

Increasing Marriott Bonvoy Membership Through Green Marketing at Fairfield by Marriott Bali Legian

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Abstract: This research is conducted to identify green marketing that can be applied to increase Marriott Bonvoy membership at Fairfield by Marriott Bali Legian. Data collection methods used literature study, observation, interview, study documentation, and questionnaires. Interviews were conducted with the Sales Account Manager because this position is the most knowledgeable about green marketing strategy. Questionnaires were distributed to five respondents in the departments of Sales & Marketing, Front Office, and Food & Beverage. The data analysis technique used is qualitative descriptive analysis, Likert scale, SWOT analysis, Internal Factor Analysis Summary Matrix (IFAS), External Factor Analysis Summary Matrix (EFAS), Internal-External Matrix (IE), SWOT matrix, and Quantitative Strategic Planning Matrix (QSPM) analysis. The result for internal factors of 7P of Green Marketing with IFAS scores at 3.16 and external factors with EFAS score at 3.01. The result of IE Matrix showed the company's position is in the cell I, which is a growth strategy with concentration through vertical integration. SWOT analysis resulted in 10 alternative strategies that could be implemented. The QSPM analysis showed that the appropriate strategy could be used to enhance Marriott Bonvoy membership through green marketing. It is expanding its market share and taking advantage of technological development by maximizing green marketing activities through Marriott Bonvoy application and online social media with a TAS value of 275.0. The company should regularly conduct a SWOT analysis to determine market reactions against green marketing since it influences market trends. Hence, the company could improve the existing or new strategy of green marketing in increasing Marriott Bonvoy membership.

Keywords: Green Marketing, Marriott Bonvoy, Membership

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Introduction

Tourism is one of the important choices that exist in the life of everyone, and it helps everyone to release all the boredom in daily activities. Tourism development in the current era of globalization is expected to support environmental balance. Hence this business has been directed to use the basic rules of green tourism. Bali Island is one of the famous areas for tourism. It has unique natural beauty, culture, and language. Hence it can attract tourist interest. Unfortunately, 2020 – 2021 was the toughest year for the world due to the Covid-19 pandemic. Many business sectors worldwide have experienced a decline in income due to the impact of the pandemic.

A hotel is a type of accommodation managed commercially, provided for individuals or groups, lodging services, food and beverage, and other services according to development in needs and technology (Bagyono, 2012). For the development of hotels as leisure or business destinations, it is very necessary to develop the implementation of green activities such as green marketing to support green tourism in Bali. Green marketing can be defined as the process of developing products or services and promoting them in a way that does not cause any negative impact on the environment (Chin et al., 2018). Green marketing in the hotel industry is about how hotel promote their green products and green services (Chan, 2014). Green marketing can involve all departments in a hotel. However, one hotel department with the most important marketing role is the Sales and Marketing Department. Sales and Marketing are important group roles for supporting the business and market to increase revenue and also needed to provide a strategy appropriate for hotel income (Maliluan et al., 2014). The Sales and Marketing Department is responsible for marketing hotel products in the hotel

department. This section seeks to obtain as many guests as possible into the hotel to increase the income earned through guests who stay and use hotel facilities (Utami, 2018).

Green Marketing carried out by the Sales and Marketing Department is to support environmentally friendly and increase the number of customers in the competitive hotel industry. The increasing number of customers can be done in various ways, such as by holding a membership program that can attract, bind, and improve the company's customer relationship. The membership program is a customer program that almost all companies run with a level of seriousness and in different ways. It means membership program has become a must for marketers as a token of appreciation for their customers. In addition, membership is one of the companies' tricks to convince customers of repeat purchases (Hatta, 2019).

Fairfield by Marriott Bali Legian is one of the four-star hotels, and it is under the company management of Marriott International, which has been designed in such a way as to provide comfort and excellent services. Marriott International has individual ways to enhance the number of customers through membership programs by trying to meet guest expectations and build a strong relationship with the guest. The company uses the membership system to offer customers several benefits, such as promotions, discounts, cashback, and special prices, with certain conditions for every purchase at the outlet or other companies that partner with it (Muhammad, 2021). Issuance of membership is one of the programs used by business entities or companies to build relationships and keep customers long-term (Andriani, 2018). The membership program established by Marriott International is referred to as "Marriott Bonvoy Membership".

Table 1. Room sold by Marriott Bonvoy members
at Fairfield by Marriot Bali Legian (2019 – 2021)

Total Room Sold	2019	Total Room Sold	2020	Total Room Sold	2021
January	376	January	853	January	211
February	397	February	727	February	141
March	633	March	385	March	188
April	743	April	25	April	210
May	760	May	19	May	208
June	917	June	31	June	384
July	913	July	49	July	143
August	1031	August	142	August	121
September	942	September	114	September	330
October	844	October	195	October	383
November	691	November	302	November	400
December	844	December	451	December	787
Grand Total	9091		3293		3506

Based on Table 1, it shows that Marriott Bonvoy membership has a very big influence. In 2019, rooms sold by Marriott Bonvoy members in Fairfield by Marriott Bali Legian were very high, reaching 9091 rooms in a year due to members' purchasing power. Unfortunately, in 2020 rooms sold by members decreased drastically compared with rooms sold in 2019 because of the influence of the COVID-19 pandemic. Even though during the covid-19 pandemic, there was still buying power from Marriott Bonvoy members. Rooms sold by members in 2020 reached 3293 rooms in a year, and they slowly began to rise in 2021, reaching 3506 rooms in a year, due to green marketing strategies that were carried out by the company, especially in the Sales and Marketing Department. Marriott Bonvoy membership which Fairfield runs by Marriott Bali Legian, will open an easier way for the Sales and Marketing Department to do green marketing strategies apart from offering products and services. It also binds the number of customers by offering benefits from Marriot Bonvoy membership, such as points, discounts, free products, etc. Through membership, the company can provide a sense of satisfaction and trust to customers, then understand that they will feel cared for and important in fulfilling their needs, which later will make customers stay with the company's products (Sukmaputra et al., 2017). A membership program built through green marketing has potential strategies to increase purchasing power and the number of customers.

Method

The research was conducted at Fairfield by Marriott Bali Legian in Sales & Marketing Department for five months using qualitative and quantitative data types with primary and secondary data sources. Data collection methods used literature study, observation, interview, study documentation, and questionnaires. The key informant is the main resource person in the research and is very important because they know more information about the research object (Nurdiansyah & Rugoyah, 2021). In determining key informants, the research uses the purposive sampling technique, a retrieval technique for sample data sources with certain considerations. In this particular consideration, for example, the person who most knows about the information needed, hence it will be easier the researcher examines the object (Sugiyono, 2016). Interviews were conducted with the Sales Account Manager because this position is the most knowledgeable about green marketing strategy. Questionnaires were distributed to five respondents in the departments of Sales & Marketing, Front Office, and Food & Beverage.

Data analysis techniques used qualitative descriptive analysis, Likert scale, SWOT analysis, Internal Factor Analysis Summary Matrix (IFAS), External Factor Analysis Summary Matrix (EFAS), and Internal-External Matrix (IE). Variable identification will be based on internal and external factors. Internal factors refer to green 7P's (green product, price, place, promotion, people, process, and physical evidence) green marketing mix (Lapian & Tumbel, 2018). External factors include competitors, politics and legislation, technology, social and culture, and economic environment (Kotler & Armstrong, 2016).

Result and Discussion

The green marketing strategy that applies to increasing Marriott Bonvoy membership at Fairfield by Marriott Bali Legian will analyze strengths and weaknesses as internal factors and opportunities and threats as external factors.

Internal Factors

Based on Table 2, the indicators with the highest weight score at 0.071 are: Having six variations of room types in suite and deluxe rooms, with a view of the garden, pool view, residential view, and river view, which is certified CHSE (Cleanliness, Health, Safety, and Environmental Sustainability); Marriott Bonvoy membership program with various benefit offers, such as point, elite night, discount, late check-out, room upgrade, etc; Hotel conducts various type promotion such as advertising, sales promotion, personal selling, and direct selling using digital media such as power points presentation, website, social media, etc., which environmentally friendly; The company's operation is carried out following standard operating procedure according to health protocol (CHSE) standardization by the government.; Open-air public facilities such as a lobby area, outdoor restaurant and bar, and swimming pool support good air circulation.

Based on Table 3, it can be known that each indicator of internal factors has rating variations. For example, the above ratings showed 11 indicators as the strengths and four as the weaknesses of the green marketing strategy at Fairfield by Marriott Bali Legian.

Based on Table 4, it can be known that the total score from multiplying weight and rating of internal factors is 3.16. Meanwhile, 11 internal factors' strength indicators have a score of 2.665 and six indicators of weakness score of 0.496. So it means the strength indicators at Fairfield by Marriott Bali Legian have a higher score than the weakness indicators. By then, the company can maximize its strength of green marketing strategy to increase Marriott Bonvoy membership.

Table 2. The weighting of internal factors

No.	Indicator	Weight
1	It has six variations of room types Suite and Deluxe rooms, with a view of the garden, pool view, residential, and river, and CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certificate.	0.071
2	Marriott Bonvoy membership program offers various benefits, such as points, elite night, discounts, late check-out, room upgrades, etc.	0.071
3	Having variation of green food and green beverage at the restaurant.	0.064

4	Have green activities program with guests such as Zumba, beach cleaning, tree planting, etc.	0.057
5	Special member price and bonus points for guests who join as Marriott Bonvoy members.	0.067
6	Variations for the contactless payment method include bank transfer, QRIS, payment link, etc.	0.067
7	The hotel has a strategic location in Legian, Kuta area (easy access to the beach, airport, shopping center, hospital, etc.)	0.067
8	The hotel location has a low-pollution environment and is far from highway noise.	0.060
9	The hotel conducts various types of promotion such as advertising, sales promotion, personal selling, and direct selling using digital media such as power points presentation, website, social media, etc, which are environmentally friendly.	0.071
10	The activities of employees follow the standard operating procedure (SOP) according to green marketing	0.067
11	The Sales and Marketing Department regularly and consistently carry out green marketing activities to increase loyalty to the membership program.	0.067
12	The company's operation follows standard operating procedures according to the government's health protocol (CHSE) standardization.	0.071
13	Design decoration of the main product, such as rooms mostly using material wooden accent, room features and amenities are using non-consumable material, biodegradable material, etc., that environmentally friendly. All rooms also are non-smoking.	0.067
14	Open-air public facilities such as a lobby area, outdoor restaurant and bar, and swimming pool support good air circulation.	0.071
15	Marriott Bonvoy application for a membership program and electronic member card.	0.060
Total		1.0

Table 3. Rating of internal factors

No.	Indicators	Rating	Remark
1	It has six variations of room types Suite and Deluxe rooms, with a view of the garden, pool view, residential, and river, and CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certificate.	4.00	Major Strength
2	Marriott Bonvoy membership program offers various benefits, such as points, elite night, discounts, late check-out, room upgrades, etc.	4.00	Major Strength
3	Having variation of green food and green beverage at the restaurant.	1.60	Major Weakness
4	Have green activities program with guests such as Zumba, beach cleaning, tree planting, etc.	1.60	Major Weakness
5	Special member price and bonus points for guests who join as Marriott Bonvoy members.	3.60	Major Strength
6	Variations for the contactless payment method include bank transfer, QRIS, payment link, etc.	3.80	Major Strength
7	The hotel has a strategic location in Legian, Kuta area (easy access to the beach, airport, shopping center, hospital, etc.)	3.60	Major Strength
8	The hotel location has a low-pollution environment and is far from highway noise.	2.20	Minor Weakness
9	The hotel conducts various types of promotion such as advertising, sales promotion, personal selling, and direct selling using digital media such as power points presentation, website, social media, etc, which are environmentally friendly.	2.40	Minor Weakness
10	The activities of employees follow the standard operating procedure (SOP) according to green marketing.	3.00	Minor Strength
11	The sales and Marketing Department regularly and consistently carries out green marketing activities to increase membership programs.	2.60	Minor Strength
12	The company's operation follows standard operating procedures according to the government's health protocol (CHSE) standardization.	4.00	Major Strength
13	Design decoration of the main product, such as rooms mostly using material wooden accent, room features and amenities are using non-consumable material, biodegradable material, etc., that environmentally friendly. All rooms also are non-smoking.	3.60	Major Strength
14	Open-air public facilities such as a lobby area, outdoor restaurant and bar, and swimming pool support good air circulation.	3.60	Major Strength
15	Marriott Bonvoy application for a membership program and electronic member card.	3.40	Major Strength

Table 4. Internal Factor Analysis Summary (IFAS) matrix

No	Strengths	Weight	Rating	Score
1	It has six variations of room types Suite and Deluxe rooms, with a view of the garden, pool view, residential, and river, and CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certificate.	0.071	4.00	0.28
2	Marriott Bonvoy membership program offers various benefits, such as points, elite nights, discounts, late check-out, room upgrades, etc.	0.071	4.00	0.28
3	Special member price and bonus points for guests who join as Marriott Bonvoy members.	0.067	3.60	0.24
4	Variations for the contactless method of payment such as bank transfer, QRIS, payment link, etc.	0.067	3.80	0.25
5	The hotel has a strategic location in Legian, Kuta area (easy access to the beach, airport, shopping center, hospital, etc.)	0.067	3.60	0.24
6	The activities of employees follow the standard operating procedure (SOP) according to green marketing	0.067	3.00	0.20
7	The sales and Marketing Department regularly and consistently carries out marketing activities to increase the membership program.	0.067	2.60	0.17
8	The company's operation follows standard operating procedures according to the government's health protocol (CHSE) standardization.	0.071	4.00	0.28
9	Design decoration of the main product, such as rooms mostly using material wooden accent, room features and amenities are using non-consumable material, biodegradable material, etc., that environmentally friendly. All rooms also are non-smoking.	0.067	3.60	0.24
10	Open-air public facilities such as a lobby area, outdoor restaurant and bar, and swimming pool support good air circulation.	0.071	3.60	0.26
11	Marriott Bonvoy application for a membership program and electronic member card.	0.060	3.40	0.20
Total		0.746		2.665
No.	Weaknesses	Weight	Rating	Score
1	Having variation of green food and green beverage at the restaurant.	0.064	1.60	0.10
2	Having green activities program with guests such as beach cleaning, tree planting, etc.	0.057	1.60	0.09
3	The hotel has a low-pollution environment and is far from highway noise.	0.060	2.20	0.13
4	The hotel conducts various types of promotion such as advertising, sales promotion, personal selling, and direct selling using digital media such as power points presentation, website, social media, etc, which are environmentally friendly.	0.071	2.40	0.17
Total		0.252		0.496
Total Weight x Rating		1.0		3.16

External Factors

Based on Table 5, indicators with the highest weight score at 0,115 are: Carrying out hotel star-level accreditation by the government; Carrying out CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification to support hotel operation by following health protocol standards by the government.; Developing electronic devices or systems and application software; Social media usage and internet access speed; Community support around the hotel.

Based on Table 6, it can be known that each indicator of external factors has a variation in rating scores. For example, the above ratings showed six indicators as opportunities and three indicators as threats of green marketing strategy to increase Marriott Bonvoy membership at Fairfield by Marriott Bali Legian.

Based on Table 7, it can be known that the total score from multiplying weight and rating of external factors is 3.01. Meanwhile, six indicators of opportunity from external factors scored 2.487, and 3 of threat scored 0.523. Therefore, it means the opportunity indicators at Fairfield by Marriott Bali Legian score higher

than the threat. By then, the company can maximize the opportunity of a green marketing strategy to increase Marriott Bonvoy membership.

Table 5. Weight of external factors

No.	Indicators	Weight
1	There are many hotels as competitors in Kuta area that sell similar products, prices, membership programs, etc.	0.103
2	Carry out hotel star-level accreditation by the government.	0.115
3	Carry out CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification to support hotel operations by following health protocol standards by the government.	0.115
4	Development of electronic devices or systems and application software.	0.115
5	Social media usage and internet access speed.	0.115
6	Community support around the hotel.	0.115
7	Local cultural attraction in Kuta Area.	0.109
8	Purchasing power by customers during the covid-19 pandemic.	0.109
9	Rate inflation during the covid-19 pandemic.	0.103
Total		1.0

Table 6. Rating of external factors

No	Indicators	Rating	Remark
1	There are many hotels as competitors in Kuta area that sell similar products, prices, membership programs, etc.	1.60	Major Threat
2	Carry out hotel star-level accreditation by the government.	3.80	Major Opportunity
3	Carry out CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification to support hotel operations by following health protocol standards by the government.	4.00	Major Opportunity
4	Development of electronic devices or systems and application software.	3.80	Major Opportunity
5	Social media usage and internet access speed.	3.40	Major Opportunity
6	Community support around the hotel.	3.40	Major Opportunity
7	Local cultural attraction in Kuta Area.	3.40	Major Opportunity
8	Purchasing power by customers during the covid-19 pandemic.	1.40	Major Threat
9	Rate inflation during the covid-19 pandemic.	2.00	Minor Threat

Table 7. External Factor Analysis (EFAS) summary matrix

No.	Opportunity	Weight	Rating	Score
1	Carry out hotel star-level accreditation by the government.	0.115	3.80	0.437
2	Carry out CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification to support hotel operations by following health protocol standards by the government.	0.115	4.00	0.460
3	Development of electronic devices or systems and application software.	0.115	3.80	0.437
4	Social media usage and internet access speed.	0.115	3.40	0.391
5	Community support around the hotel.	0.115	3.40	0.391
6	Local cultural attraction in Kuta Area.	0.109	3.40	0.371
Total		0.684		2.487
No.	Threat	Weight	Rating	Score
1	Many hotels are competitors in Kuta area that sell similar products, prices, membership programs, etc.	0.103	1.60	0.165
2	Purchasing power by customers during the covid-19 pandemic.	0.109	1.40	0.153
3	Rate inflation during the covid-19 pandemic.	0.103	2.00	0.206
Total		0.315		0.523
Total Weight x Rating		1.0		3.01

IE (Internal-External) Matrix

Based on Figure 1, it can be seen that the position of Fairfield by Marriott Bali Legian is in the cell I of IE Matrix, with IFAS total score in high condition at 3.16 and EFAS total score also in high condition at 3.01, which are stated at the growth strategy stage with concentration through vertical integration. The growth strategy is designed to achieve the company's growth in sales, assets, profit, or a combination of them. This strategy can be achieved by lowering prices, developing new products, improving the quality of products or services quality, increasing access to a broader market, increasing growth through concentrating vertical integration through backward integration (taking over the function of suppliers), or forward integration (taking over the function of distributors). The position of Fairfield by Marriott Bali Legian in IE Matrix also means that the company has a strong competitive market (high market share) in the tourism industry, especially in Kuta areas with high attractiveness. In this way, the company can increase its business strength and opportunity in its competitive position.

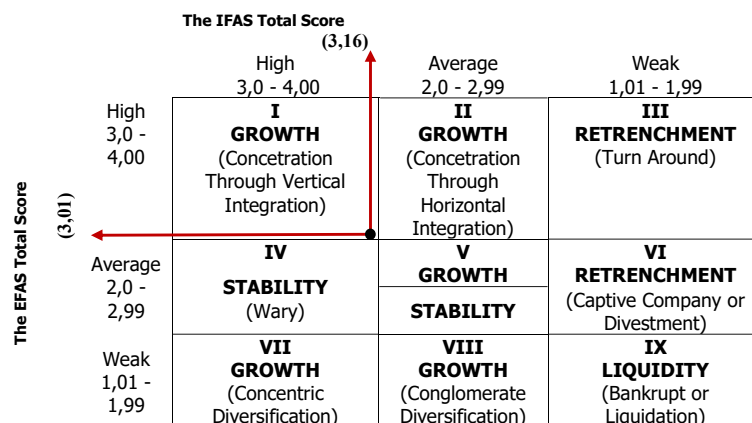


Figure 1. The position of Fairfield by Marriott Bali Legian in IE Matrix

Referring to the position of Fairfield by Marriott Bali Legian in cell I, the company must maintain and improve its strengths, such as increasing innovation and variety of products offered either of room, restaurant, hotel facilities, membership programs, etc. For example, the company can maintain the condition of the hotel building and rooms. Hence the hotel still has an attractive appearance for customers. The company can also add a variety of menus of green food and beverage at the restaurant. Then the restaurant menu has the innovation of the green product. In addition, the company needs to maximize product sales by conducting promotions by utilizing technological developments and social media as business development opportunities. The company can try to use feature online advertising facilitated by social media platforms such as Instagram, Facebook, Trip Advisor, etc. In addition to improving its strengths and opportunities, Fairfield by Marriott must also evaluate its weaknesses. It can improve or search for alternatives to cover or replace these weaknesses. The company's weaknesses can be evaluated by surveying customers or employees about the company's internal factors of green marketing strategy. After that, all threats to the company must be watched out for, especially against competitors in the Kuta area, which may have similar products, prices, membership programs, etc. The company should also survey competitors in the Kuta area to know their marketing strategy. These threats also can be avoided by maximizing the strengths and opportunities of the company.

Conclusion

In increasing Marriott Bonvoy membership through green marketing, the company has a total of 11 indicators of strengths and four indicators of weaknesses from internal factors, then six indicators of opportunities and three indicators of threats from external factors. Fairfield by Marriott Bali Legian has IFAS total score in high condition at 3.16 and EFAS total in high condition at 3.01. The company position is in cell 1 of IE Matrix, which is stated at the growth strategy stage with concentration through vertical integration. The company must maintain and improve its strengths, such as increasing innovation and variety of products

offered and must evaluate its weaknesses. It can improve or search for alternatives to cover or replace these weaknesses.

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