

THESIS BY PROJECT

**ESTABLISHMENT OF A SPA BUSINESS AT SADARA
RESORT TO OPTIMIZE HOTEL REVENUE**



POLITEKNIK NEGERI BALI

**BALI STATE POLYTECHNIC
BADUNG
2025**

**1st COVER PAGE
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**TOURISM PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
TOURISM DEPARTMENT
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THESIS BY PROJECT

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PREFACE

The author would like to express his gratitude to Allah SWT, the Almighty God, for all His grace and guidance so that the author can complete the project thesis entitled "Establishment Of A Spa Business At Sadara Resort To Optimize Hotel Revenue", as one of the requirements to complete the Applied Masters Program in Tourism, Politeknik Pariwisata Bali.

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4. Parties involved in the process of preparing and completing this thesis

Finally, the author humbly accepts any constructive criticism and suggestions from various parties to make further research better. Hopefully, this Applied Thesis can provide benefits for the treasury of applied tourism science in general and practical benefits for industry, society and government.

Jimbaran, August 19th, 2025

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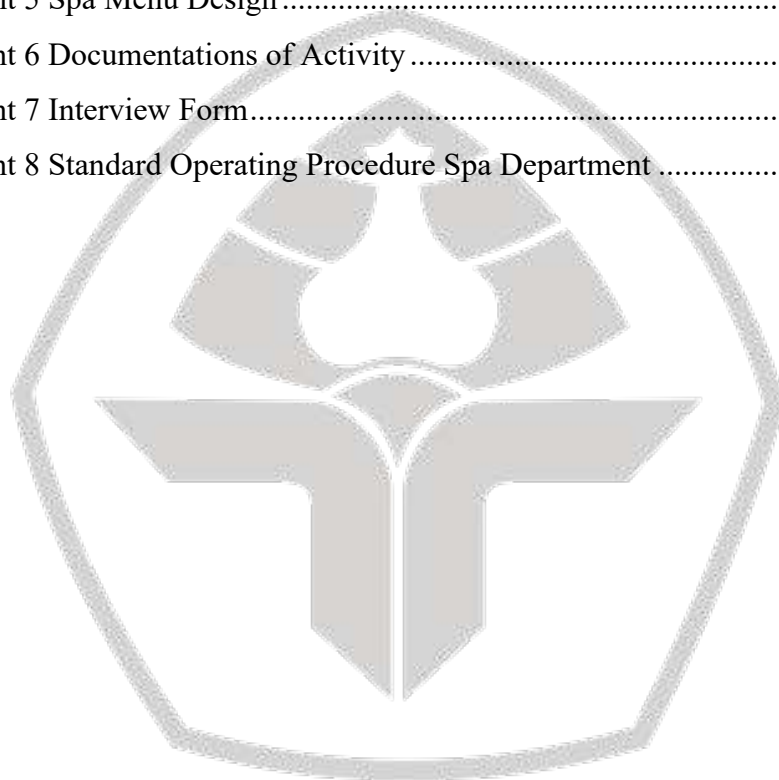
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ESTABLISHMENT OF A SPA BUSINESS AT SADARA RESORT TO OPTIMIZE HOTEL REVENUE

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ABSTRACT

The hospitality industry is a service sector that combines products and services to create satisfying experiences for guests. Among the various elements influencing guest satisfaction and hotel selection, facilities play a crucial role—particularly spa services, which are increasingly in demand. Sadara Resort, located in the Tanjung Benoa area of Nusa Dua, Bali, had its spa facilities operated by a third party under a partnership agreement following a renovation in 2015. This thesis project aims to establish an in-house spa at Sadara Resort as a strategic effort to maximize hotel revenue.

The establishment of the spa was implemented using the Planning, Organizing, Actuating, and Controlling (POAC) management approach, ensuring a structured and guided process. The spa, branded as Ritual Spa, officially opened on March 17, 2024. In its first year of operation, Ritual Spa generated a gross operating profit of IDR 398.578.806, a significant increase compared to the previous year's profit of only IDR 111.602.066 under third-party management. This outcome highlights the positive impact of the in-house spa establishment on Sadara Resort's overall revenue performance.

Keywords: Business establishment, POAC Method, Revenue.

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CHAPTER 1

INTRODUCTION

1.1 Background

Hospitality is a service industry that offers a combination of products and services to guests. The design of the exterior and interior of the hotel room is an attraction for hotel guests when staying at the hotel. The friendliness of the hotel staff in serving guests is a form of service in providing satisfaction to guests. Guest satisfaction is the most important thing in the world of hospitality, there are various reasons why people stay or spend time at hotels. Some of the reasons include business purposes, vacations, just wanting to find peace or a different atmosphere, and various other reasons (Erianto & Msp, 2022).

Each hotel will try to provide different added value to the service products and services provided to guests (visitors). Complete hotel facilities will provide added value to be able to satisfy guests, including bedrooms, with all the equipment in them, restaurants, sports facilities, spas, and other entertainment facilities. Hotel facilities are a factor considered by consumers in choosing a hotel (Dedy & Alfandi, 2022). One of the hotel facilities that is in great demand by guests is the spa facility. The purpose of the hotel in providing spa facilities is as follows (Purnamasari et al., 2024):

1. Improve the overall comfort and satisfaction of hotel guests

The availability of spa facilities within the hotel premises allows guests to enjoy spa services without leaving the hotel area, thereby enhancing their overall comfort and satisfaction during their stay

2. Marketing strategy

Hotel facilities, specifically spa amenities, serve as a significant element in a hotel's marketing strategy, as they are a key consideration for guests when selecting accommodation. The integration of spa facilities into a hotel's promotional efforts, particularly when combined with competitive pricing, constitutes a strategic marketing approach.

3. Operational cost efficiency

The spa facilities within the hotel are managed by third-party operators under a collaborative arrangement. As part of this cooperation, the hotel provides a designated space that is leased to the spa, with the responsibility for utility expenses, including electricity and water, fully assumed by the tenant. This arrangement serves as a strategic measure to enhance operational efficiency, as it allows the hotel to maximize space utilization and avoid unproductive vacancy.

4. Increased profits

Well-managed spa facilities that offer attractive services to both in-house guests and external visitors have the potential to significantly increase the number of users. This, in turn, contributes to higher revenue generation from the spa operations and ultimately enhances the overall profitability of the hotel.

The rapid growth of the hotel industry has intensified competition among hotels, presenting significant challenges in terms of effective management. Hotel managers are required to strategically position their properties by creating a distinct image and delivering exceptional services to attract and retain guests. Within this context, the role of operational management becomes crucial in overseeing and controlling the hotel's day-to-day activities. According to (Ulfikri, 2021), operational management involves the supervision, planning, and control of production-related functions. Through effective operational management, hotels can optimize their performance and work toward achieving organizational objectives, including the enhancement of profitability.

Sadara Resort is a hospitality establishment located in the Tanjung Benoa area of Nusa Dua, Bali, offering accommodation facilities alongside a restaurant, beach club, and spa services. The resort underwent a complete renovation in 2015 and was previously known as Kind Villa Bintang. Since its renovation, the spa facilities at Sadara Resort have been operated by a second party under a partnership arrangement. The following data outlines the details of this operational collaboration:

Table 1.1 Spa Management and Revenue Data 2015-2023

No	Year	Management	Income of Sadara Resort	Note
1.	2015	Sunaini Spa	Rp. 37,500,000	-
2.	2016	Sunaini Spa	Rp. 37,500,000	-
3.	2017	Sunaini Spa	Rp. 40,000,000	-
4.	2018	Lotus Spa	Rp. 35,000,000	-
5.	2019	Lotus Spa	Rp. 37,500,000	-
6.	2020	-	-	Close because of pandemic
7.	2021	-	-	Close because of pandemic
8.	2022	-	Rp. 16,780,000	Collaborate with freelance therapist
9.	2023	-	Rp. 32,630,000	Collaborate with freelance therapist

Source: Data processed by the researcher (2025)

Table 1.1 illustrates that during the period 2015–2017, the management of the spa was fully delegated to Sunaini Spa. The partnership with the external operator continued throughout 2018 and 2019, with Sadara Resort maintaining the arrangement of outsourcing spa operations to a second party. To gain further insight into this managerial decision, an interview was conducted with the General Manager of Sadara Resort on October 26, 2023, regarding the rationale behind the delegation of spa management. The summary of the interview is presented below:

“Since the decision was made to renovate Kind Villa Bintang into Sadara Resort, my primary focus as General Manager has been on enhancing service quality and increasing revenue. In terms of revenue, I have concentrated specifically on room sales and food and beverage (F&B) operations. However, as a four-star hotel, having spa facilities is considered an added-value service that enhances the overall guest experience at Sadara Resort. To streamline operations following the renovation, I decided to establish a partnership with a second party to manage the spa. This arrangement allows Sadara Resort to concentrate on room and F&B sales, as well as guest service, while simultaneously generating consistent income through space rental.” (Interview, April 19, 2023)”

Based on the interview findings, it can be concluded that Sadara Resort has chosen to focus its strategic efforts on enhancing service quality and optimizing revenue streams from room sales and food and beverage (F&B) operations, while continuing to provide spa facilities managed by a second party. Under this arrangement, the resort receives income solely in the form of rental payments from the external spa operator. The hotel industry itself is a complex and multifaceted business sector, playing a vital role in supporting tourism development in Indonesia. According to (Krestanto Nidn et al., 2019), a hotel is a type of accommodation that utilizes part or all of a building to provide lodging, food and

beverage services, and other supporting amenities, operating as a temporary residence for the public on a commercial basis with profit as a key objective. Similarly, (Arnawa, 2020) defines a hotel as a commercially managed accommodation that offers lodging, food and beverage services, and various other facilities adapted to technological advancements, intended for individuals or groups who stay overnight or simply utilize its available services.

The spa facilities provided by the hotel constitute one of its revenue-generating sources. Revenue itself is defined as income that arises from the normal operations of an entity and may be referred to by various terms such as sales, service income, interest, dividends, royalties, or rent (Sodikin & Riyono, 2014, as cited in Arnawa, 2020:4). From the corporate perspective, revenue encompasses income generated from both core and non-core business activities (Iman Santoso, 2009, as cited in Arnawa, 2020:5). As shown in Table 1.1, there was a notable increase in spa-related revenue in 2023. This increase was driven by a shift in management policy, in which the hotel began to manage spa operations independently by engaging freelance therapists, as opposed to the previous arrangement involving a second-party operator. This change was made in response to rising occupancy rates and increased guest demand for spa services.

Table 1.2 Room Occupancy Rate 2019-2023

No	Year	Sold Room	Occupancy Rate
1.	2019	25,721	87%
2.	2020	2,394	8%
3.	2021	11,248	38%
4.	2022	21,848	73%
5.	2023	25,141	84%

Source: Data processed by the researcher (2025)

The increase in room sales has a direct impact on the overall revenue growth of the hotel, as does the independent management of spa services, which can further contribute to enhanced revenue generation. A study conducted by (Arnawa, 2020) on the relationship between room occupancy rates and spa revenues with operating profits at Nusa Dua Beach Hotel & Spa found that spa revenues, while having a partial effect, simultaneously exert a positive influence on the hotel's operating profit.

Based on the data presented, the author identified a strategic opportunity to enhance the hotel's revenue and proposed the establishment of an in-house spa at Sadara Resort. This thesis project aims to determine the most suitable model for spa development within a hospitality context. It also discusses the implementation process required to establish the spa effectively according to the chosen model. Furthermore, the project analyses whether the direct establishment and management of the spa by Sadara Resort can contribute to increasing the hotel's overall revenue, thereby supporting its long-term financial sustainability and service quality improvement.

1.2 Formulation of Problem

Based on the background description, the formulation of the problem is as follows:

1. What is the most suitable model for establishing a spa to support hotel revenue growth?
2. What is the process involved in establishing a spa at Sadara Resort?

3. Can the establishment and in-house management of a spa by Sadara Resort contribute to an increase in the resort's revenue?

1.3 Research Objectives

Based on the background and the problem formulation described above, the objectives of this project thesis are divided into two categories: general objectives and specific objectives.

1.3.1 General Objectives

This project thesis aims to develop a comprehensive plan for the establishment of a spa, as a strategic effort to enhance revenue at Sadara Resort.

1.3.2 Specific Objectives

- a. Formulating a suitable model for the establishment of a spa at Sadara Resort.
- b. Formulating a process involved in establishing a spa at Sadara Resort.
- c. Conducting review of establishment and in-house management of a spa by Sadara Resort contribute to an increase in the resort's revenue.

1.4 Research Significances

The project thesis has two significances, namely:

1. Theoretical Significance

The findings of this project thesis are expected to support the advancement of theoretical frameworks concerning the spa business sector.

2. Practical Significance

- a. For Politeknik Negeri Bali

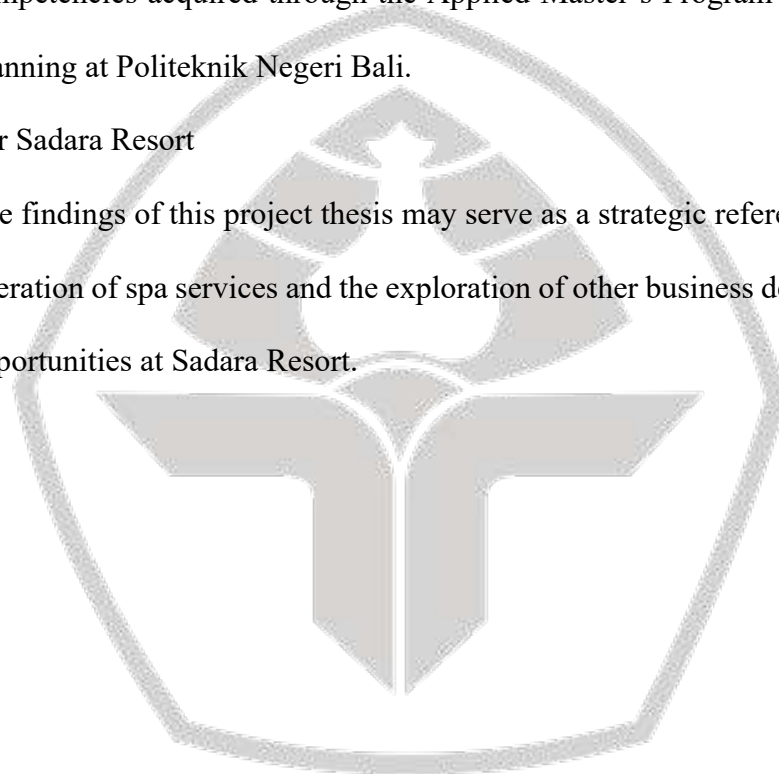
This study may serve as a reference for the advancement of knowledge in the field of hospitality, especially in relation to hotel operational management.

b. For Researchers

This project thesis represents a practical application of the knowledge and competencies acquired through the Applied Master's Program in Tourism Planning at Politeknik Negeri Bali.

c. For Sadara Resort

The findings of this project thesis may serve as a strategic reference for the operation of spa services and the exploration of other business development opportunities at Sadara Resort.



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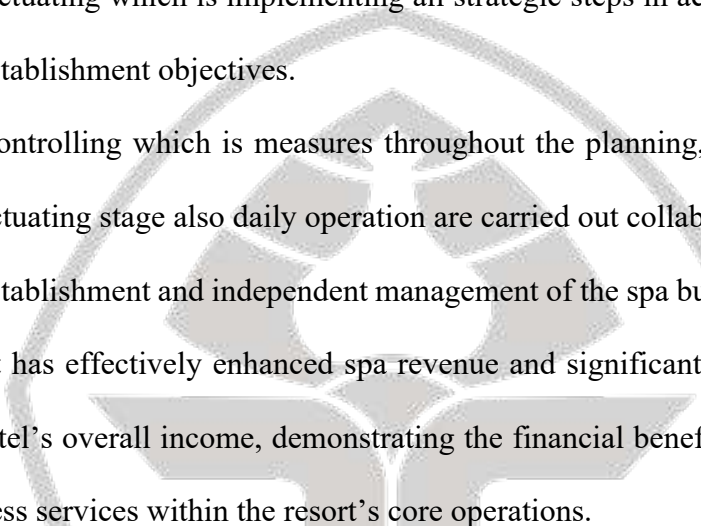
CHAPTER 6

CLOSING

6.1 Conclusion

Based on the results of the research analysis and the discussion presented in the previous chapter, the conclusions of this study are as follows:

1. The establishment of a spa at Sadara Resort aligns well with the implementation of the POAC (Planning, Organizing, Actuating, and Controlling) model, as supported by the findings of previous research conducted by Ayu & Nawawi (2023); Tampubolon et al. (2021); Utami et al. (2023). The POAC model offers a comprehensive and systematic approach that ensures each stage of the business development process is carefully managed and aligned with strategic objectives. Its structured methodology enables effective planning, resource allocation, execution, and continuous evaluation, which are all critical factors in the successful establishment of a new business unit such as a spa. Given the competitive nature of the hospitality industry, the use of a proven management model like POAC not only enhances operational efficiency but also increases the likelihood of long-term success. Therefore, the POAC model is considered highly suitable and beneficial for guiding the development and implementation of the spa facility at Sadara Resort.
2. The process of establishing the spa is divided into four phases in accordance with the POAC (Planning, Organizing, Actuating, and Controlling) model:

- 
- a. Planning which consists of processes business plan creation, brand creation, spa menu creation, human resource matrix, equipment requirements.
 - b. Organizing which consist of leading, delegate and supervise task that related with all planning above base on project organizational structure.
 - c. Actuating which is implementing all strategic steps in achieving business establishment objectives.
 - d. Controlling which is measures throughout the planning, organizing, and actuating stage also daily operation are carried out collaboratively.
3. The establishment and independent management of the spa business by Sadara Resort has effectively enhanced spa revenue and significantly contributed to the hotel's overall income, demonstrating the financial benefits of integrating wellness services within the resort's core operations.

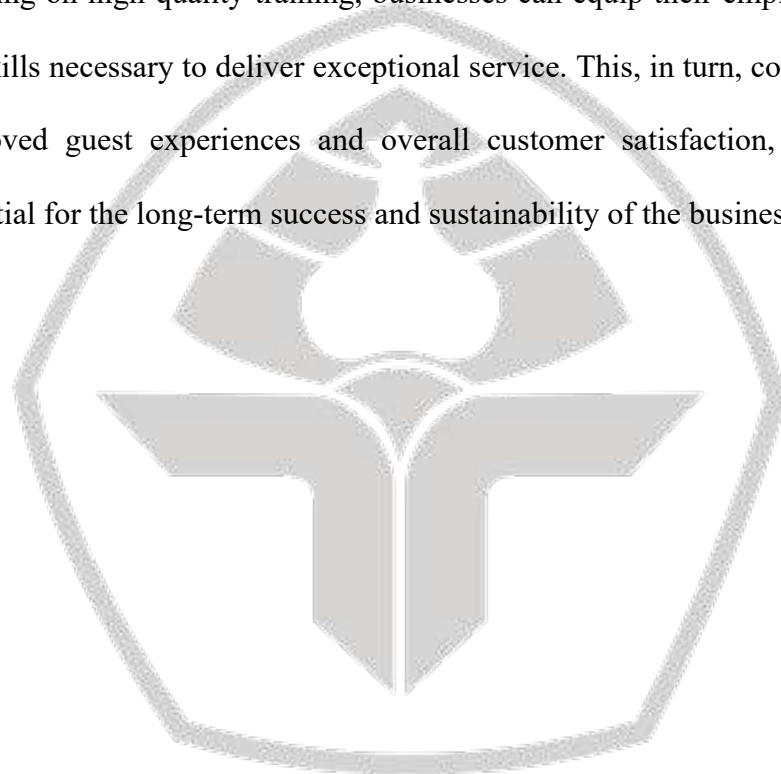
6.2 Recommendation

The following recommendations are proposed in relation to the development and completion of this thesis project:

1. The process of controlling plays a critical role in maintaining high standards within the spa operations at Sadara Resort. It is imperative that both the Spa Manager and the resort management consistently implement effective control mechanisms to monitor and evaluate the quality of spa services and products. This ongoing oversight ensures that the resort delivers a consistently exceptional guest experience, maintaining its reputation and operational

efficiency. Moreover, it helps identify potential areas for improvement, fostering continuous enhancement in service delivery and overall guest satisfaction.

2. A key recommendation for future thesis projects is to examine the role of prime training programs and their impact on enhancing guest satisfaction. By focusing on high-quality training, businesses can equip their employees with the skills necessary to deliver exceptional service. This, in turn, contributes to improved guest experiences and overall customer satisfaction, which are essential for the long-term success and sustainability of the business.



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