

THESIS BY PROJECT

**PRODUCT DEVELOPMENT FEASIBILITY STUDY
AT SWARGA SUITES BALI BERAWA**



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POLITEKNIK NEGERI BALI

**POLITEKNIK NEGERI BALI
BADUNG
2025**

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POLITEKNIK NEGERI BALI

**TOURISM BUSINESS PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
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PREFACE

Praise and gratitude the author prays to Ida Sang Hyang Widhi Wasa/Almighty God because of His blessings and grace the author was able to complete the thesis entitled “Product Development Feasibility Study at Swarga Suites Bali Berawa”

The preparation of this thesis is one of the requirements for graduation in the Tourism Business Planning Study Program, Applied Master Program, Tourism Department, Politeknik Negeri Bali. On this occasion, the author would like to thank all those who have helped in completing this thesis :

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Badung, 21 January 2025

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Gede Bimbi Sanjaya

TABLE OF CONTENTS

THESIS BY PROJECT	i
THESIS BY PROJECT	ii
DECLARATION OF AUTHENTICITY.....	iii
PREFACE.....	vi
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xi
LIST OF FIGURES	xi
LIST OF ATTACHMENTS.....	xiii
BUSINESS PROJECT.....	xiv
CHAPTER I INTRODUCTION.....	1
1.1 Background.....	1
1.2 Formulation of Problems	11
1.3 Objectives of The Study.....	12
1.4 Significances of The Study	12
CHAPTER II LITERATURE REVIEW AND PROJECT FRAMEWORK	14
2.1 Literature Review.....	14
2.1.1 Hotel	16
2.1.2 Product development.....	19
2.1.3 Product Innovation	21
2.1.4 Hotel Management.....	22
2.1.5 Hotel Classification	25
2.2 Concepts and Theory	29
2.2.1 Projects.....	29
2.2.2 Nature of the Project	29
2.2.3 Project Timeline	30
2.2.4 Project Scope.....	31
2.2.5 Project Quality	34
2.2.6 Project Resource Management.....	35
2.2.7 Understanding Implementation Plan	38

2.2.8	Functions of Project Management.....	39
2.2.9	Project Scheduling	39
2.2.10	Feasibility Study Theory	42
2.2.11	Research and Development (R&D)Theory	46
2.3	Theoretical Foundation	51
2.3.1	POAC	51
2.3.2	Ansoff Matrix.....	56
2.4	Previous Research.....	57
2.5	Project Flow	66
CHAPTER III PROJECT RESEARCH METHOD		69
3.1	Project General Overview.....	69
3.2	Project Design.....	70
3.3	Project Operation	74
3.4	Project Output Assessment	88
3.4.1	Measuring the Project Output	90
3.4.1.1	Type of Data and Data Sources.....	90
3.4.2	Types of Data and Project Data Sources	93
3.4.3	Project Data Collection Techniques.....	95
3.4.4	Project Data Analysis Techniques	99
3.5	History of Swarga Suites Bali.....	103
CHAPTER IV IMPLEMENTATION OF PROJECT ITS OUTPUT AND DISCUSSION		107
4.1	Project Implementation.....	107
4.1.1	Planning.....	111
4.1.2	Organizing	112
4.1.3	Actuating	114
4.1.4	Controlling List of Steps to Obtain Owner Approval	127
4.2	Project Output	129
4.3	Discussion.....	134
CHAPTER V PROJECT OUTPUT MODEL.....		136
5.1	Project Output Model.....	136

5.2	Model Description and Strategic Mechanisms	142
5.2.1	Model Description.....	142
5.2.2	Strategic Dimension: Integration of Ansoff Matrix	143
5.2.3	Risk Management Integration In Approval Process	144
5.2.4	Validation and Feedback Mechanisms.....	146
5.2.5	Generalization and Transferability.....	147
5.3	Discussion of Research Findings	149
5.3.1	How to Obtain Owner Approval for the Hotel Expansion Project on New Land at Swarga Suites Berawa	149
5.3.2	Documents Need to Be Prepared as Part of the Feasibility Study ...	152
5.3.3	Model is Used to Obtain Owner Approval for the Hotel Expansion Project on New Land at Swarga Suites Berawa.....	153
5.4	Expansion Design Visualization	155
CHAPTER VI CLOSING		159
6.1	Conclusion	159
6.2	Recommendations.....	163
6.3	Research Limitations	164
Bibliography		165

POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 1.1	Swarga Hotel Occupancy Growth for the last 5 years	6
Table 3.1	Framework /Project Design	72
Table 3.2	Feasibility Study Activity Schedule for Swarga Suites Bali Berawa Based on POAC (June–November 2024)`	75
Table 3.3	Timeline Swarga Suites Bali Berawa Juni 2024	80
Table 3.4	Timeline Swarga Suites Bali Berawa July 2024	81
Table 3.5	Timeline Swarga Suites Bali Berawa August 2024	81
Table 3.6	Timeline Swarga Suites Bali Berawa September 2024.....	82
Table 3.7	Timeline Swarga Suites Bali Berawa October 2024.....	83
Table 3.8	Timeline Swarga Suites Bali Berawa November 2024.....	84
Table 3.9	Feasibility Study Checklist and Completion Status	90
Table 4.1	Work Breakdown Structure	108
Table 4.2	Renovation & Extension Cost	108
Table 4.3	IRR Sensitivity Analysis	109
Table 4.4	Hotel SWOT Analysis	110
Table 4.5	Roadmap Overview	111
Table 4.6	Activity Classification	119
Table 4.7	IRR Sensitivity Analysis Hybrid: After Renovation – As Is, Subject Hotel	120
Table 4.8	Hotel SWOT Analysis	121
Table 4.9	Roadmap Overview	122
Tabel 4.10	Activity Classification.....	128
Table 5.1	Conseptual Model of Swarga Suite berawa Project Development .	137
Table 5.2	Renovation Extension Cost	139

LIST OF FIGURES

Figure 1.1 Location Of Tibubeneng Village.....	4
Figure 2.1 Location Of Tibubeneng Village.....	68
Figure 4.1 Finalization of Room and Facility Layouts	125
Figure 4.2 Discussion of Pricing For Each Room Type	125
Figure 4.3 Calculation of Project ROI and IRR.....	125
Figure 4.4 Design Adjustments Based on Market Needs	126
Figure 4.5 Planning For Permit Applications And Legal Compliance	126
Figure 5.1 Letter of Approval	139
Figure 5.2 SK PBG	140
Figure 5.3 DLHK	141
Figure 5.4 Environmental Approval Statement	141
Figure 5.5 Expansion Site Plan.....	156
Figure 5.6 Renovation & Extension Layout	157
Figure 5.7 Sustainability Oriented Features.....	157

POLITEKNIK NEGERI BALI

LIST OF ATTACHMENTS

Attachment 1. Project Outline

Attachment 2. Hotel Renovation And Extension Feasibility Report

A. Site SWOT Summary

B. Competitive Hotel Market Overview

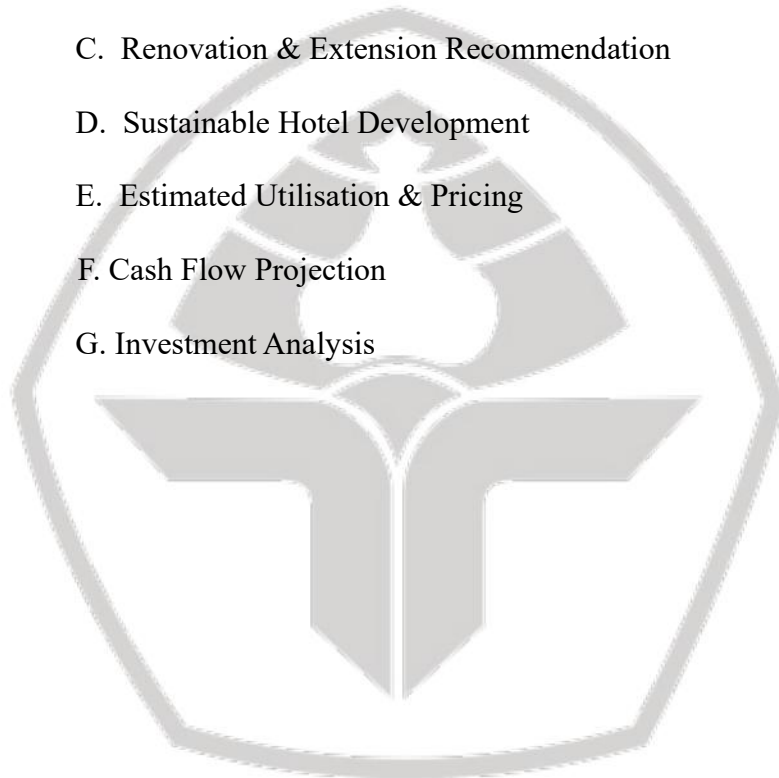
C. Renovation & Extension Recommendation

D. Sustainable Hotel Development

E. Estimated Utilisation & Pricing

F. Cash Flow Projection

G. Investment Analysis



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BUSINESS PROJECT PRODUCT DEVELOPMENT FEASIBILITY STUDY AT SWARGA SUITES BALI BERAWA

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ABSTRACT

This research aims to design and evaluate a feasibility study model for product development in the Swarga Suites Bali Berawa expansion project, utilizing the POAC (Planning, Organizing, Actuating, Controlling) managerial framework and the Ansoff Matrix strategy. The primary focus is to formulate a systematic approach for obtaining owner approval for hotel development on newly acquired land. The proposed model comprises five integrated phases: planning, organizing, actuating, controlling, and final output presentation.

The process began with a comprehensive feasibility study covering market, financial, technical, and environmental dimensions. Supporting documents included a market research report, SWOT analysis, cost estimations, environmental compliance files (PBG, DLHK), organizational structure, and a RACI Matrix to ensure completeness and accuracy. Internal validation cycles and presentation simulations were conducted to enhance project quality before final submission.

The findings demonstrate that this model successfully supports transparent, accountable business decision-making and led to the issuance of an official Approval Decree (SK) by the owner. The development strategy followed the Product Development quadrant of the Ansoff Matrix, aiming to increase hotel room capacity from 60 to 220 units. This structured approach offers a strategic reference for future hotel development initiatives, emphasizing comprehensive feasibility analysis and long-term planning.

Keywords: Feasibility Study, Product Development, POAC, Ansoff Matrix, Hotel Expansion

CHAPTER I

INTRODUCTION

1.1 Background

Bali Island is one of the tourist islands in Indonesia which contributes significantly to the country's foreign exchange; the island is popular tourist destination because of its natural beauty and culture, both traditional and modern. Therefore, the island of Bali has become one of the destinations for domestic as well as foreign tourists for holidays. Bali as part of Indonesia is a national and even world tourism center. Bali Tourism is a complete package for holiday makers in term of tourism products and services, on top of its tourist attractions starting from natural beauty, culture, and even a variety of relatively unique culinary delights. The island of Bali has unique characteristics even though it covers relatively small area of 5.590,15 km² (Badan Pusat Statistik Provinsi Bali, 2022). The life of Balinese community which is rooted from Hindu religion that shapes a system of community life that is a blend of values and local wisdom, customs, art and traditions, as well as so that the island attracts world attention and has become a famous tourist destination.

Every tourist who comes to Bali for more than 24 hours needs accommodation. Hotels are one place to meet these needs, Agustina (2021) states that a hotel is a type of accommodation that provides part or all of a building, to provide lodging, food and drink, and other services to the public, which is managed on a commercial basis. Hotels have a very important role in the tourism

sector, namely as a general accommodation facility for every tourist visiting Bali.

The hotel industry continues to grow, and lots of competitors are emerging in the hotel industry, if we don't have added value that can attract guests, then we will be left behind in the competition. So for us to survive during competition, we have to provide more value that can attract the attention of guests. With the growth of the hotel industry, competition among hotels to attract guests is also increasing. This fueled more aggressive marketing strategies, improved service quality, and innovation in design, amenities, and guest experience. In the face of increasingly fierce competition, hotels must continue to adapt and innovate to maintain their competitiveness. This involves investment in technology, staff development, infrastructure improvements, and a deep understanding of consumer needs and preferences.

In facing competition by conducting feasibility studies on business development and product launches to answer future business challenges (Suryaningsih et al., 2020). A business feasibility study is research into a business plan that not only analyzes whether a business is viable or not but also when it is carried out regularly to achieve maximum profits within a certain time, for example, a product launch plan. Feasibility study is a process of systematic analysis carried out to determine whether a project or business is worth running. It is not a business project itself but rather a crucial stage in business planning that ensures an idea has the potential to succeed and generate profit. The main objectives of a feasibility study are to determine the viability of a project based on market, technical, financial, legal, and environmental analyses; to identify risks

and challenges that may arise; and to determine the most appropriate strategy to be implemented. The results of a feasibility study are generally used as a basis for decision-making, whether to proceed or cancel a project, and as a reference in developing a more detailed and structured business plan.

Several experts emphasize the importance of feasibility studies. Gray and Larson (2003) argue that feasibility study is the initial step in project management, providing an overview of whether a project can be carried out with the available resources. Kasmir and Jakfar (2017) define feasibility study as a comprehensive activity that examines in depth whether a business is feasible to run or not. Meanwhile, Gittinger (1986) views feasibility study as a comprehensive analysis to assess the benefits and costs of a project, both from financial and social perspectives. Thus, feasibility study is not only a technical and financial assessment, but also a strategic foundation that influences business sustainability and guides decision-making by owners, management, and investors.

Arifin et al. (2021) describes practical steps in starting a business that need to be taken, such as finding intentions and motivation, having an idea for what business to develop, determining the customer segment that will be taken, and choosing a marketing strategy as the business is established. In fact, entrepreneurs don't need to wait for the right time to start; those who have the courage start the business continually and consistently in developing the business. By maximizing the use of technology, the development of a business will be faster and easier to achieve the targets set in setting up a business.

Bali current tourism tourism characterized by traffic congestion, cafes, and

nightlife has led to a shift in travel trends and consumption patterns. Tourists now show a growing preference for local cultural settings, such as rural atmospheres, the daily life of local communities, and participation in cultural and religious rituals, Utami and Susyanti (2018). This shift has prompted investors to adapt their tourism offerings to align with market preferences. One form of adaptation is the establishment and operation of tourism accommodations such as hotels, villas, resorts, and homestays that capitalize on the appeal of natural rural attractions for profit. The map of Tibubeneng village is presented in Figure 1.1:



Figure 1.1 Location of Tibubeneng Village
Source: Google Earth, 2024

Some examples of places described in the previous explanation are Canggu and Berawa Villages. Located in Badung Regency, Canggu and Berawa Villages have become new tourist destinations that attract domestic and foreign tourists. The waves are suitable for surfing and the beaches are relatively calm compared to Kuta or Seminyak, making Canggu and Berawa Villages new gems in the world of Bali tourism (Hanum & Suryawan, 2018). Since 2000, Canggu and Berawa villages have transformed from predominantly farming and fishing villages to areas with

hundreds of new accommodations. Until the end of 2017, there were 479 accommodations consisting of hotels, restaurants, villas, bars, and others. The composition of community livelihoods has also changed over time. It is estimated that 70 percent of the residents of Canggu and Berawa villages have now changed professions as transportation service providers, hotel and restaurant employees, and accommodation managers (Laba et al., 2018). The number of tourism support facilities will of course continue to increase considering that currently many large development projects are underway. Swarga Suites Berawa is a tourism business that operates in the hotel services business sector.

Swarga Suites Berawa is one of the many hotels in the Canggu area which legal name is PT. Alam Bali Sejahtera – Swarga Suites Bali Berawa which is governed under holding company called PT. Parna Raya Group. The hotel is part of the tourism industry and offers hospitality services to guests visiting the area. Swarga Suites Berawa is one of the many accommodation options in Canggu that offers a comfortable and enjoyable stay for guests visiting the area.

Based on Table 1.1, it can be said that there has been a steady increase in the number of rooms available from year to year, which could reflect expansion or new development. Despite minor fluctuations, overall occupancy rates experienced a significant increase from 2020 to 2024. This may indicate an increase in demand or efficiency of room availability management. Projections for 2024 show continued positive trends in room usage and occupancy rates, with expectations reaching 89.28% of available rooms. The following room occupancy rate for the last 5 years at Swarga Suite Bali Berawa which can be seen in Table

1.1 below:

Table 1.1 Swarga Hotel Occupancy Growth for the last 5 years

Description	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual + Projection 2024
	Amount	Amount	Amount	Amount	Amount
Total Rooms Available	12.898	21.535	21.796	21.900	21.960
Total Rooms Occupied	9.375	13.339	18.717	19.544	19.606
Occupancy	72.69%	61.94%	85.87%	89.24%	89.28%

Source : Swarga Suite Bali Berawa, 2024

Tourism, which is now being promoted, has indeed improved the standard of living of the majority of the people of Canggu and Berawa Villages (Dipadewanda & Mahagangga, 2019). In response to the market need shown through the increased occupancy after the Covid-19 pandemic in Table 1.1 above, Swarga Suites Bali Berawa, which is located on Jalan Pamelisan Agung, Tibubeneng Village, Banjar Berawa, is very enthusiastic about developing and expanding the Hotel, which is ultimately expected to enhance business performance through well-planned product development, by leveraging the company's competencies and experience in property management, including product packaging, sales strategies, as well as the use of technology and established networks. The hotel is often full in some periods reaching to 100% occupancy; more over the hotel often refuses group booking, as the hotel has a limited number of rooms, namely only 60 rooms. On this basis and considering its very strategic location where the Berawa and Canggu are currently trending tourist destination areas, the management of Swarga Suites Bali Berawa has begun to plan

and submit several plans to develop its hotel business to business owner, one of which has been successfully developed, namely; Construction of additional restaurant expansion, additional F&B outlets, construction of a pedestrian path (pathway) for hotel guests access to the beach and construction of a connecting bridge from the hotel across the river and directly to the beach. With the success of this development, it was able to convince the owners and shareholders to further develop the Swarga Suites Bali Berawa Hotel business so that it becomes the best hotel in the Canggu area in particular and Bali in general.

The planning for the development of this hotel begins with determining the location to be developed. On the other hand, the land for Swarga Suites Bali Berawa is already fully built with no further space available for expansion. However, adjacent to the hotel is the land of a former hotel, which is no longer in operation. Identifying this opportunity, The management, which at that time was led by the General Manager then held by the author of this thesis initiated a review of the land ownership status. Although the land had already been acquired prior to the implementation of the project, the management still carried out a comprehensive feasibility study to assess the land value, investment potential, target market, marketing strategy, and other relevant aspects in order to ensure the viability and strategic direction of the proposed development plan.

Hotel feasibility studies are obligatory to provide a comprehensive and solid ground to evaluate all the key components that influence the future success of any hotel development project. In general, a feasibility study determines the go/no-go decisions regarding new hotel construction. Comprehensive market analysis and

financial analysis reports are vital parts of the feasibility study, which will ultimately determine the fate of the property (Kim, 2005).

In the context of a feasibility study being researched to be reported as thesis by project, which is an expansion of Swarga Suites Bali Berawa Hotel by increasing the total number of rooms to 220, examining the business viability, legal requirements and standards of an area, in this case hotel located in North Kuta is an intriguing subject. In a business feasibility study, evaluating the legal aspects is basic and essential for business owners to decide in embarking on the business venture. This evaluation is crucial for the continuity of the business and to assure creditors and investors that the business complies with applicable regulations (A. Sumarsono et al., 2020).

Feasibility Study is the foundation for the planning of this hotel expansion and development, as it provides a clear picture of the viability and potential of the project. Based on RUPS Board meeting (RUPS – Rapat Umum Pemegang saham), the feasibility study document required to obtain the owner approval for the project covers the analysis of several key aspects, namely:

1. Site SWOT Summary, to identify the Strengths, Weaknesses, Opportunities, and Threats related to the hotel's location, including physical conditions, accessibility, and surrounding development potential.
2. Competitive Hotel Market Overview, to understand the hotel's positioning in the competitive landscape of the Berawa area and beyond, through analysis of market segmentation, occupancy trends, competitor pricing, and facility benchmarks.

3. Renovation and Extension Recommendations, offering technical and strategic inputs to increase hotel capacity and quality through upgraded facilities, structural enhancements, and new service concepts.
4. Sustainable Hotel Development, emphasizing environmental, social, and energy-efficiency considerations, in line with sustainability goals and green building principles.
5. Estimated Utilization and Pricing, projecting room and facility usage rates, and proposing competitive pricing strategies that align with target markets to forecast potential revenue.
6. Cash Flow Projection, presenting detailed estimates of income and expenses during both development and operational periods, covering operational revenues, costs, maintenance, and reserves.
7. Investment Analysis, assessing financial feasibility through key indicators such as Payback Period, Net Present Value (NPV), and Internal Rate of Return (IRR), Return of Investment (ROI), along with associated risk and sensitivity analysis.

By addressing these aspects, the feasibility study aims to provide a comprehensive and objective basis for decision-making by management and other stakeholders.

With the information obtained from this Feasibility Study, the management can formulate strategic steps to ensure that the hotel expansion project is implemented effectively and aligns with the expectations of the shareholders and property owners. To support the smooth execution of this process, the planning

has been developed comprehensively to ensure that each development step can be carried out in a focused and well controlled manner. This well prepared planning also provides confidence to stakeholders regarding the feasibility and success of the project. When the feasibility study is approved, the entire development process will proceed according to the contractor's work schedule while ensuring that the hotel's occupancy rate remains unaffected and that hotel operations are not disrupted during the construction period.

The author, who previously served as the General Manager at Swarga Suites Bali Berawa, believes that the Feasibility Study is a crucial component in the process of obtaining owner approval for hotel development. This process not only identifies the potential benefits and challenges but also provides a solid foundation for sustainable and strategic business planning. The author is particularly interested in making the process of developing the feasibility study as a focus for this thesis, to complete one of the requirements for the master degree study in Tourism Business Planning at Polytechnic Negeri Bali.

As a professional in the hospitality industry, the author recognizes the importance of designing and managing the hotel development projects effectively could yield positive impact both economically and socially. The Feasibility Study serves as a crucial foundation in initiating the development, as the decisions made will affect the sustainability and long-term growth of the business. This process also encompasses many aspects relevant to both theory and practice in tourism planning, such as market analysis, destination management, and the development of facilities that can support local tourism.

This thesis aims not only to examine the practical aspects of hotel development but also to contribute academically by understanding how a systematic approach through Feasibility Study can assist in the planning and management of more sustainable hotel projects. Additionally, the author hopes that the findings of this thesis can serve as a guide for other professionals in the tourism and hospitality industry and provide insights into the importance of a thorough planning in creating thriving, sustainable, and economically beneficial tourist destinations for local communities.

Based on the background and the importance of the Feasibility Study in the process of obtaining owner approval for hotel development, the author has decided to make the feasibility study development as a central theme of this project-based thesis. Entitled "*Product Development Feasibility Study at Swarga Suites Bali Berawa*", this project aims to design, develop, and prepare the documents as strategic development protocol that are not only financially profitable but also contribute to tourism development and the local economy.

1.2 Formulation of Problems

The problem formulation of this thesis by project of the hotel expansion is described as follows:

1. How to obtain owner approval for the construction of the hotel expansion on new land are executed at Swarga Suite Berawa?
2. What are the documents required to be developed as a part of the feasibility Study?

3. What is the model to obtain owner approval for the construction of the hotel expansion on new land at Swarga Suite Berawa?

1.3 Objectives of The Study

The Swarga Suites Berawa hotel development project has the following objectives:

1. To find out the process of obtaining owner approval for the construction of the hotel expansion on new land are executed at Swarga Suite Berawa.
2. To find out the documents required to be developed as a part of the feasibility Study.
3. To find out the model to obtain owner approval for the construction of the hotel expansion on new land at Swarga Suite Berawa

1.4 Significances of The Study

- a) The project in this research is expected to provide a deeper understanding of the process of obtaining owner approval in the planning and execution of hotel development projects, especially in the context of Swarga Suites Berawa. By analyzing market potential and conducting an economic feasibility study, this research will provide new insights that can enrich theories related to property development and hotel management.
1. For hotel developers, this research helps in making strategic decisions on how to structure convincing development project and effectively secure owner approval.

2. For hotel managers, this research provides a better understanding of market potential and economic viability which can help them in designing more efficient and effective operational strategies.
 3. For investors, this research will provide a clearer picture of the potential return on investment from hotel development projects.
- b) This research project will also provide commercial benefits for Swarga Suites Bali Berawa. From the results of this project, it is hoped that Swarga Suites Bali Berawa can sustainably increase the hotel's income and become one of the favorite hotels for guests who come to Bali, especially those who want to stay in developing tourist areas, especially in the Canggu and Berawa areas.
- c. The development of the latest project provides the benefit of increasing income for the management of Swarga Suites Bali Berawa itself.

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CHAPTER VI

CLOSING

6.1 Conclusion

The The project for planning the development of new hotel facilities at Swarga Suites Berawa successfully implemented a structured management approach using the POAC framework (Planning, Organizing, Actuating, Controlling) and strategic development analysis through the Ansoff Matrix. This project was designed to address the following key research questions:

1. How to Obtain Owner Approval for the Hotel Expansion Project on New Land at Swarga Suites Bali Berawa

Owner approval was obtained through a clear and systematic process, beginning with a comprehensive feasibility study, followed by the preparation of strategic and legal supporting documents, internal simulations for the formal presentation, and finalized through an official project presentation and the issuance of an approval decree (Surat Keputusan - SK). This process ensured transparent, accountable, and effective decision-making aligned with business objectives and regulatory compliance. The key steps included:

- Conducting a comprehensive feasibility study covering market, financial, technical, and environmental aspects.
- Forming a dedicated project team with clear roles and responsibilities through organizational tools such as the RACI Matrix.

- Implementing internal validation cycles and stakeholder consultations to enhance project quality.
- Preparing and rehearsing a formal presentation for the owner, taking into account the owner's initial feedback.
- Submitting a final project package that includes strategic justifications, risk mitigation plans, and regulatory compliance documents.

2. Documents Required as Part of the Feasibility Study

The feasibility study was supported by a complete set of documents that collectively demonstrated the business, financial, technical, and environmental feasibility of the project. These documents included:

- Market Research Report
Detailing customer demand, competitor analysis, and market trends.
- SWOT Analysis
Identifying the strengths, weaknesses, opportunities, and threats affecting the project.
- Risk Profile and Mitigation Plan

Outlining potential project risks and their mitigation strategies.

- Financial Feasibility Report
Presenting cost estimations, ROI calculations, BEP analysis, and investment payback projections.
- Development Cost Estimation
Providing detailed capital expenditure forecasts for renovation and

expansion works.

- Environmental Compliance Documents

Including PBG (Building Permit), Environmental Letter from DLHK, and Environmental Approval Statement as evidence of regulatory compliance.

- Project Organizational Structure and RACI Matrix

Clarifying task responsibilities and team composition.

- Internal Validation Checklists

Used to ensure the completeness and accuracy of all supporting documents prior to owner submission.

- Final Project Document

A consolidated report integrating all study findings, strategic rationales, and risk assessments.

- Presentation Materials

Supporting visual and narrative tools for clear communication during the approval meeting.

3. The Model Used to Obtain Owner Approval for the Hotel Expansion Project on New Land at Swarga Suites Bali Berawa

This model integrates the POAC managerial framework (Planning, Organizing, Actuating, Controlling) with the Ansoff Matrix approach for targeted and measurable product development strategies. The approach was designed to provide a systematic and efficient workflow that minimizes risks in the decision-making process for the hotel expansion project. The

process consists of five interconnected main stages, namely:

- Planning

This stage involved in-depth market analysis, feasibility study, and formulation of product development strategies based on SWOT analysis results and company strategy direction according to the Ansoff Matrix, particularly within the Product Development Strategy domain. Planning was carried out with consideration of market demand projections, tourism trends, revenue potential, and risk analysis.

- Organizing:

In this phase, the project organizational structure was formally established with clear task allocations using managerial tools such as the RACI Matrix. Role assignments involved various related units such as technical teams, finance teams, legal teams, and internal stakeholders involved in the validation and approval process. This aimed to create interdepartmental synergy and improve communication and coordination efficiency.

- Actuating:

This stage focused on the preparation of all supporting documents, including the project, risk analysis, financial projections, legal documents, and presentation simulations. Additionally, internal reviews and stakeholder engagement were conducted to ensure that all outputs met the standards and information needs of the owner.

- Controlling

This stage aimed to ensure that the entire process proceeded according to the predetermined schedule, budget, and quality standards. Monitoring of work progress, document revisions based on feedback, and final evaluations before presentation to the owner were conducted. This control mechanism also included active risk management by identifying potential deviations and taking mitigation actions.

- Final Output

The overall result of this process was the submission of the project to the owner in the form of a formal presentation and a complete written document. This project included strategic and financial justifications, legal document completeness, risk analysis, and regulatory compliance. The owner's final decision was formalized in an Approval Decree (Surat Keputusan - SK), serving as the basis for project implementation.industry.

6.2 Recommendations

Based on the findings of this product development feasibility study, the following recommendations are presented:

1. For Practitioners:

Project managers and developers in the hospitality industry are advised to adopt this enhanced POAC-based model with integrated strategic and risk management tools when seeking project approval from owners or investors.

2. For Future Research:

Further research is recommended to validate this model in different hotel development contexts, both domestically and internationally, to strengthen its generalizability and reliability.

3. For Policymakers and Regulators:

Government agencies involved in hotel development project permitting can consider this model as a reference when assessing project readiness and the adequacy of risk management before granting approval.

6.3 Research Limitations

Some limitations identified in this study include:

1. This research was based on a single case study, limiting its contextual representativeness.
2. Stakeholder involvement was limited to internal project teams and the owner, without incorporating broader external stakeholder perspectives (such as investors, guests, or regulators).
3. The model focuses only up to the approval stage and does not cover post-implementation monitoring.

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