



Published by:

International Office, Universitas Pendidikan Nasional, Jalan Bedugul No. 39, Sidakarya, Denpasar, Bali, Indonesia
Email: journal.revenue@undiknas.ac.id Website: <https://journal.undiknas.ac.id/index.php/REVENUE>

p-ISSN : 2723-4584

e-ISSN : 2962-4819

Marketing mix (7P) analysis to increase room occupancy at Sthala, a tribute portfolio hotel, Ubud Bali

Wayan Ayu Shintya Dennis

ABSTRACT

Tight competition and the impact of the COVID-19 pandemic have significantly affected the hospitality industry, forcing hotels to adapt in order to survive and continue attracting tourists. One of the essential strategies to address this challenge is the implementation of an effective marketing approach. Among various marketing strategies, the marketing mix—particularly the 7P framework, which includes price, promotion, place, product, people, physical evidence, and process—is often used to enhance service offerings and increase occupancy rates. However, despite the application of these strategies at Sthala Ubud Bali, this study reveals that there remains a noticeable gap between the targeted and actual occupancy levels achieved. The aim of this research is to evaluate how the 7P marketing mix has been implemented at Sthala Ubud Bali to improve room occupancy. Data for this study were collected through documentation and in-depth interviews with the Revenue Manager. The results of the qualitative descriptive analysis indicate that challenges primarily lie in the areas of product, price, promotion, and place. It is recommended that the hotel prioritize improvements in these indicators to better meet customer expectations and ultimately increase occupancy performance.

Keywords: Marketing mix 7P, room occupancy, Sthala Ubud Bali

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INTRODUCTION

Tourism refers to travel undertaken for recreation. According to Sugiama (2011), tourism encompasses a series of activities and the provision of services, including attractions, transportation, accommodation, and other services aimed at fulfilling the travel needs of an individual or a group. Those who engage in tourism activities are called tourists. Bali Island is one of the most popular tourist destinations due to its natural beauty and cultural diversity.

Based on Table 1.1, the number of tourists visiting Bali from 2016 to 2019 was relatively high, both for international and domestic tourists. The peak occurred in 2019, with 1,069,473 international tourists and 10,545,039 domestic tourists. However, from 2020 to 2021, tourist visits drastically declined due to the COVID-19 pandemic. The most significant drop happened in 2020, with a decrease of -82.95% for international tourists and -56.41% for domestic tourists. In 2021, the decline in international tourist arrivals was even more severe at -99.99%, while domestic tourism showed a slight increase of -6.41%.

Tourism is influenced by various factors. Safitri and Alpon (2019) state that natural conditions play a significant role in attracting tourists to Indonesia. These factors include natural disasters, climate change, and

environmental quality. Natural conditions affect tourism by influencing transportation access to Indonesia and impacting tourist destinations, especially nature-based tourism. Furthermore, Arlinda (2021) found that disease outbreaks significantly affect tourist numbers due to travelers' concerns about health-related issues.

Before the COVID-19 pandemic, tourism was a key driver of Bali's economy. This potential encouraged local communities and investors to develop businesses in the tourism sector, with accommodations and hotels being among the most rapidly growing businesses. A hotel is a business that provides accommodation or lodging services. In addition to lodging, hotels generally offer food and beverage services. Bagyono (2014) describes a hotel as a type of accommodation that is commercially and professionally managed, offering lodging, dining, and additional services to guests.

The competitive nature of the hospitality industry forces hotel management to find ways to attract consumers and differentiate their hotels from competitors. Various efforts are made to offer the best products and become the top choice for customers. The success of a hotel business depends on its occupancy rate, which refers to the percentage of hotel rooms occupied over a certain period (monthly or yearly) (Agusninda, 2019). A higher occupancy rate indicates successful hotel management, while a lower rate suggests the opposite.

The intense competition and the negative impact of the COVID-19 pandemic on the hospitality industry have pushed hotels to adapt and attract guests. One crucial factor in achieving this is marketing strategy. A study by Menuh and Widiantri (2021) titled *Marketing Strategies to Increase Room Occupancy at Sense Sunset Seminyak Hotel* highlights that marketing strategy is essential for a company's success. It serves as the backbone of the company's operations and outlines how the business should function to achieve its goals. Therefore, business development requires the implementation of effective marketing strategies. The study also concludes that while hotels have significant opportunities for growth, they must remain cautious of potential threats.

Marketing efforts require strategic planning to succeed in a competitive market. One commonly used approach is the Marketing Mix, which integrates various marketing elements into a comprehensive program designed to achieve business objectives by engaging consumers and delivering value (Kotler & Armstrong, 2018:79). The hospitality industry primarily offers services as its main product. The quality of these services is influenced by consumer perceptions and various factors affecting their purchasing decisions (Karnelis, 2017). Akbar (2021) suggests that to enhance the success of service-based businesses, the 7P marketing mix (Price, Promotion, Place, Product, People, Physical Evidence, and Process) should be utilized.

Sthala, a Tribute Portfolio Hotel, Ubud Bali—commonly referred to as Sthala Ubud Bali—is a five-star hotel in Bali that faced challenges due to declining tourist arrivals. To sustain its business, the hotel implemented well-planned marketing mix strategies to promote its products and achieve its projected occupancy targets. The hotel's forecasted occupancy rate was 63.06% in 2019, which was later adjusted to 60.10% in 2020 and further reduced to 52.41% in 2021.

Juhari (2016:4) emphasizes that a successful hotel must maintain various crucial marketing aspects. If these elements are neglected, the hotel risks losing its appeal to potential customers and existing guests. One essential component of the marketing mix used to boost room occupancy is promotion. Sthala Ubud Bali continuously adapted its promotional strategies based on market conditions. The hotel employed a mix of advertising, such as distributing flyers via social media; personal selling, through direct sales calls to potential guests; sales promotions, by offering discounts and free samples; public relations, by increasing its online presence; and direct marketing, through telemarketing campaigns.

Despite implementing these strategies, Sthala Ubud Bali remains less well-known compared to other hotels in the same category. This is evident in the lower number of social media followers compared to competitors. A study by Erdin and Kasmita (2020) found that promotion significantly influences customer decisions to stay at hotels. The study suggests that the more sophisticated and effective a hotel's promotional strategies are, the more likely potential customers will choose its services.

Sthala Ubud Bali has structured its marketing strategies and occupancy targets effectively. However, external factors continue to impact the actual outcomes. The hotel's occupancy rate in 2019 remained at a normal level of 62.03%, but it dropped drastically in 2020 (15.02%) and 2021 (13.88%) due to lingering concerns about COVID-19. These figures highlight the significant gap between projections and actual occupancy levels in 2020 and 2021.

A study by Akbar (2021) found that *Hotel Grand Inna Daira* successfully used price reductions as a post-pandemic strategy, yielding positive results. However, the study also noted that the hotel's pricing remained higher than competitors like *The Garcia Ubud*. Hotel location also plays a crucial role in consumer decision-making. Heizer & Render (2015) state that a strategic location is key to maximizing business profitability. The fact that Sthala Ubud Bali is located 7 km (about 15 minutes) from Ubud's central tourist area has led to some customer dissatisfaction, reflected in negative online reviews.

Additionally, issues with hotel products were identified. Guest room air conditioning units frequently experienced leaks, requiring time for repairs. However, the hotel's customer service received positive reviews, with guests praising the staff's hospitality. Despite this, a study by Winata (2017) found that employee service (People) does not significantly influence customer loyalty at *Grand Serela Hotel & Convention Medan*.

Sthala Ubud Bali applies all elements of the 7P marketing mix to create an effective and efficient marketing

strategy. Research by Andri (2015) and Saksiari (2022) suggests that the marketing mix significantly influences hotel occupancy rates. However, Noor (2016) found that not all elements of the 7P marketing mix have a direct impact on customer decisions at *Hotel Grand Sawit*.

Sthala Ubud Bali's marketing mix implementation aims to improve sales performance, measured primarily through occupancy rates. The highly competitive nature of the hospitality industry, exacerbated by the COVID-19 pandemic, has made it increasingly difficult for hotels to achieve their projected targets. Despite well-executed marketing strategies, discrepancies between target and actual occupancy rates remain. Additionally, existing research presents contradictory findings regarding the effectiveness of the 7P marketing mix on occupancy levels.

Given these challenges, this study aims to explore the topic: "Marketing Mix (7P) Analysis to Increase Room Occupancy at Sthala, a Tribute Portfolio Hotel, Ubud Bali".

LITERATURE REVIEWS

Marketing

Hery (2019), in his book *Performance Management*, states that marketing is closely related to identifying and fulfilling the needs of individuals and society. One of the shortest definitions of marketing is meeting needs profitably. Through marketing intelligence, personal or social needs are transformed into business opportunities that generate profits.

According to Sudaryono (2016:50), marketing has three main functions: the exchange function, the distribution function, and the intermediary function. The exchange function refers to the process where buyers can purchase products from producers through marketing—whether by exchanging money for products or through barter transactions for personal use or resale. Exchange is one of the four ways people obtain a product. The distribution function involves the physical distribution of a product through transportation and storage. Products are transported from producers to consumers using various means such as water, land, and air. Storage ensures that product supplies remain adequate when needed. The intermediary function facilitates the transfer of products from producers to consumers, linking exchange activities with physical distribution. This function includes risk reduction, financing, information gathering, and product standardization and classification.

Tjiptono and Gregorius (2012) argue that the purpose of marketing is to establish, develop, and maintain long-term relationships with customers in a way that ensures mutual benefits. Additionally, marketing has several objectives:

1. Delivering information (promotion) and offering products to attract consumers to purchase them.
2. Creating purchases.
3. Encouraging repeat purchases—if consumers are satisfied, they are more likely to repurchase, turning them into loyal customers.
4. Indirectly generating employment—marketing goods and services contributes to job creation.

Marketing Mix

The marketing mix is a set of controllable tactical marketing tools (product, price, promotion, and place) that a company combines to generate the desired response in its target market (Kotler & Armstrong, 2018:79). According to Tjiptono (2014:41), the marketing mix is a set of tools marketers can use to shape the characteristics of the services offered to customers. These tools can be applied to develop long-term strategies and design short-term tactical programs. Assauri (2015:198) defines the marketing mix as a combination of variables or activities that form the core of the marketing system—variables that companies can control to influence buyer or consumer reactions.

Tjiptono (2014:30) explains that many market offerings combine goods and services, such as fast-food restaurants, where customers consume both products and services. The marketing mix consists of four elements: product, price, place, and promotion. Meanwhile, for service marketing, an extended marketing mix is required, incorporating three additional elements: people, physical evidence, and process—resulting in seven elements (7P). These seven elements are interconnected and can be adjusted to suit both internal and external business environments to achieve company objectives.

Room Occupancy Rate

Occupancy rate refers to the percentage of a building that is rented or occupied. The room occupancy rate indicates the extent to which hotel rooms are sold compared to the total number of rooms available for sale. The room occupancy ratio is a key indicator of a hotel's success in selling its primary product—rooms (Ghodang & Hutagalung, 2020).

According to Khaer and Utomo (2012) in their journal *The Effect of Occupancy Rate on Investment Decisions in Santika Hotel Surabaya Projects*, hotel room occupancy (hotel occupancy) is calculated as the

number of occupied rooms divided by the total available rooms, multiplied by 100%. Juhari (2016) also defines occupancy rate as the percentage of rooms sold. Budi (2013:113) states that in occupancy competition, the level of occupancy helps estimate the monthly or annual operational performance of each property.

Several factors influence room occupancy rates, including hotel location, facilities, exterior and interior design, service quality, room prices, and cleanliness. Room occupancy trends also provide insight into the commercial decline of a hotel, identifying low and high seasons, allowing management to make informed decisions to maximize hotel revenue (Sueni, 2018).

Based on the above definitions, it can be concluded that room occupancy (occupancy rate) is the percentage of rooms occupied or rented to guests compared to the total number of rooms available for rent, measured over a daily, monthly, or annual period.

METHODS

This study was conducted to analyze the marketing mix (7P) and its role in increasing room occupancy at Sthala, a Tribute Portfolio Hotel, Ubud Bali. As outlined in Table 1.6, the actual room occupancy rates did not meet the projected targets. To understand the underlying causes and the impact of each marketing mix element, the researcher employed a qualitative descriptive analysis approach.

Primary data were obtained through semi-structured interviews with hotel management, particularly the Revenue Manager. Secondary data were gathered from hotel documentation, the Sales and Marketing Department, and publicly available digital platforms such as social media and online review sites.

Given the increasing importance of digital marketing in the hospitality sector, this study also incorporates social media marketing theory, as proposed by Kim and Ko (2010), who identify five key dimensions: entertainment, interaction, trendiness, customization, and word of mouth. These dimensions were used to assess the effectiveness of Sthala Ubud Bali's digital promotional efforts, especially through platforms like Instagram and TripAdvisor.

To ensure the validity and reliability of qualitative findings, data triangulation was applied by comparing internal data (interviews and documentation) with external data (guest reviews and online feedback). This method enabled the researcher to validate themes across multiple sources.

The analysis was further supported by a thematic coding process, following the model by Miles, Huberman, and Saldana (2014), which included data condensation, data display, and conclusion drawing/verification. Emerging themes were categorized based on the seven elements of the marketing mix (Product, Price, Place, Promotion, People, Physical Evidence, and Process), allowing for a structured interpretation of how each component affects room occupancy rates at Sthala Ubud Bali.

RESULTS AND DISCUSSION

Based on internal data obtained through interviews with the Revenue Manager of Sthala Ubud Bali, external data was then gathered from online reviews sourced from TripAdvisor. The external data was used to validate the previously collected internal data. The validation process was conducted using the triangulation technique, combining internal and external data, and was summarized according to the indicators in each marketing mix element.

Product

The following table presents the data triangulation for the product element of the marketing mix:

TABLE 1. Internal and External Data Triangulation for Product

Indicator	Internal (Revenue Manager)	External (Online Review)	Results
<i>Variety</i>	Based on an interview with the Revenue Manager, Sthala Ubud Bali has a total of 143 rooms divided into five room categories. Additionally, there are supporting facilities such as three restaurant and bar locations, eight MICE venues, a spa, a gym, and a kids' club. However, there is a shortcoming in the availability of villa-type rooms, which are not yet offered.	Based on an interview with the Revenue Manager, Sthala Ubud Bali has a total of 143 rooms divided into five room categories. Additionally, there are supporting facilities such as three restaurant and bar locations, eight MICE venues, a spa, a gym, and a kids' club. However, there is a shortcoming in the availability of villa-type rooms, which are not yet offered.	Based on an interview with the Revenue Manager, Sthala Ubud Bali has a total of 143 rooms divided into five room categories. Additionally, there are supporting facilities such as three restaurant and bar locations, eight MICE venues, a spa, a gym, and a kids' club. However, there is a shortcoming in the availability of villa-type rooms, which are not yet offered.
<i>Design</i>	Based on an interview with the Revenue Manager, the product design of Sthala Ubud Bali follows a Classic Ubud theme, predominantly featuring traditional Balinese elements while integrating modern aspects. The rooms are designed to face views of the river, lush trees, and the swimming pool.	Based on an interview with the Revenue Manager, the product design of Sthala Ubud Bali follows a Classic Ubud theme, predominantly featuring traditional Balinese elements while integrating modern aspects. The rooms are designed to face views of the river, lush trees, and the swimming pool.	Based on an interview with the Revenue Manager, the product design of Sthala Ubud Bali follows a Classic Ubud theme, predominantly featuring traditional Balinese elements while integrating modern aspects. The rooms are designed to face views of the river, lush trees, and the swimming pool.
<i>Features</i>	Based on an interview with the Revenue Manager, the variety of bedding categories and in-room amenities provided sufficiently meet guests' needs during their stay at Sthala Ubud Bali.	Based on an interview with the Revenue Manager, the variety of bedding categories and in-room amenities provided sufficiently meet guests' needs during their stay at Sthala Ubud Bali.	Based on an interview with the Revenue Manager, the variety of bedding categories and in-room amenities provided sufficiently meet guests' needs during their stay at Sthala Ubud Bali.

Brand Name	Based on an interview with the Revenue Manager, Sthala Ubud Bali is a five-star hotel that is part of Marriott International under the Tribute Portfolio category (an independent hotel).	Based on an interview with the Revenue Manager, Sthala Ubud Bali is a five-star hotel that is part of Marriott International under the Tribute Portfolio category (an independent hotel).	Based on an interview with the Revenue Manager, Sthala Ubud Bali is a five-star hotel that is part of Marriott International under the Tribute Portfolio category (an independent hotel).
Service	Based on an interview with the Revenue Manager, additional complimentary services provided to guests include Daily Shuttle and Guest Activities.	Based on an interview with the Revenue Manager, additional complimentary services provided to guests include Daily Shuttle and Guest Activities.	Based on an interview with the Revenue Manager, additional complimentary services provided to guests include Daily Shuttle and Guest Activities.

Source: Data Triangulation Technique (processed data)

Based on Table 1, it can be concluded that within the product marketing mix elements at Sthala Ubud Bali, there are inconsistencies in the variety and design indicators, which impact room occupancy rates. Meanwhile, no inconsistencies were found in the features, brand name, and service indicators.

The variety of room products and supporting facilities is adequate to accommodate guests, yet there remains a shortcoming in the range of room types, specifically the absence of villa-type accommodations. Additionally, in the design indicator, an inconsistency was found in some rooms that lack a scenic view (wall view).

Variety refers to the availability of different product variations. Companies can create models at a higher level than their competitors. Being the first provider to introduce new features that are both needed and valued by consumers is one of the most effective ways to compete (Kotler, 2018:262). Based on this statement, it can be said that Sthala Ubud Bali's product variety still has shortcomings, as indicated in the interview results. Expanding the variety of hotel products is necessary to compete more effectively, which in turn will influence room occupancy rates.

The inconsistency found in the design of Sthala Ubud Bali's products also affects occupancy rates. This aligns with the theory presented by Kotler and Armstrong (2018:251), which states that increasing competition makes design one of the strongest tools for differentiating and positioning a company's products and services. Some rooms at Sthala Ubud Bali do not meet guest expectations, so management needs to take measures to address this issue.

Indicators that are already aligned with expectations, such as brand name, positively impact occupancy rates. This finding is supported by research from Sinaga and Pramanda (2018), which states that brand name significantly influences customer purchasing decisions. A brand name is typically used as an external indicator to draw conclusions, maintain perceived quality, and represent the collection of information about a product. A strong brand name helps control and influence purchase intention (Gunawan, 2017). Sthala Ubud Bali, being part of Marriott International, is recognized worldwide, with 30 brands and more than 7,484 properties in 131 countries.

Price

The following table presents the data triangulation for the price element of the marketing mix:

TABLE 2. Internal and External Data Triangulation for Price

Indicator	Internal (Revenue Manager)	External (Online Reviewer)	Results
List Price	Based on an interview with the Revenue Manager, the list price is highly flexible, meaning that the offered price follows a dynamic rate system based on demand and the competitor set.	Based on an interview with the Revenue Manager, the list price is highly flexible, meaning that the offered price follows a dynamic rate system based on demand and the competitor set.	Based on an interview with the Revenue Manager, the list price is highly flexible, meaning that the offered price follows a dynamic rate system based on demand and the competitor set.
Discount	The interview with the Revenue Manager revealed that discounts vary depending on market segments and accommodation packages. Discounts effectively attract consumers to purchase the products of Sthala Ubud Bali.	The interview with the Revenue Manager revealed that discounts vary depending on market segments and accommodation packages. Discounts effectively attract consumers to purchase the products of Sthala Ubud Bali.	The interview with the Revenue Manager revealed that discounts vary depending on market segments and accommodation packages. Discounts effectively attract consumers to purchase the products of Sthala Ubud Bali.
Payment period	The interview with the Revenue Manager indicated that the payment period for room reservations at Sthala Ubud Bali is clearly stated in the proforma invoice, requiring payment at least 7 days before arrival. During high and peak seasons, guests must pay 14 days before arrival. Unlike Online Travel Agents (OTAs), where full payment is typically charged after check-out.	-	The payment period system implemented by Sthala Ubud Bali is appropriate, aligning with Kotler's (2018:179) theory, which states that installment-based payment systems generally involve the transfer of value (such as funds, services, or assets) between parties as part of an agreed exchange. The payee typically has the right to determine the payment methods they will accept from the payer. Sthala Ubud Bali has successfully implemented a payment period system clearly outlined in the proforma invoice.

Credit terms	The interview with the Revenue Manager revealed that at Sthala Ubud Bali, guests can make installment payments, with 50% paid upfront according to the payment period stated in the proforma invoice, and the remaining balance settled during check-in. Additionally, the cancellation policy varies based on the booking package, but in most cases, a cancellation charge equivalent to a one-night stay applies.	-	The credit terms implemented by Sthala Ubud Bali are appropriate, aligning with Kotler's (2018:379) theory, which defines credit terms as conditions related to the repayment of receivables by clients. These conditions include credit duration, discount offerings, and specific requirements such as seasonal dating and credit policies like cash discounts, discount periods, and credit periods. Sthala Ubud Bali provides flexibility by allowing installment payments based on predetermined credit terms.
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Source: Data Triangulation Technique (processed data)

Based on Table 2, it can be concluded that the pricing strategy applied in the marketing mix at Sthala Ubud Bali aligns with expert theories and external data findings. However, in the list price indicator, there is a discrepancy where some guests perceive the price offered by Sthala Ubud Bali as relatively high, as there are other hotels with lower prices. A study by Purnama et al. (2020) found that price significantly influences purchasing decisions. The more flexible the pricing, the higher the likelihood of purchase decisions being made. Therefore, the competitive pricing offered by Sthala Ubud Bali plays a crucial role in consumer purchasing decisions. Additionally, the list price impacts the hotel's occupancy rate, suggesting that Sthala Ubud Bali should further adjust its pricing to better align with customer expectations.

Regarding the discount indicator, Sthala Ubud Bali does not limit discounts to mere price reductions but also offers additional benefits such as free room upgrades and accommodation packages. This discount strategy positively influences the hotel's occupancy rate. This finding is further supported by a study conducted by Hartini (2019), which concluded that discount implementation has a positive impact on occupancy rates. The results indicate that an increase in discounts correlates with a rise in occupancy rates, and vice versa.

Promotion

The following table presents the data triangulation for the promotion element of the marketing mix:

TABLE 3. Internal and External Data Triangulation for Promotion

Indicator	Internal (Revenue Manager)	External (Online Review)	Results
Advertising	Based on an interview with the Revenue Manager, it was found that advertising promotion is carried out through two media: online and offline. Online advertising includes hotel websites, social media, and OTA sites. Meanwhile, offline advertising is done through print media and sales kits.		The implementation of advertising at Sthala Ubud Bali has been effective, in line with Kotler's theory (2018:452), which states that advertising is any paid, non-personal presentation and promotion of ideas, goods, or services by a marketer. The role of advertising in service marketing is to build awareness of the offered services. However, it is observed that the number of Instagram followers of Sthala Ubud Bali is still relatively lower compared to its competitors.

<i>Sales Promotion</i>	Based on an interview with the Revenue Manager, sales promotion involves offering various stay packages with different benefits and participating in exhibitions while promoting Sthala Ubud Bali by providing samples or free vouchers.	The implementation of sales promotion at Sthala Ubud Bali has been effective, in accordance with Kotler's theory (2018:496), which states that sales promotion consists of short-term incentives to encourage the purchase or sale of a product or service. Unlike advertising, which encourages consumers to buy, sales promotion provides immediate reasons for purchasing. Sthala Ubud Bali consistently offers stay packages tailored to seasons or market demands.
<i>Personal Selling</i>	Based on an interview with the Revenue Manager, personal selling is carried out regularly by scheduling monthly sales calls, conducted by all Heads of Department (HOD) to all potential accounts. Additionally, site inspections are conducted for prospective customers.	The implementation of personal selling at Sthala Ubud Bali has been effective, in accordance with Kotler's theory (2018:480), which defines personal selling as a direct presentation by a company's salespeople aimed at successful selling and building relationships with customers. Sthala Ubud Bali consistently conducts monthly personal selling activities.
<i>Public Relation</i>	Based on an interview with the Revenue Manager, public relations activities are well-executed by regularly sharing updates on promotions and conditions at Sthala Ubud Bali, making information easily accessible to the public via the internet. Additionally, publicity is also carried out through print media and radio.	The implementation of public relations at Sthala Ubud Bali has been effective, in line with Kotler's theory (2018:470), which describes public relations as building good relationships with various public audiences by gaining favorable publicity, maintaining a positive corporate image, and handling or preventing unfavorable rumors, stories, and events. Sthala Ubud Bali actively engages in public relations through publicity on social media, print media, and radio.
<i>Direct Marketing</i>	Based on an interview with the Revenue Manager, direct marketing is actively carried out through telemarketing activities and participation in exhibitions such as ITB, ATM, and BBTF.	The implementation of direct marketing at Sthala Ubud Bali has been effective, in accordance with Kotler's theory (2018:512), which defines direct marketing as direct communication with targeted individual consumers to obtain an immediate response. Promotional messages are directed specifically at individual consumers, aiming for their direct responses through phone calls, mail, or in-person visits. Sthala Ubud Bali employs various direct marketing strategies to establish direct communication via telephone or face-to-face meetings with consumers.

Source: Data Triangulation Techniques (processed data)

Based on Table 3, it can be concluded that, compared to theoretical perspectives, the promotion elements applied at Sthala Ubud Bali are well-executed, covering all attributes or indicators of promotion, including advertising, sales promotion, personal selling, public relations, and direct marketing. All promotional efforts align with current developments, such as the use of both online and offline media for advertising. Additionally, promotional activities are conducted regularly, such as scheduling sales calls to attract more customers.

Overall, promotional efforts have been effective and have significantly impacted room sales at Sthala Ubud Bali. This finding aligns with research conducted by Erdin and Kasmita (2020), which states that promotion has a significant positive influence on accommodation decisions. Through these promotional activities, the hotel seeks to persuade consumers to purchase its offerings, establishing a clear relationship between promotion and room sales, which can also be reflected in occupancy rates.

One of the promotion indicators that significantly influences the occupancy rate at Sthala Ubud Bali is personal selling. This is supported by research conducted by Dewi et al. (2021), which found that personal selling has a positive and significant impact on purchasing decisions. The study also reinforces the theoretical perspective presented in Table 4.8 regarding personal selling activities aimed at successful sales and customer relationship building. Consequently, personal selling efforts at Sthala Ubud Bali, through sales calls and site inspections, contribute positively to room occupancy rates.

Place

Below is the triangulation data table for the place element in the marketing mix:

TABLE 4. Internal and External Data Triangulation for Place

Indicator	Internal (Revenue Manager)	External (Online Review)	Results
<i>Channel</i>	According to an interview with the Revenue Manager, Sthala Ubud Bali has an extensive distribution channel, collaborating with both online and offline travel agents. Other distribution channels include direct sales to consumers (FIT), EPS, the website, and group bookings. OTA also plays a crucial role, contributing 9,182 room nights stay in 2021.		The channel implementation chosen by Sthala Ubud Bali's management is already well-executed, aligning with Kotler's theory (2018:359), which states that a channel is how a company selects and manages its trade channels to distribute products or services and serve its target market. Sthala Ubud Bali has made efforts to distribute its products through travel agents, groups, and its website.
<i>Coverage</i>	According to the Revenue Manager, Sthala Ubud Bali has an extensive market coverage, with information dissemination through travel agents, sales personnel based in Bali and Jakarta, and sister companies under Marriott International.		The coverage implementation by Sthala Ubud Bali's management is well-executed, in line with Kotler's theory (2018:222), which defines coverage as the geographic scope that can be categorized based on specific criteria such as street names, areas, outlets, and outlet types, which are visited regularly. This ensures quick access to information regarding any changes, particularly within the company's environment. Sthala Ubud Bali has expanded its market coverage to reach more target areas.

Location	<p>According to an interview with the Revenue Manager, Sthala Ubud Bali has a strategic location, situated on the main road and close to various tourist attractions in the Ubud area. Another advantage is its position next to a river and forest, offering scenic views from within the hotel.</p>	<p>According to an interview with the Revenue Manager, Sthala Ubud Bali has a strategic location, situated on the main road and close to various tourist attractions in the Ubud area. Another advantage is its position next to a river and forest, offering scenic views from within the hotel.</p>	<p>According to an interview with the Revenue Manager, Sthala Ubud Bali has a strategic location, situated on the main road and close to various tourist attractions in the Ubud area. Another advantage is its position next to a river and forest, offering scenic views from within the hotel.</p>
Transportation	<p>According to the Revenue Manager, Sthala Ubud Bali provides transportation services, including two hotel-owned vehicles. Guests who wish to rent other types of cars can do so. Additionally, a shuttle bus is available as a complimentary service for guests traveling to central Ubud.</p>	<p>According to the Revenue Manager, Sthala Ubud Bali provides transportation services, including two hotel-owned vehicles. Guests who wish to rent other types of cars can do so. Additionally, a shuttle bus is available as a complimentary service for guests traveling to central Ubud.</p>	<p>According to the Revenue Manager, Sthala Ubud Bali provides transportation services, including two hotel-owned vehicles. Guests who wish to rent other types of cars can do so. Additionally, a shuttle bus is available as a complimentary service for guests traveling to central Ubud.</p>

Source: Data Triangulation Technique (processed data)

From Table 4, it can be concluded that in the marketing mix element of place at Sthala Ubud Bali, inconsistencies are found in the location and transportation indicators. Guests who have stayed at the hotel mentioned that the distance from the hotel to central Ubud is still relatively far. Regarding transportation, guests feel restricted in choosing alternative transportation methods beyond those provided by the hotel due to the ban on online transportation services in the area.

When selecting a hotel, consumers consider its location, as a more strategic location generally leads to higher sales. This aligns with Heizer & Render (2015), who stated that a strategic location aims to maximize a company's profit. However, the inconsistency in the location indicator at Sthala Ubud Bali suggests that the hotel still needs to make further efforts to market its products and attract customers.

One of the place indicators, distribution channels, has been implemented effectively at Sthala Ubud Bali, as internal and external data align. This means that the channels used to distribute the hotel's products have significantly contributed to increasing occupancy rates. This finding is supported by research conducted by Hartiningsih and Rokhmash (2017), which concluded that distribution channel activities have a positive and significant impact on consumer purchasing decisions. Channels such as OTA (Online Travel Agencies)

contributed 9,182 room nights stay in 2021, as OTA platforms provide ease of booking for Sthala Ubud Bali's customers.

People

The following table presents the data triangulation for the people element of the marketing mix:

TABLE 5. Internal and External Data Triangulation for People

Indicator	Internal (Revenue Manager)	External (Online Review)	Results
<i>Service people</i>	Based on an interview with the Revenue Manager, Sthala Ubud Bali carefully selects its employees through a strict hiring process. Regular training is provided to employees, resulting in minimal complaints regarding service quality.	Based on an interview with the Revenue Manager, Sthala Ubud Bali carefully selects its employees through a strict hiring process. Regular training is provided to employees, resulting in minimal complaints regarding service quality.	Based on an interview with the Revenue Manager, Sthala Ubud Bali carefully selects its employees through a strict hiring process. Regular training is provided to employees, resulting in minimal complaints regarding service quality.
<i>Customer</i>	The Revenue Manager stated that to maintain good relationships with guests, Sthala Ubud Bali regularly shares updates on social media to encourage customer loyalty. Additionally, the hotel is part of the Marriott Bonvoy membership program.	The Revenue Manager stated that to maintain good relationships with guests, Sthala Ubud Bali regularly shares updates on social media to encourage customer loyalty. Additionally, the hotel is part of the Marriott Bonvoy membership program.	The Revenue Manager stated that to maintain good relationships with guests, Sthala Ubud Bali regularly shares updates on social media to encourage customer loyalty. Additionally, the hotel is part of the Marriott Bonvoy membership program.

Source: Data Triangulation Technique (processed data)

Based on Table 5, it can be concluded that the "People" element at Sthala Ubud Bali is well-executed. The service provided by all employees meets the established standards. The implementation of annual employee training has proven to have a positive impact on service quality, as evidenced by the minimal number of complaints regarding staff performance.

Additionally, Sthala Ubud Bali management ensures strong relationships with guests, which has been effectively maintained. This is reflected in the high likelihood of returning guests, as indicated in online reviews. These findings align with the study by Wasiman and Wibowo (2020), which suggests that service quality significantly influences hotel customer loyalty. When guest loyalty is well-maintained, they are more likely to make repeat bookings, ultimately boosting sales performance—one of which is measured by room occupancy rates.

A company aiming to maximize sales performance must consistently maintain customer loyalty. According to Frindy and Purba (2020), when customers feel comfortable with a brand or service, they will continue to return, ensuring long-term business success.

Physical Evidence

The following is the data triangulation table for the physical evidence element of the marketing mix:

TABLE 6. Internal and External Data Triangulation for Physical Evidence

Internal (Revenue Manager)	External (Online Review)	Results
From interviews with the Revenue Manager, it was found that Sthala Ubud Bali has physical evidence that aligns with the Tribute Portfolio Hotel category, embracing the Classic Ubud concept. The layout features many open spaces, while the lobby, guest rooms, and other venues incorporate traditional Balinese touches combined with modern design.	From interviews with the Revenue Manager, it was found that Sthala Ubud Bali has physical evidence that aligns with the Tribute Portfolio Hotel category, embracing the Classic Ubud concept. The layout features many open spaces, while the lobby, guest rooms, and other venues incorporate traditional Balinese touches combined with modern design.	From interviews with the Revenue Manager, it was found that Sthala Ubud Bali has physical evidence that aligns with the Tribute Portfolio Hotel category, embracing the Classic Ubud concept. The layout features many open spaces, while the lobby, guest rooms, and other venues incorporate traditional Balinese touches combined with modern design.

Source: Data Triangulation Technique (processed data)

Based on Table 6, it can be concluded that from the interview results and theoretical comparison, the physical evidence at Sthala Ubud Bali has successfully implemented three key approaches to managing physical evidence. These approaches include:

1. Designing the layout, lobby, guest rooms, and all venues to be as attractive as possible with traditional Balinese touches.
2. Maintaining the Tribute Portfolio brand identity in all symbols.
3. Selecting employee uniforms that align with traditional Balinese attire.

These choices contribute to enhancing the traditional Balinese atmosphere for guests.

The physical evidence at Sthala Ubud Bali also plays a role in increasing room occupancy, aligning with Sucipto's (2013) theory, which states that physical evidence supports the service delivery process. Physical evidence can take the form of an image created through buildings, layout, or even standardized services that provide a concrete brand image, logos, colors, employee uniforms, communication tools, and information. Sthala Ubud Bali already possesses the mentioned physical evidence to support its service delivery. This finding is also consistent with research conducted by Kahirina (2016), which concluded that physical evidence positively influences consumers' decisions when choosing hotel services.

Process

The following is the data triangulation table for the process element of the marketing mix:

TABLE 7. Internal and External Data Triangulation for Process

Internal (Revenue Manager)	External (Online Review)	Results
From an interview with the Revenue Manager, it was found that the process of booking a product at Sthala Ubud Bali begins with the reservation stage. Consumers can book their desired product, and if a room is still available, the reservation team will send a confirmation email to the guest. The next step is payment, either in full or in installments, and by the time of their stay, guests who opted for installments can settle the remaining balance. Check-in time starts at 2:00 PM WITA, and the latest check-out time is at 12:00 PM WITA.		The process implemented by Sthala Ubud Bali is well-structured, aligning with Kotler's (2016) theory, which states that process refers to how a company serves each consumer's request, from choosing (choose), ordering (order), purchasing (buy), to ultimately receiving the service.

Source: Data Triangulation Technique (processed data)

Based on Table 7, it can be concluded that from the interview results and theoretical comparison, the process element at Sthala Ubud Bali is well-executed. It begins with the choose stage, where consumers select the desired product either through the website, offline and online travel agents, or by directly contacting the hotel. The second stage, order, occurs when a room is available, allowing consumers to make a reservation, after which the hotel sends a confirmation email. The next stage is buy, where consumers must complete payment for the booked product before their stay date to receive hotel services.

The process element in a hotel, where the main product offered is a service, significantly influences room occupancy rates. This is supported by a study conducted by Meilani and Kartini (2020), which found that process positively impacts consumer decisions to use a service. Consumers have multiple distribution channel options for booking a room, as previously explained in the place element. Additionally, during the service reception process, guest complaints regarding employee service quality are rarely encountered, as discussed in the people element. As a result, throughout the entire choose, order, buy, and stay process, guest complaints are rarely reported.

CONCLUSIONS AND SUGGESTION

Conclusions

Based on the 7P marketing mix analysis, Sthala Ubud Bali provides diverse products and quality services, but lacks villa-type rooms and has some guest complaints about room views. Pricing is flexible, yet still perceived as high by some guests. Promotional efforts are broad, though the hotel's social media presence is less prominent than competitors. While the location offers natural beauty, its distance from central Ubud and limited transportation options remain guest concerns. Service quality and physical evidence are strong, and the booking process is efficient. Theoretically, this study confirms the relevance of the 7P framework and extends it by integrating social media marketing dimensions into hospitality marketing. Future research could explore the impact of social media engagement strategies on occupancy rates or compare marketing mix effectiveness across hotel tiers.

Suggestion

After analyzing Sthala Ubud Bali's marketing mix (7P), several recommendations can be made. The management should increase room variations to better meet customer needs and stay competitive. Pricing strategies should also be reviewed to ensure they remain reasonable compared to competitors with similar standards. Enhancing digital marketing efforts is crucial to maximize internet-based promotions. Additionally, the daily shuttle service to Ubud center should always be available to improve guest experience, given the hotel's distance from the main area. Expanding distribution channels is also necessary to support future sales growth. To maintain employee motivation, management should implement performance-based evaluations and rewards. Moreover, existing hotel facilities should be well-maintained and regularly organized to enhance their value. Lastly, improving interdepartmental communication is essential to ensure that customer orders and services align with guests' needs and expectations.

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