Relations Officers, and At Your Service (AYS) Agents. In this study, the DGE platforms are treated as the independent variable, while Work Effectiveness and Efficiency are considered the dependent variables. Limitations refer to conditions or events beyond the researcher's control that may affect the study. First, access to the Marriott Global Source was initially restricted, as it requires an EID (Enterprise ID) granted only to Marriott associates. This issue was resolved by obtaining temporary access through the Front Office Manager. Second, the study involved an evaluation of two internal systems, GXP and MGS, which are both complex and utilized differently across departments. As a result, additional time and effort were required to understand their functionalities and how they relate to employee performance.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

The Digital Guest Experience (DGE) platforms at Courtyard by Marriott Bali Seminyak Resort are fully integrated with the OPERA Property Management System. The two main systems, Mobile Guest Services (MGS) and the Guest Experience Platform (GXP), are used daily by Front Office staff to improve guest interactions and help them complete tasks more efficiently. Based on staff interviews and performance data, both platforms are widely adopted and effectively implemented, meeting the brand's operational standards.

The Digital Guest Experience (DGE) platforms positively influence employee performance, with an average effectiveness and efficiency score of 76.40%. Among DGE features, "Mobile Check-in" received the highest score (77.86%), indicating its critical role in streamlining Front Office operations. Conversely, the "Case Closed" feature had the lowest score (75.47%), mainly due to manual follow-ups and delays. Regarding Work Effectiveness and Efficiency, the highest scores were found in Work Adaptability, where employees showed balanced "adjustment to tasks" and "adjustment to people" at 76.51%. The lowest scores appeared in the "Job Satisfaction" and "Satisfaction of Rewards" indicators (both around 75.58%), reflecting some gaps in employee well-being and recognition. Time-based testing further supports these findings, revealing that GXP

tasks were completed in an average of 3,157 seconds, significantly faster than MGS tasks at 5,975 seconds, indicating higher time efficiency in GXP-related functions.

5.2 Suggestion

The lowest implementation score is found in the GXP's "Case Closed" feature (75.47%), due to delays from manual follow-ups. The system should be improved with auto-reminders, progress tracking, or simple alerts, so staff are prompted to close requests on time without relying on memory. Also, all DGE platforms depend on strong Wi-Fi, but unstable connections, especially during busy periods, cause issues like chat delays and failed Mobile Key access. Adding an offline mode or a lightweight version for basic functions could reduce these disruptions. Upgrading the resort's internal Wi-Fi system is also recommended.

In terms of usability, GXP offers helpful tools, but many are underused because staff still rely on manual habits, such as through WhatsApp. The platform should be made more user-friendly through real-time notification tasks, clear layouts, and built-in guides, so all features are used properly and consistently. DGE platforms should sync more smoothly with the Property Management System (OPERA). This would reduce delays in Mobile Check-ins and case processing, leading to better guest service. In the long run, DGE platforms could benefit from AI features like smart replies in chat or auto-suggestions for guest needs. This would speed up staff response times and help deliver more personalized service.

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