

**THESIS BY PROJECT**

**ENHANCING ROOM RATE THROUGH THE  
REDEVELOPMENT OF HOTEL FACILITIES  
AT FRII BALI ECHO BEACH**



**POLITEKNIK NEGERI BALI**

**BALI STATE POLYTECHNIC  
BADUNG  
2025**

**THESIS BY PROJECT**

**ENHANCING ROOM RATE THROUGH THE  
REDEVELOPMENT OF HOTEL FACILITIES  
AT FRII BALI ECHO BEACH**

**Henita**

**NIM: 2315885021**

**TOURISM PLANNING STUDY PROGRAM  
APPLIED MASTER PROGRAM  
TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI**

**BADUNG  
2025**

**POLITEKNIK NEGERI BALI**

**PROJECT BY THESIS**

**ENHANCING ROOM RATE THROUGH THE  
REDEVELOPMENT OF HOTEL FACILITIES  
AT FRII BALI ECHO BEACH**



HENITA  
NIM: 2315885021

**TOURISM PLANNING STUDY PROGRAM  
APPLIED MASTER PROGRAM  
TOURISM DEPARTMENT  
BALI STATE POLYTECHNIC  
BADUNG  
2025**

## **ABSTRACT**

### **ENHANCING ROOM RATE THROUGH THE REDEVELOPMENT OF HOTEL FACILITIES AT FRii BALI ECHO BEACH**

**HENITA**

**NIM: 2315885021**

This study examines strategies for increasing room rates through the redevelopment of hotel facilities at the FRii Bali Echo Beach Hotel. This research was driven by various challenges, including declining guest satisfaction, deteriorating property conditions, and an uncompetitive Average Daily Rate (ADR), despite the hotel's strong potential in the Canggu market. Adopting a qualitative research design supported by data triangulation, this study applied the POAC (Planning, Organizing, Actuating, and Controlling) framework to evaluate the redevelopment process and its impact on financial and operational performance. Data were collected through interviews, observations, focus group discussions, documentation, and pre- and post-redevelopment financial reports.

The findings indicate that strategic facility redevelopment aligned with market demand not only improved the physical condition of the hotel asset but also significantly enhanced guest satisfaction, brand perception, and market competitiveness. Quantitative indicators show substantial improvements: ADR increased from IDR 428,930 to IDR 462,320 (+7.8%), occupancy increased from 88% to 89% (+1%), and total revenue for the six months increased from IDR 10.64 billion to IDR 12.89 billion (+21%). The study concluded that implementing a structured product development model based on POAC provides a sustainable strategy for hotels to maximize revenue, strengthen market position, and ensure long-term financial growth.

*Keywords: Hotel redevelopment, Revenue Management, Average Daily Rate, POAC framework, Hospitality Strategy*

POLITEKNIK NEGERI BALI

## 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 **“Enhancing Room Rate Through The Redevelopment Of Hotel Facilities At Frii Bali Echo Beach”**. The preparation of this thesis is one of the requirements for graduation in the Tourism Planning Study Program, Applied Master Program, Tourism Department, Bali State Polytechnic, On this occasion, the author would like to thank all those who have helped in completing this thesis, to:

- A. I Nyoman Abdi, SE, M.eCom, as the Director of Bali State Polytechnic who has given the chance to the author to study and provide the facilities in studies in Politeknik Negeri Bali.
- B. Dr. Ni Nyoman Sri Astuti, SST.Par., M. Par. the Head of the Tourism Department who has allowed the author to study, especially in the Department of Tourism, Bali State Polytechnic
- C. Dr. Dra. Ni Gst Nym Suci Murni M. Par as Chairman of the Tourism Planning Study Program Applied Master Program.
- D. Prof. Ni Made Ernawati, MATM., Ph D as Advisor I.
- E. Dr. Ni Nyoman Sri Astuti, SST.Par., M. Par. as as Advisor II.
- F. All lecturer who have educated and taught the writer knowledge about tourism during studying at Tourism Department Polytechnic Negeri Bali

- G. The author would like to express their deepest gratitude to their family, friends, and colleagues for their unwavering support throughout the process of completing this research.
- H. PT. ALAIA Echo Beach and all members of FRii Bali Echo Beach Hotel, who have supported this research.

Constructive criticism and suggestions from various parties are needed to complete the writing of this thesis. The author hopes that this thesis can be useful for all parties. Finally, the author would like to apologize if there are still errors in writing this thesis.



POLITEKNIK NEGERI BALI

## TABLE OF CONTENT

|                                           |     |
|-------------------------------------------|-----|
| COVER.....                                | i   |
| ABSTRACT .....                            | iii |
| PREFACE.....                              | vii |
| TABLE OF CONTENT .....                    | ix  |
| LIST OF TABLES FIGURE.....                | xii |
| CHAPTER I.....                            | 1   |
| INTRODUCTION .....                        | 1   |
| 1.1 Background.....                       | 1   |
| 1.2 Formulation of Problems.....          | 9   |
| 1.3 Objective of The Study .....          | 10  |
| 1.3.1 General Objective .....             | 10  |
| 1.3.2 Specific Objective.....             | 11  |
| 1.4 Significances of The Study .....      | 12  |
| 1.4.1 Theoretical Benefits .....          | 12  |
| 1.4.2 Practical Benefits .....            | 13  |
| CHAPTER II .....                          | 15  |
| LITERATURE REVIEW AND PROJECT FLOW .....  | 15  |
| 2.1 Literature Review.....                | 15  |
| 2.2 Concepts.....                         | 17  |
| 2.2.1 Hotel .....                         | 18  |
| 2.2.2 Redevelopment .....                 | 19  |
| 2.2.3 Service Escape and Arsitektur ..... | 20  |
| 2.2.4 Revenue Management .....            | 21  |
| 2.2.5 Marketing.....                      | 24  |
| 2.3 Theoretical Foundation.....           | 32  |
| 2.3.1 Theory of Management (POAC) .....   | 32  |
| 2.3.2 Theory of Average Daily Rate .....  | 41  |
| 2.4 Previous Research.....                | 45  |

|                                                                      |    |
|----------------------------------------------------------------------|----|
| 2.5 Project Framework.....                                           | 47 |
| CHAPTER III.....                                                     | 49 |
| 3.1 Project General Overview.....                                    | 49 |
| 3.2 Project Design.....                                              | 49 |
| 3.3 Project Operation.....                                           | 55 |
| 3.3.1 What.....                                                      | 56 |
| 3.3.2 Where.....                                                     | 56 |
| 3.3.3 When.....                                                      | 57 |
| 3.3.4 Who.....                                                       | 57 |
| 3.3.5 Why.....                                                       | 57 |
| 3.3.6 How .....                                                      | 58 |
| 3.4 Project Output Assessment .....                                  | 58 |
| 3.4.1 Measuring Project Output.....                                  | 58 |
| 3.4.2 Project Data Types and Data Sources.....                       | 60 |
| 3.4.3 Project Data Collection Techniques .....                       | 63 |
| 3.4.4 Project Data Analysis Techniques .....                         | 66 |
| CHAPTER IV.....                                                      | 68 |
| PROJECT OUTPUT AND DISCUSSION.....                                   | 68 |
| 4.1 Project Implementation.....                                      | 68 |
| 4.1.1 Planning.....                                                  | 68 |
| 4.1.2 Organizing (Organizing and allocating resources).....          | 75 |
| 4.1.3 Actuating.....                                                 | 80 |
| 4.1.4 Controlling.....                                               | 85 |
| 4.2 Project Result Assessment .....                                  | 86 |
| 4.2.1 Redevelopment project results based on physical building ..... | 87 |
| 4.2.2 ADR Analysis of Redevelopment Result at Frii BEB Hotel .....   | 88 |
| CHAPTER V .....                                                      | 92 |
| PROJECT OUTPUT MODEL .....                                           | 92 |
| 5.1 Project Outcome Model.....                                       | 92 |
| Project Investment Summary.....                                      | 94 |
| Key Performance Indicators Analysis .....                            | 94 |

|                                                                          |     |
|--------------------------------------------------------------------------|-----|
| Detailed ROI Calculations.....                                           | 94  |
| Performance Driver Analysis .....                                        | 95  |
| Financial Projections .....                                              | 95  |
| Risk Assessment & Recommendations .....                                  | 96  |
| 5.2 Model Description and Utilization Model .....                        | 96  |
| 5.2.1 Model Description.....                                             | 96  |
| 5.2.2 Utilization Model .....                                            | 98  |
| 5.3 Validation Model.....                                                | 99  |
| CHAPTER VI.....                                                          | 101 |
| CLOSING .....                                                            | 101 |
| 6.1 Conclusion .....                                                     | 101 |
| 6.2 Recommendation .....                                                 | 102 |
| REFERENCES .....                                                         | 105 |
| APENDIXS .....                                                           | 109 |
| APENDIX 1 - Interview Guidelines - Interview with the owner.....         | 109 |
| APENDIX 2 - Interview Guidelines - Interview with the sales&marketing..  | 109 |
| APENDIX 3 - Interview Guidelines - Interview with HOD and oprational ... | 110 |
| APENDIX 4. - Interview Guidelines - Interview with Contractor.....       | 111 |
| APENDIX 5. - Interview Guidelines - Interview with Finance .....         | 112 |
| ATTACHMENT .....                                                         | 114 |

POLITEKNIK NEGERI BALI

## LIST OF TABLES FIGURE

|                                                                          |    |
|--------------------------------------------------------------------------|----|
| Figure 1.1 .....                                                         | 2  |
| Data international arrivals and domestic flights in January to Bali..... | 2  |
| Table 1.1 .....                                                          | 2  |
| Tourist Arrival from January – April 2024 .....                          | 2  |
| Figure 1.2.....                                                          | 4  |
| Canggu Market Demand 2024 Overview. ....                                 | 4  |
| Figure 1.3.....                                                          | 5  |
| Booking pick up FRii Bali Echo Beach in 2024 compared to 2023.....       | 5  |
| Tabel 1.2 .....                                                          | 6  |
| Primary Competitor Set FRii Bali Echo Beach .....                        | 6  |
| (Source: Daily Room Revenue Report (DRR report by Night Auditor) .....   | 6  |
| Tabel 1.3 .....                                                          | 7  |
| Primary Competitor Set FRii Bali Echo Beach .....                        | 7  |
| Figure 2.1 .....                                                         | 28 |
| 7P's marketing mix .....                                                 | 28 |
| (Source: Marketing Management Textbook, Mustaf, 2020) .....              | 28 |
| Figure 2.2.....                                                          | 41 |
| Project Framework Flow (Terry, 1953) .....                               | 41 |
| Figure 2.3.....                                                          | 48 |
| Project outline Room and Facilities at Frii Bali Echo Beach Hotel .....  | 48 |
| Tabel 3.1 .....                                                          | 50 |

|                                                                          |    |
|--------------------------------------------------------------------------|----|
| Project Design Framework .....                                           | 50 |
| Tabel 4.1 .....                                                          | 70 |
| Results of the Audit Assessment in the room .....                        | 70 |
| Figure 4.1 .....                                                         | 71 |
| The audit results of the condition of the walls in the damaged room..... | 71 |
| (Source: Observation Result).....                                        | 71 |
| Figure 4.2.....                                                          | 72 |
| Condition of wall in the swimming pool area .....                        | 72 |
| (Source: Observation Result).....                                        | 72 |
| Figure 4.3.....                                                          | 73 |
| Audit result in public area and corridor.....                            | 73 |
| (Source: Observation Result.....                                         | 73 |
| Figure 4.4.....                                                          | 76 |
| Team Redevelopment Organizational Structure.....                         | 76 |
| Tabel 4.2 .....                                                          | 78 |
| Timeline project process.....                                            | 78 |
| Tabel 4.3 .....                                                          | 79 |
| Timeline Project Details .....                                           | 79 |
| Tabel 4.4 .....                                                          | 84 |
| Pricing Point Frii Bali Echo Beach pre redevelopment.....                | 84 |
| Tabel 4.5 .....                                                          | 84 |
| Pricing Point Frii Bali Echo Beach post redevelopment .....              | 84 |
| Tabel 4.6 .....                                                          | 87 |
| Project result Redevelopment Frii Bali Echo Beach .....                  | 87 |

|                                                      |    |
|------------------------------------------------------|----|
| Figure 5.1 .....                                     | 93 |
| Model Redevelopment Frii Bali Echo Beach Hotel ..... | 93 |
| (Source: Research Result) .....                      | 93 |



POLITEKNIK NEGERI BALI

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background**

Bali, the Island of the Gods, is renowned for its captivating charm and rich cultural heritage, making it a destination for tourists from around the world. The tourism sector plays a crucial role in Bali's economy, contributing significantly to local livelihoods and regional development. Following the recovery from the COVID-19 pandemic, which significantly impacted global travel, tourism in Bali has seen a resurgence. This resurgence is largely attributed to the collaborative efforts of tourism stakeholders, who have worked tirelessly to revitalize the industry through innovative strategies and sustainable practices.

The success of Bali's post-COVID-19 tourism recovery lies in the implementation of well-planned development initiatives, which have been instrumental in attracting a steady flow of domestic and international tourists. These efforts include improving infrastructure, promoting the island's cultural heritage, and implementing sustainable tourism practices to preserve Bali's natural beauty. These measures not only restore tourist confidence but also ensure Bali remains competitive as a global tourism destination. as noted by (Syahputra et al, 2023), effective tourism development has the potential to significantly increase tourist arrivals and boost the local economy, highlighting the importance of a strategic approach in this sector.



Figure 1.1  
Data international arrivals and domestic flights in January to Bali  
(Source: Bali Epicentrum Tourism Data (ETD))

Based on the Bali Epicentrum Tourism Data (ETD) for January and February 2024 released by the Indonesian General Managers Association (GAI) in collaboration with the Bali Provincial Tourism Office and Ngurah Rai Airport, 3,024 international flights and 3,019 domestic flights were recorded as landing in Bali in January 2024. This data shows that Bali remains a popular tourist destination.

Table 1.1  
Tourist Arrival from January – April 2024

| Month             | 2024      | 2023      | % Increased |
|-------------------|-----------|-----------|-------------|
| January           | 420,037   | 331,785   | +26,6%      |
| February          | 455,277   | 323,510   | +40,6%      |
| Total Jan - Maret | 469,227   | 370,695   | +31,1%      |
| April             | 503,194   | 411,510   | +22,3%      |
| Total Jan- April  | 1,847,735 | 1,437,500 | +28,5%      |

(Source: Bali Provincial Tourism Office 2024)

Referring to (*Data Kedatangan Wisman to Bali Disparda Bali, Tabel 04, 2024*) for the period from January to April 2024, the number of foreign tourist visits to Bali reached around 1.85 million people, 29% higher than in 2023 which recorded around 1.44 million visits. In January 2024, there were around 420 thousand visits, 26% higher than January 2023. February saw an increase in tourist visits to Bali, reaching 454 thousand visits, or an increase of 40% from February 2023. This trend continued in March and April, in April 2024, there were 503 thousand foreign tourists, which was an increase of 22% compared to April 2023. This is in line with the statement made by Mrs. Retso Sri, Head of BPS Bali, who stated that the number of foreign tourist arrivals to Bali in 2024 increased significantly when compared to foreign tourist arrivals in 2019 and also in 2023 (Detik.Com, 2024). This increase shows that at the beginning of 2024 Bali is increasingly crowded, especially by foreign tourists and of course it brings a positive outlook for the condition of Bali tourism in 2024.

Based on these two data points, it can be concluded that tourist visits to Bali in 2024 will increase compared to 2023. Tourist arrivals are spread across several areas in Bali, including Ubud, Nusa Dua, Sanur, Kuta, Legian, Seminyak, and Canggu, which consistently attract large numbers of visitors. While some tourists may choose to explore and stay in less-visited areas, these key destinations remain the epicenter of tourism activity. Each destination in Bali has its own unique appeal and market niche. Canggu stands out as a unique and dynamic location, especially for younger travelers seeking a vibrant atmosphere with an energetic nightlife.

Canggu itself is one of Bali's emerging tourist destinations, thanks to its relaxed atmosphere, modern amenities, and location that supports a creative lifestyle. This growth is also supported by the growing trend of nomadic travelers, who tend to

gather and collaborate in community environments with supporting facilities such as co-working spaces, shared living spaces, restaurants, cafes, and bars since the COVID-19 pandemic, making Canggu a prime destination. (Utama et.al 2024).

Several news articles covering Canggu have made similar claims, stating that Canggu is a highly suitable tourist destination for today's youth, which is undoubtedly a significant boost to Balinese tourism. Based on statistics from online platforms, tourist visits to the Canggu area are predicted to increase by 2024.

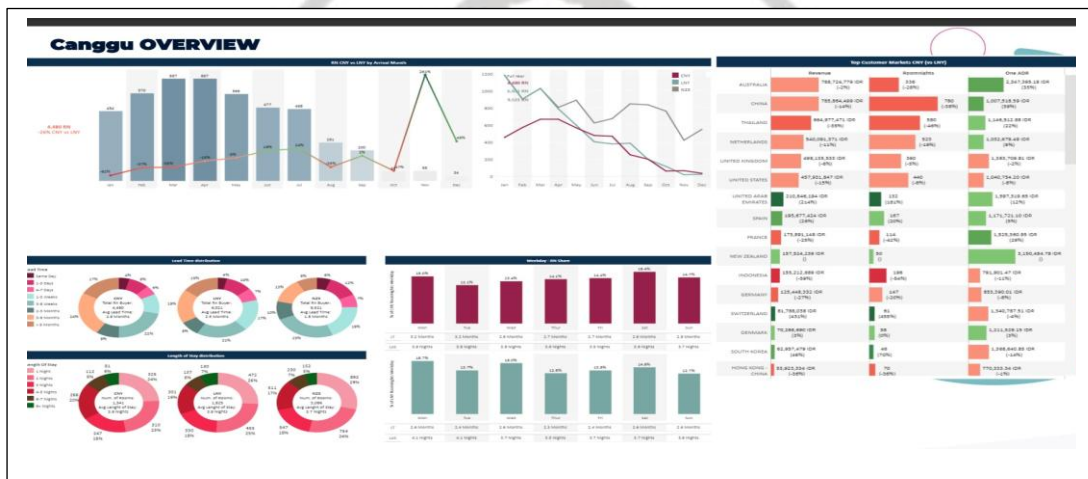


Figure 1.2  
Canggu Market Demand 2024 Overview.  
(Source: Hotelbed.com)

With market demand still stable in the Canggu area, it will certainly affect room bookings at FRII Bali Echo Beach Hotel (FRII BEB Hotel) which is one of the 3-star hotels that has been established in the Canggu area since 2014. FRII BEB Hotel has great potential to become one of the hotels in the Canggu area that is in demand by guests, as this hotel is located only 5 minutes from Echo Beach and is surrounded by restaurants, cafes, bars and also beach clubs in the area. Based on Pandora PHM Insight data, a special system owned by the Panorama Travel and Hotel group to

conduct market analysis, and based on Pandora data, there has been a significant increase in the level of hotel booking demand in 2024 compared to 2023.

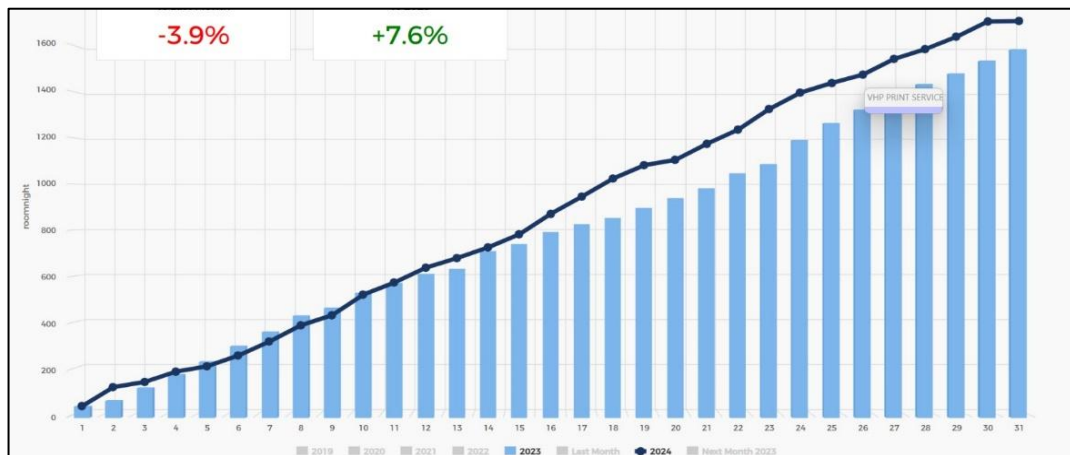


Figure 1.3  
Booking pick up FRII Bali Echo Beach in 2024 compared to 2023  
(Sources: Pandora System)

On the chart of hotel booking pick up data at FRII BEB, the booking trend in 2024 in April shows a positive growth of +7.6% compared to last year. This surge could reflect an increase in demand for orders. Based on the four data from 4 different references, it can be concluded that the demand market for Canggu is still stable and growing compared to 2023. So that 2024 is considered a positive potential for business. This positive performance also shows that the demand for stays remains stable even amid initial fluctuations, thus providing an optimistic outlook for the sustainability of occupancy in the following months. However, the increase in demand for hotels was not followed by an increase in room prices. This can be seen from the data of the set competitors reported every day by the Night auditor FRII BEB Hotel. The data of the competitor set taken is data as of April 08, 2024

Tabel 1.2  
Primary Competitor Set FRii Bali Echo Beach

|                                           |         |                            |                |                    |         |            |              |            |        |        |        |
|-------------------------------------------|---------|----------------------------|----------------|--------------------|---------|------------|--------------|------------|--------|--------|--------|
| Day & Date:                               |         | 08/04/2024                 |                | Our Hotel Position |         |            |              |            |        |        |        |
|                                           |         | Day                        |                | 8                  |         |            |              |            |        |        |        |
| Frii Bali Echo Beach Hotel                |         | Primary (Today)            |                |                    |         |            |              |            |        |        |        |
| % Occupancy                               | 96,10%  | Hotel Name                 | Room Available | Room Sold          | % Occp  | ARR        | Room Revenue | RevPAR     | MPI    | ARI    | RGI    |
| No of Room Sold Occupied (Only Room Sold) | 74      | FRii Bali Echo Beach Hotel | 77             | 74                 | 96,10%  | 456.760    | 33.800.210   | 438.963,77 | 108,74 | 98,59  | 107,21 |
| No of Room Complimentary                  | 1       | The Kirana Hotel           | 30             | 28                 | 93,33%  | 544.182    | 15.237.096   | 507.903,20 | 105,61 | 117,46 | 124,04 |
| No of Room House Use                      | -       | KOA Surfer Hotel           | 87             | 65                 | 74,71%  | 383.573    | 24.932.245   | 286.577,53 | 84,54  | 82,79  | 69,99  |
| No of Room Out of Order                   | 2       | Papillon Echo Beach        | 51             | 47                 | 92,16%  | 496.876    | 23.353.172   | 457.905,33 | 104,27 | 107,25 | 111,83 |
| Average Room Rate                         | 456.760 | Rimbun Canggu              | 43             | 36                 | 83,72%  | 556.833    | 20.045.988   | 466.185,77 | 94,73  | 120,19 | 113,85 |
| RevPAR                                    | 438.964 | Canggu Dream Village       | 39             | 39                 | 100,00% | 423.713    | 16.524.807   | 423.713,00 | 113,15 | 91,46  | 103,48 |
|                                           |         | Over All                   | 327            | 289                | 88,38%  | 463.299,37 | 133.893.518  | 409.460,30 | 100,00 | 100,00 | 100,00 |

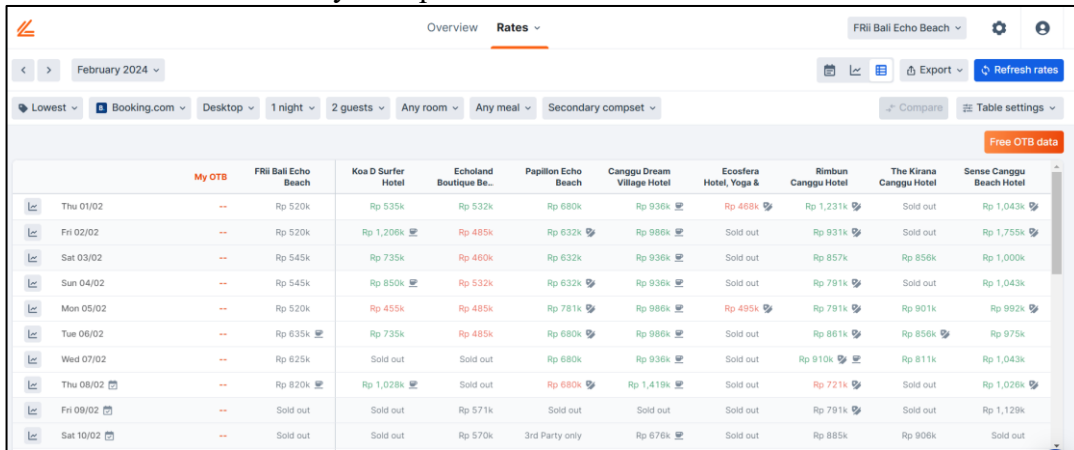
(Source: Daily Room Revenue Report (DRR report by Night Auditor)

Based on the competitor set data by night auditor, it states that on April 8, 2024, FRii BEB Hotel recorded a very high occupancy performance of 96.10% with 74 rooms sold out of 77 available rooms. ADR (Average Daily Rate) was recorded at IDR 456,760. In this data, FRii BEB Hotel is in a competitive position with an RGI (Revenue Generation Index) of 107.21, indicating that this hotel generates higher revenue per room than the average competitor in the market group. It's just that the ARI (Average Rate Index) only reaches 98.78% which means that the average room price of this hotel is about 1.22% lower than the average price of competitors in the market (index 100). With the most strategic location of the hotel compared to other hotels on the list, with more complete hotel facilities, more rooms, the management has more expectations to increase hotel revenue through the average room rate considering that the hotel occupancy is already high every day.

On the other hand, the author also displays primary competitor data set taken from 3rd Party platforms that specifically analyze market demand around the

intended area, the name of the platform is Light House. In this data, the author compares the prices installed by Frii BEB Hotel compared to competitor sets around the hotel area.

Tabel 1.3  
Primary Competitor Set FRii Bali Echo Beach



|           | My OTB | Frii Bali Echo Beach | Koa D Surfer Hotel | Echoland Boutique Be... | Papillon Echo Beach | Canggu Dream Village Hotel | Ecosfera Hotel, Yoga & | Rimbun Canggu Hotel | The Kirana Canggu Hotel | Sense Canggu Beach Hotel |
|-----------|--------|----------------------|--------------------|-------------------------|---------------------|----------------------------|------------------------|---------------------|-------------------------|--------------------------|
| Thu 01/02 | --     | Rp 520k              | Rp 535k            | Rp 532k                 | Rp 680k             | Rp 936k                    | Rp 468k                | Rp 1,231k           | Sold out                | Rp 1,043k                |
| Fri 02/02 | --     | Rp 520k              | Rp 1,206k          | Rp 485k                 | Rp 632k             | Rp 986k                    | Sold out               | Rp 931k             | Sold out                | Rp 1,755k                |
| Sat 03/02 | --     | Rp 545k              | Rp 735k            | Rp 460k                 | Rp 632k             | Rp 936k                    | Sold out               | Rp 857k             | Rp 856k                 | Rp 1,000k                |
| Sun 04/02 | --     | Rp 545k              | Rp 850k            | Rp 532k                 | Rp 632k             | Rp 936k                    | Sold out               | Rp 791k             | Sold out                | Rp 1,043k                |
| Mon 05/02 | --     | Rp 520k              | Rp 455k            | Rp 485k                 | Rp 781k             | Rp 986k                    | Rp 495k                | Rp 791k             | Rp 901k                 | Rp 992k                  |
| Tue 06/02 | --     | Rp 635k              | Rp 735k            | Rp 485k                 | Rp 680k             | Rp 986k                    | Sold out               | Rp 861k             | Rp 856k                 | Rp 975k                  |
| Wed 07/02 | --     | Rp 625k              | Sold out           | Sold out                | Rp 680k             | Rp 936k                    | Sold out               | Rp 910k             | Rp 811k                 | Rp 1,043k                |
| Thu 08/02 | --     | Rp 820k              | Rp 1,028k          | Sold out                | Rp 680k             | Rp 1,418k                  | Sold out               | Rp 721k             | Sold out                | Rp 1,028k                |
| Fri 09/02 | --     | Sold out             | Sold out           | Rp 571k                 | Sold out            | Sold out                   | Sold out               | Rp 791k             | Sold out                | Rp 1,129k                |
| Sat 10/02 | --     | Sold out             | Sold out           | Rp 570k                 | 3rd Party only      | Rp 676k                    | Sold out               | Rp 885k             | Rp 906k                 | Sold out                 |

(Sources: Light House Data Center)

Other data obtained from Light House (a web application for analyzing the market, prices, and prices compare to competitor), states that the price of Frii BEB Hotel is relatively the lowest compared to the primary and secondary competitors in surrounding area on February 2024. And this is certainly a phenomenon that causes researchers to want to conduct deeper research on the existing phenomenon and find solutions for hotels to increase overall hotel revenue

To increase hotel revenue, of course, hotels must set a higher selling price than their competitors in this case which has been determined as a competitor set. Average Daily Rate (ADR) is an important metric that maximizes revenue per room sold with a focus on increasing rates compared to the number of rooms occupied (Ivanov, 2017). Pricing in the hospitality industry is very different from pricing in the traditional

consumer goods market. This paper focuses on pricing and customer reactions to different pricing formats (Mattila et al., 2016)

FRii BEB Hotel is facing challenges in maintaining and increasing its room rates. This is due to the deterioration of hotel facilities. Damage to guest rooms, pool areas, and other public spaces has reduced the hotel's ability to compete with neighboring accommodations, resulting in lower rates to attract bookings. This highlights the urgent need for facility improvements to restore the hotel's competitive edge in the market.

The consistently high demand of FRii BEB Hotel has kept the hotel in operation for ten years. Although partial repairs have been made in certain areas of the property, these efforts have not been enough to address the overall condition of the hotel. As a result, various damages remain, leading to guest dissatisfaction with the facilities provided. Guests have expressed their disappointment through verbal feedback and written reviews on the booking platform, which has negatively impacted the hotel's ratings. Among its competitors in the area, FRii BEB Hotel currently holds the lowest review score, underscoring the urgency for substantial improvement.

This situation has become an important concern for management, as negative reviews directly affect the hotel's image and its ability to maintain competitive room rates. Immediate and comprehensive action is essential to improve conditions, restore guest satisfaction, and improve its market position to remain competitive in the rapidly growing Canggu hospitality market. Hotels need to create benefits that customers feel that can form perceived value. With the increased benefits felt, hotels

have strategic space to apply more rates because the perceived value is already higher (Ivanov, 2017)

In view of the ongoing challenges affecting hotel performance and guest satisfaction, FRii BEB Hotel, management has strategically decided to undertake a comprehensive periodic redevelopment in several parts of the hotel area. This redevelopment initiative aims to address structural and aesthetic issues that have accumulated over the years, ensuring the hotel meets modern standards and aligns with the expectations of its guests. The project is designed not only to repair the existing damage but also to revitalize the overall appeal of the hotel, upgrading its facilities to create a more competitive advantage in the bustling Canggu area.

Hotel redevelopment is not just about improving the visual appearance, but an important strategy to improve guest perception value and financial performance. Newly renovated hotels tend to record higher guest satisfaction scores, which ultimately drives hotel profitability (Bloom, 2015). The redevelopment is scheduled to begin in May 2024 and is a significant investment in the hotel's future. By modernizing the building and improving the main facilities, the management aims to be able to increase the selling price so that it can increase hotel revenue based on the ADR budget and room revenue that has been set by the company

## **1.2 Formulation of Problems**

The formulation of the problem that is the basis of the research on the re-development of hotel and facilities is described as follows:

1. How is the process of re-development of hotel and facilities at Frii Bali Echo Beach Hotel?

2. What is the hotel strategy to enhance the room rate after the re-development at FRii Bali Echo Beach?
3. How success is the redevelopment project to increase the room rate at Frii Bali Echo Beach Hotel?

### **1.3 Objective of The Study**

This proposal outlines several objectives, categorized into general goals and specific objectives, to provide a clear framework for the study. The general goal serves as the foundational basis for conducting research on the redevelopment of FRii Bali Echo Beach Hotel. It aims to address overarching issues and identify strategic opportunities for improvement. By establishing this general goal, the proposal ensures a structured approach to analyzing the hotel's current challenges and potential for growth.

In addition to the general goal, specific objectives are detailed to focus on targeted aspects of the redevelopment process. These objectives aim to guide the research toward actionable insights, such as enhancing operational efficiency, increasing competitiveness, and improving the guest experience. Together, the general and specific objectives provide a comprehensive roadmap for evaluating and implementing strategies that will strengthen the hotel's market position and long-term resilience.

#### **1.3.1 General Objective**

The general objective of this study is to identify an effective business planning model to guide the redevelopment of FRii BEB Hotel. This model will aim to ensure that the hotel can offer exceptional facilities that meet modern standards and align with guest expectations. By implementing a well-structured and strategic plan, the

hotel can not only enhance the quality of its offerings but also improve the overall guest experience.

In addition to determining the appropriate business planning approach, the study seeks to explore how these enhancements can drive increased guest satisfaction and strengthen the hotel's reputation. A successful redevelopment plan will position FRii BEB Hotel as a competitive choice within the Canggu area, capable of meeting the demands of both domestic and international travelers. This research is vital for establishing a roadmap that ensures the hotel remains resilient and sustainable in a highly competitive market.

### **1.3.2 Specific Objective**

Building upon the problem formulation outlined above, this business project has been designed with specific objectives to address key areas of development for FRii Bali Echo Beach Hotel. These objectives are intended to provide a comprehensive understanding of the redevelopment process and its impact on the hotel's performance and competitiveness.

- a. To thoroughly examine the redevelopment of FRii BEB Hotel from multiple perspectives, including the physical transformation of the building, operational processes during the construction phase, and the marketing strategies employed to maintain guest engagement and visibility throughout the project. This analysis will highlight how each of these aspects contributes to the overall success of the redevelopment initiative.
- b. To evaluate whether the redevelopment efforts effectively enhance the hotel's ability to increase room rates and achieve a competitive edge in the Canggu area. This includes assessing the potential for improved profitability,

strengthened market positioning, and the ability to attract both new and repeat guests in a highly competitive hospitality market. By addressing these specific objectives, the project aims to offer actionable insights into achieving sustainable growth and long-term success for the hotel.

- c. To formulate the model of redevelopment process using POAC Management
- In the implementation of the project, the process of implementing the redevelopment and in the competitive hospitality industry, an effective strategic marketing model is essential for increasing room sales. This model should incorporate market research, targeted promotional strategies, pricing optimization, and enhanced customer experiences to drive occupancy rates and revenue growth. By implementing a strategic marketing model that integrates research, digital presence, pricing tactics, and customer engagement, hotels can effectively increase room sales and maintain a competitive edge in the industry.

#### **1.4 Significances of The Study**

Based on the objectives of the study above, this project is expected to provide several significances and benefits.

##### **1.4.1 Theoretical Benefits**

Hotel development plays a pivotal role in the hospitality industry, requiring constant rejuvenation and enhancement of products and facilities to meet evolving guest expectations and deliver exceptional experiences. Regular updates and improvements are essential to maintain competitiveness and provide high-quality services to guests. Research in this field is invaluable, as it enables a deeper understanding of the factors that contribute to successful hotel development and helps identify areas where further improvements can be made.

For student researchers, participating in hotel development projects offers a unique opportunity to gain practical experience and insight into the various stages of the process. This includes preparing detailed development plans, organizing and managing resources, overseeing operational adjustments during construction, designing marketing strategies, and evaluating the impact of the redevelopment on both internal and external hotel factors. Such hands-on involvement allows researchers to observe and analyze real-world phenomena that occur during the redevelopment process. This not only helps identify common challenges and pitfalls but also provides an opportunity to develop and share best practices that can guide future hotel developers. The knowledge gained can contribute to better decision-making and reduce the risk of failure in similar projects.

In this study, the author will explore and outline the research benefits associated with the redevelopment of FRii BEB Hotel. The findings and insights derived from this research aim to serve as a valuable resource for future researchers and hotel developers, providing a framework for successful redevelopment projects in the hospitality industry.

#### **1.4.2 Practical Benefits**

This study aims to highlight the practical benefits of research on the development of private pool villa units at FRii BEB Hotel. The findings will provide valuable insights for various stakeholders, including students, academic institutions, and the hospitality industry, as detailed below:

##### **1. For Researchers/Students**

This research offers students an opportunity to gain knowledge and practical insights into the processes involved in developing hotel rooms and facilities. By

examining the redevelopment initiatives at FRii BEB Hotel, students can understand how theoretical concepts are applied in real-world scenarios. This knowledge equips them with valuable expertise for future academic or professional endeavors in the hospitality industry.

## **2. For Bali State Polytechnic**

The research provides data and insights that contribute to the academic repository of Bali State Polytechnic, supporting further studies in the same domain. It also aids in the development of theories related to tourism business planning, particularly in the context of hotel and facility redevelopment to enhance room rates. This contribution strengthens the institution's role in advancing knowledge in the field of hospitality management and tourism development.

## **3. For the Hospitality Industry**

The study offers actionable recommendations for industry practitioners, particularly in the development of business models for private pool villas and other guest accommodations. The findings can serve as a reference for designing new guest house projects, providing strategies to optimize profitability and competitiveness. By sharing these insights, the research has the potential to positively influence similar development projects and contribute to the overall growth of the hospitality sector

## **CHAPTER V**

### **PROJECT OUTPUT MODEL**

#### **5.1 Project Outcome Model**

At this stage, the process includes a comprehensive analysis of development needs through systematic project initiation procedures. According to the Project Management Institute (PMI, 2017) effective project planning begins with stakeholder identification. It needs assessment, which in this context involves contractor selection through competitive bidding processes and capability evaluation. A thorough feasibility study is conducted, following the framework established by Gido, Clements, and Baker (2017), which encompasses a technical feasibility assessment through detailed building audits, an economic feasibility analysis including a cost-benefit evaluation, and an operational feasibility review to ensure project viability during hotel operations.

Additionally, this stage encompasses facility prioritization and selection using multi-criteria decision-making frameworks (Saaty, 2008), ensuring optimal resource allocation across renovation areas. The establishment of project governance structures, including the creation of project charters and stakeholder agreements, follows best practices outlined in the Project Management Body of Knowledge (PMI, 2017), ensuring clear accountability and communication protocols throughout the redevelopment process of FRii BEB hotel repair project consists of two main parts, namely physical work in the form of renovation and facility improvement, and the implementation of marketing campaigns in accordance with the repaired products.

The goal of this whole process is to improve the quality of hotel competition and increase the profits earned. As a basis for project planning and execution, a product development model was created that combined the POAC (Planning, Organizing, Execution, Monitoring) managerial approach with the marketing campaign stages.

In the context of redevelopment, FRii BEB Hotel, the model (PMI, 2017) is integrated with the POAC theory (Terry, 1953).

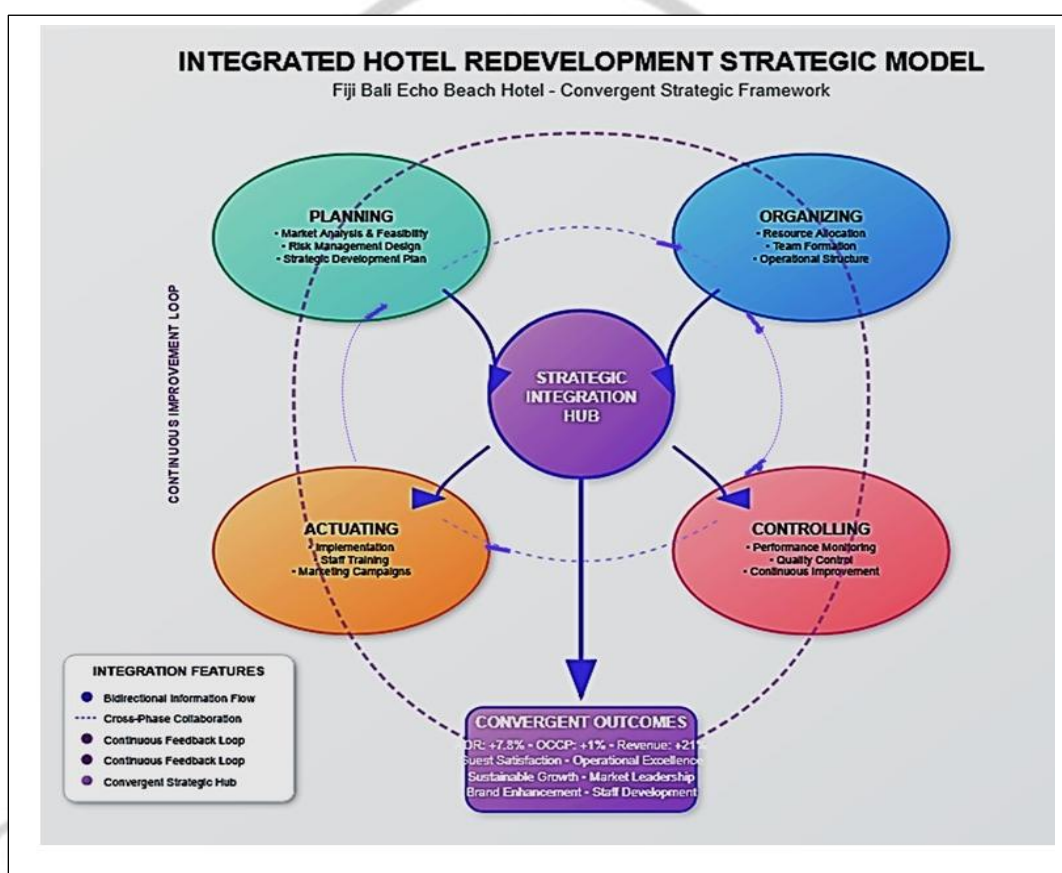


Figure 5.1  
Model Redevelopment Frii Bali Echo Beach Hotel  
(Source: Research Result)

The convergent outcome of the model containing the KPIs before and after the project can be utilized to forecast ROI of the redevelopment project as follows:

### Project Investment Summary

- Total Investment: Rp 8,500,000,000 (8.5 billion)
- Analysis Period: 6 months before vs 6 months after implementation

### Key Performance Indicators Analysis

| Metric                   | Before            | After             | Improvement |
|--------------------------|-------------------|-------------------|-------------|
| ADR (Average Daily Rate) | Rp 428,930        | Rp 462,320        | +7.8%       |
| OCCP (Occupancy Rate)    | 88%               | 89%               | +1%         |
| Revenue (6 months)       | Rp 10,642,300,105 | Rp 12,894,000,334 | +21%        |

### Detailed ROI Calculations

#### 1. Revenue Impact Analysis

- Revenue Increase:  $\text{Rp } 12,894,000,334 - \text{Rp } 10,642,300,105 = \text{Rp } 2,251,700,229$
- Percentage Revenue Growth: 21%

#### 2. Annualized Revenue Projection

- 6-month increase: Rp 2,251,700,229
- Projected annual increase:  $\text{Rp } 2,251,700,229 \times 2 = \text{Rp } 4,503,400,458$

#### 3. Return on Investment (ROI) Calculation

$$\text{ROI} = (\text{Annual Revenue Increase} / \text{Total Investment}) \times 100$$

$$\text{ROI} = (\text{Rp } 4,503,400,458 / \text{Rp } 8,500,000,000) \times 100$$

$$\text{ROI} = 52.98\%$$

#### 4. Break-Even Point (BEP) Analysis

$$\text{Monthly Revenue Increase: } \text{Rp } 2,251,700,229 \div 6 = \text{Rp } 375,283,372 \text{ per month}$$

#### Break-Even Calculation:

BEP (months) = Total Investment / Monthly Revenue Increase

BEP = Rp 8,500,000,000 / Rp 375,283,372

BEP = 22.65 months

Break-Even Timeline: Approximately 22.7 months or 1 year and 10.7 months

#### Performance Driver Analysis

##### ADR Impact

- Daily rate increase: Rp 33,390 (+7.8%)
- This suggests successful premium positioning and service enhancement

##### Occupancy Impact

- Occupancy improved by 1 percentage point (88% → 89%)
- Shows enhanced market appeal and operational efficiency

##### Combined Effect

- The 21% revenue increase demonstrates strong synergy between:
  - Higher room rates (ADR improvement)
  - Better occupancy rates
  - Operational efficiencies from the redevelopment

#### Financial Projections

##### Year 1 Post - Implementation

- Projected Revenue: Rp 25,788,000,668 (annualized from 6-month data)
- Revenue Increase: Rp 4,503,400,458
- ROI: 52.98%

#### Year 2-5 Projections (Conservative 5% annual growth)

| Year   | Revenue Increase | Cumulative ROI |
|--------|------------------|----------------|
| Year 2 | Rp 4,728,570,481 | 108.54%        |
| Year 3 | Rp 4,965,000,005 | 166.95%        |
| Year 4 | Rp 5,213,250,005 | 228.31%        |
| Year 5 | Rp 5,473,912,505 | 292.73%        |

#### Risk Assessment & Recommendations

##### Positive Indicators

1. Strong Revenue Growth: 21% increase demonstrates market acceptance
2. Balanced Improvement: Both ADR and occupancy increased
3. Quick ROI: 53% annual return is excellent for hospitality sector

## 5.2 Model Description and Utilization Model

This section outlines the structure of the model used in the project, along with how it is applied to support decision-making and operational improvements. It provides a clear explanation of the model's components and its practical utilization in achieving project goals.

### 5.2.1 Model Description

This product development model consists of several main parts that represent the interrelated POAC management process and the marketing campaign process.

#### 1. Planning

At this stage, the process includes analyzing development needs such as finding a contractor, conducting a feasibility study with an audit of the building to be

redeveloped, planning the product concept, planning and calculating the pricing point after redevelopment, marketing planning after the room is handed over by the contractor to the hotel. In addition, this stage also includes the selection of facilities to be renovated and the creation of the articles of association of the project.

## 2. Organizing

In this phase, a work team consisting of several departments was formed, where it was decided that the Hotel Manager was the project supervisor, the Chief Engineering, the Executive Housekeeper and the Front Office Manager as the field manager, the team from the Engineering, Housekeeping and Front Office departments helped with the required field processes, the determination of the responsibility structure, and the division of technical and administrative tasks. This includes coordination with vendors and third parties.

## 3. Actuating

At this stage, the physical implementation of development is carried out, such as construction execution, interior design, and the implementation of the latest prices. Simultaneously the marketing team runs marketing campaigns based on creative content, collaborations with OTAs, as well as promotional activations through social media and other distribution channels

## 4. Controlling

Supervision is carried out regularly through field inspections, progress reports, and performance evaluations of the results of the campaigns carried out. Corrections and adjustments to strategies are also carried out periodically to ensure the achievement of the predetermined ADR targets.

## 5. Convergent Outcome

The convergence of outcomes in this study is clearly visible through the alignment between the results of the analysis of key performance indicators and other findings. Quantitative data shows a significant improvement after the hotel redevelopment was carried out. The Average Daily Rate (ADR) increased from Rp 428,930 to Rp 462,320, an increase of 7.8%. The occupancy rate also improved from 88% to 89%, an increase of 1%. Furthermore, revenue in six months increased sharply from Rp 10,642,300,105 to Rp 12,894,000,334, representing a growth of 21%. This consistent increase strengthens evidence that the redevelopment strategy implemented not only impacts the physical aspects and services but also makes a significant contribution to the hotel's sustainable financial performance.

### 5.2.2 Utilization Model

Based on the development model diagram of the FRii BEB Hotel redevelopment project, the following is a utilization model that has been created to explain how the model can be applied in the future: This model can be used as a strategic guide for the next redevelopment project, both by the management of FRii BEB Hotel and by other parts of the same network. By following the POAC structure, namely Planning, Organizing, Actuating, and Controlling, hotels can undergo this process regularly when preparing for the development of new facilities or carrying out major renovations. Each stage in this model forms an orderly workflow and facilitates communication between teams, from needs analysis to physical execution of the project as well as evaluation of the final result against the ADR.

In addition, this model also has quite good adaptability and can be changed according to the size of the project and the characteristics of the project in the future. For example, in smaller projects such as updating the interior of a room or adding certain facilities, hotels can still apply the same POAC principles by adjusting the scope of work and resources used. In other words, this model not only serves as a guide in running a project, but can also be used as an evaluation and learning tool to increase the effectiveness of product development strategies as well as marketing campaigns, which directly impacts the hotel's revenue increase. In the PMI model, (PMI, 2017) project outputs can be:

1. Tangible deliverables: renovated building, new room facilities, new SOPs, IT systems, project reports.
2. Intangible deliverables: improved service quality, guest satisfaction, knowledge management, brand reputation.

### **5.3 Validation Model**

The theory of technical verification using the Hierarchical Interconnection Graph (HIG) and the Hierarchical Control Flow Graph (HCFG) (Fritz et al., 1995) verification and validation are an approach developed in the field of modeling and simulation. HIG focuses on the component structure within a model, ensuring that each part of the model is clearly defined and properly connected. Meanwhile, HCFG emphasizes the logical flow or behavior of existing components, so the model can function according to the desired rules. By combining the two, technical verification ensures that a model is constructed correctly, both structurally and behaviorally, before further testing against real-world data.

In the context of the FRii BEB Hotel redevelopment research, this theory can be paralleled to verify the managerial framework used. HIG can be analogized to the POAC (Planning, Organizing, Actuating, Controlling) framework, which describes the structure of a hotel redevelopment strategy model. Each POAC stage acts as an interconnected component, ensuring consistent flow between stages. Meanwhile, HCFCG can be seen as a representation of operational workflows, such as how planning translates into renovation actions, promotions, and performance control. Thus, the HIG/HCFCG theory provides a basis for ensuring that the implemented POAC model is not only structurally complete but also realistic in implementation. This model has been validated by the Vice President of Panorama Hotel Management (Mr. Adjit Kurniansah) and also other PHM operational teams through a FGD that we will conduct in May 2024 through an online meeting. The figures during the FGD and meeting minutes are contained in the Appendix. 3

Regarding the research findings, model verification using this approach helped confirm that the increases in ADR, OCCP, and Room Revenue at FRii Bali Echo Beach were indeed the result of a properly constructed model. HIG ensures that all strategic elements (planning, organizing, implementing, and controlling) are mutually supportive, while HCFCG ensures that the implementation process follows managerial logic. The results proved valid, as data from 2024 showed significant growth compared to 2023. This means that the redevelopment model used is not merely a concept but has been technically verified and proven relevant in hospitality practice.

## CHAPTER VI

### CLOSING

#### 6.1 Conclusion

This study shows that redevelopment of the hotel facilities at FRii BEB Hotel significantly boosts the Average Daily Rate (ADR). By utilizing a structured redevelopment approach grounded in the POAC (Planning, Organizing, Actuating, Controlling) framework, the hotel effectively navigated the renovation process while aligning it with specific marketing strategies. The combination of infrastructure improvements and strategically planned marketing efforts has successfully strengthened the hotel's market standing and perceived value, leading to an increase in profitability.

The product development model created in this research serves as both a guide for the current redevelopment initiative and a reusable framework for future endeavors. It offers a practical and strategic approach that ensures each phase of redevelopment from needs assessment to post-implementation review is executed in a systematic and results-oriented way. The model's effectiveness is demonstrated by the increase in ADR and positive feedback from guests. Thus, this model is a valuable asset for the hotel's continuous development and enhancement strategies.

Based on research and analysis of the redevelopment implementation at the FRii Bali Echo Beach Hotel, it can be concluded that the facility development strategy designed through the POAC framework has significantly impacted the

hotel's financial performance. This is evident in the key performance indicators (KPIs), which show a significant improvement following the redevelopment process. The Average Daily Rate (ADR) increased by 7.8%, from IDR 428,930 in 2023 to IDR 462,320 in 2024, demonstrating the hotel's ability to increase room rates in line with improvements in facility quality. The occupancy rate (OCCP) also remained stable, increasing by 1% from 88% to 89%, despite price adjustments. This indicates that the price increase did not diminish the hotel's attractiveness to guests.

Furthermore, the most prominent indicator is the increase in room revenue, which grew by 21%, from IDR 10.64 billion in 2023 to IDR 12.89 billion in 2024. This surge proves that redevelopment not only increases room value but also has a direct impact on overall hotel profitability. Therefore, it can be concluded that the implementation of a POAC-based management model in redevelopment projects can increase hotel competitiveness, strengthen market position, and ensure long-term financial sustainability.

Based on ROI Calculation presented on 5.1, The Frii Bali Echo Beach Hotel redevelopment project shows exceptional financial performance:

- Break-Even Point: 22.7 months
- Annual ROI: 52.98%
- Payback Period: Under 2 years

This investment demonstrates strong strategic value with robust returns that significantly exceed typical hospitality industry benchmarks (15-25% ROI).

## **6.2 Recommendation**

The recommendations for the FRii BEB Hotel focus on three strategic priorities. First, it is essential to monitor sustainability by ensuring that revenue growth is

consistently maintained to support long-term business stability. Second, the hotel should strengthen its market positioning by continuing to implement a premium service strategy, which reinforces its brand identity and appeals to its target market. Finally, operational excellence must be prioritized by maintaining high occupancy levels while simultaneously maximizing the Average Daily Rate (ADR), ensuring both customer satisfaction and optimal financial performance.

Based on the findings and conclusions of this research, it is recommended that FRii BEB Hotel consistently adopt the POAC-based product development model for any future redevelopment or facility improvement projects. This structured approach has proven effective in aligning operational execution with marketing strategy, ultimately driving increased profitability. Regular asset audits and market analysis should also be conducted to ensure timely upgrades that respond to guest expectations and market trends, while post-project evaluations such as ADR tracking and guest feedback should be integrated into the hotel's standard operating procedures to support continuous improvement.

On the other hand, based on the KPI analysis results following the redevelopment, it is recommended that FRii BEB Hotel continue to adopt a POAC (Planning, Organizing, Actuating, Controlling) management model in all subsequent development projects. During the Planning stage, management is advised to conduct regular market research to understand pricing trends and traveler preferences, so that ADR strategies can be continuously adjusted to reflect market dynamics. During the Organizing stage, it is crucial to strengthen cross-departmental collaboration, particularly between marketing, operations, and finance, to ensure promotional strategies and cost management remain aligned with the goal of increasing

profitability. Furthermore, ongoing investment in post-renovation facility maintenance needs to be planned to ensure service quality meets guest expectations.

During the Actuating and Controlling stages, the hotel is recommended to expand its digital marketing strategy by maximizing the potential of online travel agents (OTAs), social media, and guest loyalty programs to maintain stable occupancy levels despite rising room rates. Performance monitoring through KPIs such as ADR, OCCP, and Room Revenue should be conducted consistently every month, accompanied by evaluation of guest satisfaction through online reviews and internal surveys. With tight controls and a quick response to market dynamics, the hotel can sustain its achieved growth. Overall, the redevelopment, which has been proven to increase revenue by 21%, should be used as a reference for long-term development strategies, so that FRii Bali Echo Beach is able to maintain competitiveness, expand market share, and ensure business sustainability amidst the increasingly competitive hotel industry.

Furthermore, future redevelopment efforts should strengthen collaboration across departments, particularly between operations, marketing, and finance, to ensure cohesive project execution. It is also crucial to document each project's best practices, challenges, and lessons learned, which will serve as a valuable reference for future initiatives and support ongoing refinement of the model. By implementing these recommendations, the hotel will be better positioned to maintain its competitive advantage, achieve sustainable growth, and deliver consistently high-quality guest experiences.

## REFERENCES

Al Otaibi et al. (2021). (2021). *Optimal Planning of Hotel Renovation Projects*.

Bassi, A. (2017). Project Management Body Of Knowledge In The Context Of PMI and ISO. In M. Handzic & A. Bassi (Eds.), *Knowledge and Project Management: A Shared Approach to Improve Performance* (pp. 53–67). Springer International Publishing. [https://doi.org/10.1007/978-3-319-51067-5\\_3](https://doi.org/10.1007/978-3-319-51067-5_3)

Bitner, M. J. (1992). No Title. *Servicescapes: The Impact of Physical Surroundings on Customers and Employees.*, 1992, 52–71. <https://doi.org/https://doi.org/10.2307/1252042>

Bloom, B. (2015). Hotel renovations and their impact on guest satisfaction. *International Journal of the Built Environment and Asset Management*, 1, 339. <https://doi.org/10.1504/IJBEAM.2015.075058>

Christian, A. et al. (2021). *Pengantar Manajemen Bisnis* (A. Asyhari (Ed.); First edit). UAD PRESS. [uadpress@uad.ac.id](mailto:uadpress@uad.ac.id)

*Data kedatangan wisman to Bali9 Disparda Bali) Tabel 04.* (n.d.).

Detik.Com. (2024). No Title. *Detik.Com*, 3. [https://www.detik.com/bali/wisata/d-7372040/1-8-juta-turis-asing-berlibur-ke-bali-selama-januari-april-2024?utm\\_source=chatgpt.com](https://www.detik.com/bali/wisata/d-7372040/1-8-juta-turis-asing-berlibur-ke-bali-selama-januari-april-2024?utm_source=chatgpt.com)

Dewi, O., Sekolah, R., Ilmu, T., & Mataram, A. (2020). *Open Journal Systems ANALISIS OPTIMALISASI PROMOTION MIX DALAM RANGKA MENINGKATKAN KUALITAS JASA DAN PELAYANAN PADA GRAND ROYAL BIL HOTEL (DESA BATUJAI KECAMATAN PRAYA BARAT-LOMBOK TENGAH)*. 14(6). [Http://Ejurnal.Binawakya.Or.Id/Index.Php/](http://Ejurnal.Binawakya.Or.Id/Index.Php/)

Dharmayanti, G. A. . C., & Nadiasa, M. (2015). Risk Analysis on Hotel Renovation and Development Project. *Prosiding Seminar Nasional Sains Dan Teknologi 2015 "Inovasi Humaniora, Sains, Dan Teknologi Untuk Pembangunan Berkelanjutan*, 1772.

El-Sayed, S., abdelkawi, ahmed, & Abed, M. (2023). Hotels' Renovation Effect on Customers' Loyalty and Occupancy Rates. *The International Journal of Tourism and Hospitality Studies*, 4(2), 89–102. <https://doi.org/10.21608/ijthsx.2023.195770.1052>

Fritz, D. G., Sargent, R. G., & Daum, T. (1995). *Verification And Validation Of Simulation Models Verification And Validation Of Simulation Models AN OVERVIEW OF HI-MASS (HIERARCHICAL MODELING AND SIMULATION*

SYSTEM). <https://surface.syr.edu/eecs>

Griffin, R. W. (2013). *Management: Principles and Practices*. 9781111969721, 1111969728

Hashemkhani Zolfani, S., Pourhossein, M., Yazdani, M., & Zavadskas, E. K. (2018). Evaluating construction projects of hotels based on environmental sustainability with MCDM framework. *Alexandria Engineering Journal*, 57(1), 357–365. <https://doi.org/10.1016/j.aej.2016.11.002>

Hasibuan, et al. (2016). *Manajemen: Dasar, Pengertian, dan Masalah* (Cet. 10). Jakarta : Toko Gunung Agung, 1992.

Hayes, D. K., & Austin, M. A. (2014). *Pearson New International Edition Professional Front Office Management*.

Hermawan, H. (2018). Metode Kualitatif untuk Riset Pariwisata. *Jurnal Komunikasi*, 20.

Hinson, R. E., Mensah, I., Amoako, G. K., Mensah, E. A., Coffie, I. S., & Khosa, E. (2024). Marketing for Hospitality and Tourism. *Hospitality and Tourism Marketing*, 15–23. <https://doi.org/10.4324/9781032688497-2>

Ivanov, S. (2017). Hotel revenue management: from theory to practice. In *Anatolia* (Vol. 27, Issue 2). <https://doi.org/10.1080/13032917.2015.1115947>

Ivanov, S., & Zhechev, V. (2012). Hotel revenue management - A critical literature review. *Tourism*, 60(2), 175–197. <https://doi.org/10.2139/ssrn.1977467>

Kartajaya, H., Yuswohadi, & Mussry, J. (2005). *Positioning, Diferensiasi, Brand* (C. Rahadiansyah (Ed.); 4th Editio). PT. Gramedia Pustaka Utama. ISBN 979-22-0835-6

Kimes, S. E. (2011). The future of hotel revenue management. *Journal of Revenue and Pricing Management*, 10(1), 62–72. <https://doi.org/10.1057/rpm.2010.47>

Kotler, P., & Adi Maulana; Bob Sabran; Wibi Hardani; Keller, K. L. (2009). *Manajemen Pemasaran* (A. Maulana (Ed.)).

Kotler, P., & Armstrong, G. (2008). *Prinsip-prinsip pemasaran* (A. Maulana, D. Barnadi, & W. Hardani (Eds.); Principles). Erlangga.

Kristiana, R., & et.al. (2023). *Manajemen Proyek* (D. P. Sari (Ed.); 2nd ed.). Get Press Indonesia. 9786231986504, 6231986500

Li, H., Liu, Y., Tan, C. W., & Hu, F. (2020). Comprehending customer satisfaction with hotels: Data analysis of consumer-generated reviews. *International Journal of Contemporary Hospitality Management*, 32(5), 1713–1735.

<https://doi.org/10.1108/IJCHM-06-2019-0581>

Lima Santos, L., Gomes, C., Malheiros, C., Crespo, C., & Bento, C. (2024). Factors Influencing Hotel Revenue Management in Times of Crisis: Towards Financial Sustainability. *International Journal of Financial Studies*, 12(4). <https://doi.org/10.3390/ijfs12040112>

Makassar, D. I. K., & Zaky, M. A. (2024). *PENGARUH KUALITAS PELAYANAN DAN PERCEIVED QUALITY DIMEDIASI INTELLECTUAL CAPITAL TERHADAP KINERJA PEMASARAN HOTEL BINTANG TIGA PROGRAM MAGISTER MANAJEMEN PEMASARAN*.

Mamik, P. : (2015). *KUALITATIF METODE KUALITATIF*.

Mattila, A. S., & Gao, Y. L. (2016). An examination of popular pricing and price framing techniques in the hospitality industry and directions for future research. *International Journal of Revenue Management*, 9(2–3), 175–185. <https://doi.org/10.1504/IJRM.2016.077019>

Maulana, V. (2018). *STRATEGI MARKETING MIX UNTUK MENINGKATKAN DAYA SAING PERUSAHAAN (Studi Kasus pada The Balava Hotel Kota Malang)*. Miles, M., Huberman, M., & Saldana, J. (2014). *Qualitative Data Analysis* (H. Salmon (Ed.); 3rd ed.). SAGE.

Mustaf, T. (2020). *Bauran Pemasaran Sebagai Materi Pokok dalam Manajemen Pemasaran* (Media Sain).

Nalley, M., & Gregory, A. (2021). (2021). A Case for Change, Market Segmentation and Brand Management. <https://doi.org/10.1177/216499872100900214> (Original work published 2021). *Journal of Hospitality & Tourism Cases*, 9(2), 60–70. <https://doi.org/https://doi.org/10.1177/216499872100900214> (Original work published 2021)

Nurliyani, H., & Safarina, F. (2015). Buku Seri Praktikum E-Commerce Digital Marketing. *Laboratorium Manajemen Menengah Litbang*, 1(1), 1–46.

Oses, N., Gerrikagoitia, J. K., & Alzua, A. (2016). Monitoring and benchmarking the performance of a destination's hotel industry: The case study of Bilbao in 2014. *Tourism Management Perspectives*, 19(July), 48–60. <https://doi.org/10.1016/j.tmp.2016.05.002>

Rifaldi Dwi Syahputra, & Nuri Aslami. (2023). Prinsip-Prinsip Utama Manajemen George R. Terry. *Manajemen Kreatif Jurnal*, 1(3), 51–61. <https://doi.org/10.55606/makreju.v1i3.1615>

Saputra, F., & Ali, H. (2022). Penerapan Manajemen Poac: Pemulihan Ekonomi Serta Ketahanan Nasional Pada Masa Pandemi Covid-19 (Literature Review

Manajemen Poac). *Jurnal Ilmu Manajemen Terapan*, 3(3), 316–328. <https://doi.org/10.31933/jimt.v3i3.733>

Sillitonga, P., Siregar, R. T., Syamsuri, A. R., Halim, A., Haryani, D., Sutarmin, Sangadji, S., Febrianty, & Arief, A. S. (2020). *Pemasaran* (Sumitro, Suliyanto, & C. M. Firdausy (Eds.); First). Sihsawit.

Smeidt, D. (2024). Green initiatives and their competitive advantage for the hotel industry in developing countries. *The Advertiser*, 75(2018), 131–143. [https://www.adelaidenow.com.au/lifestyle/best-things-to-do-in-canggu-bali/news-story/d326c054de616aab499685e115fafcbb?utm\\_source=chatgpt.com](https://www.adelaidenow.com.au/lifestyle/best-things-to-do-in-canggu-bali/news-story/d326c054de616aab499685e115fafcbb?utm_source=chatgpt.com)

Spektran, J., Studi, P., Teknik, M., Universitas, S., Risiko, M., Risiko, M., & Hotel, P. R. (2018). *PENGARUH RISIKO PADA PROYEK PERLUASAN DAN RENOVASI HOTEL DI THE EFFECT OF RISKS ON HOTEL EXTENTION AND RENOVATION PROJECTS IN BALI TOWARDS THE COST, QUALITY, AND TIME OF PROJECT*. 6(1), 65–74.

Sugiyono. (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Taufik, A. D. (2022). Analisis Teori Manajemen Pemasaran. *Jurnal Pusdansi*, 2(6), 1–8. <http://pusdansi.org/index.php/pusdansi/article/download/141/141>

Terry, G. (1953). *Principles of Management*, George R. Terry 1953..pdf (p. 672). RichardD. Irwin, INC Homewood Illinois. <https://archive.org/details/principlesofmana00terr/page/n111/mode/2up?view=theater>

Turner, M. J., & Hesford, J. W. (2018). The Impact of Renovation Capital Expenditure on Hotel Property Performance. *Cornell Hospitality Quarterly*, 60(1), 25–39. <https://doi.org/https://doi.org/10.1177/1938965518779538>

Utama, C. P., & Nuryanti, W. (2024). Spatial Patterns of Nomad Tourism in Canggu Village Bali. *INERSIA Informasi Dan Ekspose Hasil Riset Teknik Sipil Dan Arsitektur*, 20(2), 286–299. <https://doi.org/10.21831/inersia.v20i2.73224>