

Marketing strategy at e-commerce Double-Six Luxury Hotel Seminyak to maximize room occupancy

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Abstract: The E-Commerce division at Double-Six Luxury Hotel Seminyak has an important role in selling rooms through websites and OTA platforms. Given the shift caused by the Covid-19 pandemic, where the majority are now leaning towards booking rooms online, recalibrating strategies to fit the new normal era has become imperative for this division. This research seeks to identify potential internal and external factors affecting the E-Commerce unit and formulate marketing strategies to increase room occupancy rates. Qualitative and quantitative data were collected from primary and secondary sources. For the initial research questions, methodologies such as observation, interviews, and document review were used. IFAS and EFAS matrices were developed using a questionnaire, while IE and SWOT matrices were developed based on a literature review. The research also proposed a strategic approach rooted in a combination of internal and external factors. Using purposive sampling, the findings emphasize the importance of internal factors such as the elements of the marketing mix-product, price, place, promotion, people, process, and physical evidence. As well as the importance of considering external factors such as customers, competitors, distributors, and the public practically, these insights suggest that Double-Six Luxury Hotel Seminyak's E-Commerce unit should consider a growth-oriented approach. This entails pursuing vertical integration with direct room sales through hotel's website, creating stay packages with additional benefits, creating customer data-driven pro-motions, and increasing website visibility through SEM and SEO.

Keywords: e-commerce, marketing strategy, room occupancy

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Introduction

With the development of Bali as a tourism destination, the number of hotels in Bali also continues to increase so that competition to fill room occupancy rates among hotel industry becomes increasingly fierce (Saimima and Makawangkel, 2019). Chair and Pramudia (2017) define room occupancy rate as a condition of how many or how many rooms can be sold compared to the total number of rooms available for sale. With these increasingly fierce competition conditions, every hotel is required to have the best strategy in an effort to face competition and maximize its room occupancy rate. The development of the digital era 4.0, causing consumers to no longer only seek information through conventional media, but there has been a shift to digital media (Teguh & Ciawati, 2020). This encourages every company, including hospitality businesses, to continuously innovate in supporting their marketing.

In the hospitality industry, the development of an effective, efficient, and integrated marketing is known as digital marketing or e-commerce (Wachyuni & Wiweka, 2020). In the evolving landscape of the hotel industry, embracing a mix of traditional and digital marketing strategies can be the key to success. Staying updated with the latest trends, listening to guest feedback, and constantly innovating will ensure that hotels remain the top choice for travelers in an increasingly competitive market (Kandampully et al., 2018). CRM (Customer Relationship Management) marketing strategy focuses on a customer-centric approach with the goal of

building and maintaining long-term profitable relationships through a deep understanding of customer needs and preferences (Kotler & Armstrong, 2017). E-commerce (Electronic Commerce) refers to the use of the Internet to buy, sell, transport, or trade data, goods, or services (Turban et al., 2018). In the hotel business, hotels that use marketing strategies through e-commerce generally collaborate with Online Travel Agents (OTAs) or create official hotel websites as a promotional media and online reservations, including Double-Six Luxury Hotel Seminyak. In order to sell their available rooms and capture the target market share, Double-six Luxury Hotel Seminyak has implemented online marketing strategies through e-commerce by creating an official hotel website, namely www.double-six.com and by collaborating with 24 Online Travel Agents (OTAs) such as Agoda, Booking.com, C-Trip, Expedia, Traveloka, Hotelbeds, Agoda, Booking.com, Tiket.com, etc.

Based on the data obtained, in 2017-2019 Offline Travel Agent still provides the largest contribution to the number of room sales and occupancy (Hardiani, *et al.*, 2022) as shown in Figure 1.

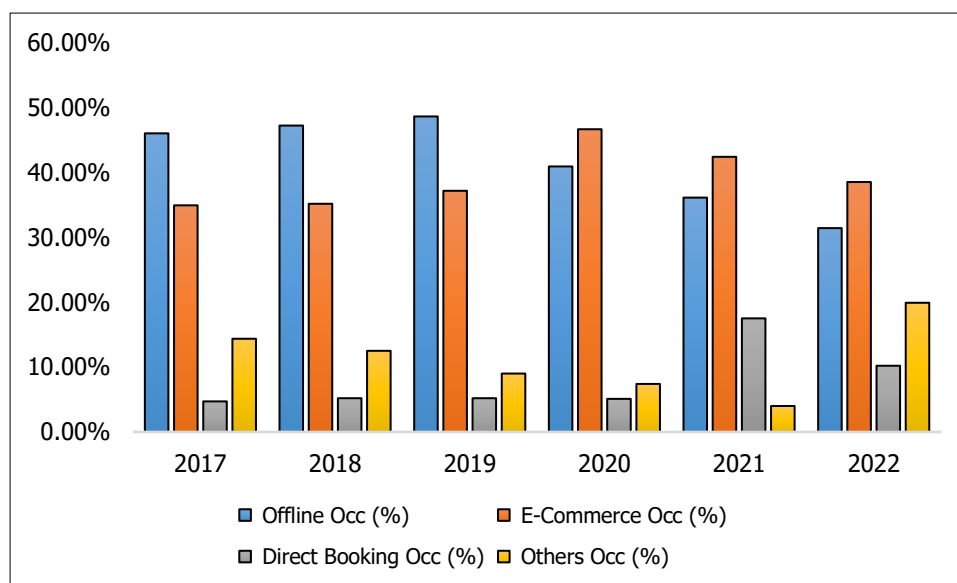


Figure 1. Total room sales and occupancy percentage 2017-2022 Double-Six Luxury
Source: Sales & Marketing Department Double-Six Luxury Hotel 2023

However, after the emergence of Covid-19 pandemic, starting from 2020-2022 the largest number of room sales and occupancy percentages were obtained through e-commerce (Miskiyah et al., 2021). This indicates that the Covid-19 pandemic has caused a shift in the trend, where more people now prefer to book rooms online. This presents a significant opportunity for further development, especially by the e-commerce unit to target a wider range of market segments. Therefore to carry out its opportunity, it requires appropriate and up-to-date strategies considering both internal strategic factors (strengths and weaknesses) and external strategic factors (opportunities and threats) owned by the e-commerce unit itself. Therefore, the author is interested in conducting this research entitled "Marketing Strategy at Double-Six Luxury Hotel Seminyak E-commerce in an Effort to Maximize Room Occupancy Rate".

Methodology

This research was conducted at Double-Six Luxury Hotel located at Jl Pantai Legian No.66, Seminyak, Badung Regency, Bali. The object of this research is the marketing strategy in the e-commerce unit. This research examines how Sales & Marketing utilizes the e-commerce platform to promote and increase room occupancy rates. According to Kotler et al (2016), variable identification in this study is the Marketing Mix 7P's variables (product, price, place, promotion,

people, process, physical evidence) as internal indicators, and micro external environment variables (customers, suppliers/distributors, competitors, public) as external indicators.

The types of data used in this research are quantitative and qualitative data. The sources of data used in this research are primary and secondary data. Data collection techniques used in this research include observation, interviews, documentation, questionnaires, and literature review. The method of selecting key informants for this research is the purposive sampling method. Purposive sampling is a non-probability sampling technique used in research to select specific individuals or elements from a population based on predetermined criteria or specific purposes (Sugiyono, 2016).

The data analysis technique used in this research is qualitative descriptive using SWOT analysis. According to Rangkuti (2017), the SWOT analysis is conducted in several steps, starting with identifying and assessing key internal factors (strengths and weaknesses) using the Internal Factor Analysis Summary (IFAS Matrix). Then, identifying and assessing key external factors (opportunities and threats) using the External Factor Analysis Summary (EFAS Matrix). The next step involves determining the position of Double-Six Luxury Hotel Seminyak using the Internal-External Matrix (IE Matrix). Finally, the strengths, weaknesses, opportunities, and threats are combined to develop strategic implications using the SWOT Matrix.

Results and Discussions

a. Potential of Internal and External Factors in E-commerce Double-Six Luxury Hotel Seminyak

The potential of internal factors and external factors in the E-commerce Double-Six Luxury Hotel Seminyak refers to the strengths and weaknesses within the hotel's control and the opportunities and threats present in the external environment. These factors play a crucial role in determining the e-commerce competitive position and its ability to achieve its objectives. The potential of internal and external factors is obtained from the results of interviews conducted with 5 informants from the Sales & Marketing Department and 2 informants who were guests staying at the hotel. The potential of internal factors (strengths and weaknesses) was analyzed using the 7Ps Marketing Mix indicators which include, product, price, place, promotion, people, process, and physical evidence. In this section the data collection method is carried out by observation, interviews, and documentation. The result of the internal factors can be seen in the Table 1.

Table 1. Internal strategic factors in e-commerce Double-Six Luxury Hotel Seminyak

No	Internal Strategic Factor	Internal Indicators
	Strengths	
1	The entire rooms are spacious suite types	<i>Product</i>
2	The hotel is strategically located in the heart of Seminyak.	<i>Place</i>
3	The hotel has direct access to the beach	
4	Reasonable pricing	<i>Price</i>
5	E-commerce has flexible rates that can be adjusted based on room occupancy levels.	
6	E-commerce unit can direct promotions according to the targeted market segmentation	<i>Promotion</i>
7	E-commerce provides daily discounts and additional discounts at specific times.	
8	E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA)	<i>People</i>
9	Easy and efficient room booking process through the e-commerce platform.	<i>Process</i>
10	E-commerce unit has a channel manager called Siteminder to integrate activities across various Online Travel Agents (OTAs) and the hotel website.	
11	The content displayed on the e-commerce platform matches the real physical evidence of the Hotel.	<i>Physical evidence</i>
	Weaknesses	

1	Hotel does not have a large-capacity meeting room/ballroom.	<i>Product</i>
2	Beach bar around the hotel sometimes creates noise	<i>Place</i>
3	Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce	<i>Price</i>
4	Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce	<i>Promotion</i>
5	There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled.	<i>People</i>
6	Does not yet have a 2 ways integration between the Channel Manager and the reservation system	<i>Process</i>
7	The content on the e-commerce platform needs to add more human touch.	<i>Physical evidence</i>

Meanwhile, the potential of external factors (opportunities & threats) was analyzed using the micro external environment variables, which include customers, suppliers/ distributors, competitors, and public. The result of the external factors can be seen in the Table 2.

Table 2. External strategic factors in e-commerce Double-Six Luxury Hotel Seminyak

No	External Strategic Factors	External Indicators
Opportunities		
1	Opportunities to target new markets according to trends in e-commerce	<i>Customers</i>
2	Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners.	<i>Distributors</i>
3	The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms.	<i>Competitors</i>
4	The hotel has a good relationship with the local community	<i>Public</i>
Threats		
1	Negative customer reviews on e-commerce platforms can influence the trust level of other potential customers.	<i>Customers</i>
2	Certain OTA individuals often leads to price disparities (disparity rate)	<i>Distributors</i>
3	The emergence of new competitors in the same area with lower prices	<i>Competitors</i>
5	Government policies that burden tourists.	<i>Public</i>

Understanding and analyzing these internal and external factors will help the E-Commerce Unit to formulate effective strategies in order to maximize its potential and address any challenges.

b. Internal Factors Analysis Summary (IFAS) & External Factors Analysis Summary (EFAS)

After identifying the internal and external strategic factors, the next step is assigning weights and ratings to each factor based on its significance and performance. In this section the data collection method is carried out by questionnaire. The results of the IFAS and EFAS Matrix assessment can be seen in the following Table 3 and Table 4.

Table 3. IFAS matrix assessment results

No	Internal Strategic Factors	Weight	Rating	Score
Strengths				
1	The entire rooms are spacious suite types	0.06	3.86	0.21
2	The hotel is strategically located in the heart of Seminyak.	0.06	3.57	0.21
3	The hotel has direct access to the beach	0.06	3.57	0.22

4	Reasonable pricing	0.06	3.29	0.18
5	E-commerce has flexible rates that can be adjusted based on room occupancy levels.	0.06	3.86	0.25
6	E-commerce unit can direct promotions according to the targeted market segmentation	0.06	3.86	0.24
7	E-commerce provides daily discounts and additional discounts at specific times.	0.06	3.71	0.22
8	E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA)	0.06	3.57	0.21
9	Easy and efficient room booking process through the e-commerce platform.	0.06	3.86	0.25
10	E-commerce unit has a channel manager called Siteminder to integrate activities across various Online Travel Agents (OTAs) and the hotel website.	0.06	3.71	0.23
11	The content displayed on the e-commerce platform matches the real physical evidence of the Hotel.	0.06	3.57	0.21
Total				2.43
Weaknesses				
1	Hotel does not have a large-capacity meeting room/ballroom.	0.04	1.86	0.08
2	Beach bar around the hotel sometimes creates noise	0.06	1.43	0.08
3	Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce	0.05	1.86	0.09
4	Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce	0.05	1.57	0.08
5	There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled.	0.05	1.57	0.08
6	Does not yet have a 2 ways integration between the Channel Manager and the reservation system	0.05	1.86	0.09
7	The content on the e-commerce platform needs to add more human touch.	0.05	2.00	0.10
Total				0.59
IFAS SCORE		1.00	3.02	

Table 4. EFAS matrix assesment results

No	External Strategic Factors	Weight	Rating	Score
Opportunities				
1	Opportunities to target new markets according to trends in e-commerce	0.13	3.86	0.52
2	Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners.	0.13	4.00	0.51
3	The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms.	0.12	3.86	0.45
4	The hotel has a good relationship with the local community	0.11	4.00	0.45
Total		0.49	1.93	
Threats				
1	Negative customer reviews on e-commerce platforms can influence the trust level of other potential	0.13	2.00	0.26

	customers.			
2	Certain OTA individuals often leads to price disparities (disparity rate)	0.13	2.00	0.27
3	The emergence of new competitors in the same area with lower prices	0.11	2.14	0.24
5	Government policies that burden tourists.	0.13	2.29	0.31
	Total	0.51		1.07
	EFAS SCORE	1.00		3.00

c. Internal External (IE) Matrix

Internal External (IE) Matrix is used to determine the company's strategic position. The position of a company in the IE matrix is determined from the score of the IFAS matrix analysis on the X axis, and score of the EFAS on the Y axis. The IE Matrix is divided into 9 (nine) cells, each representing different strategic positions. in this section the data collection method is carried out by literature review. The position of the E-Commerce Unit in the IE Matrix can be seen in Figure 2.

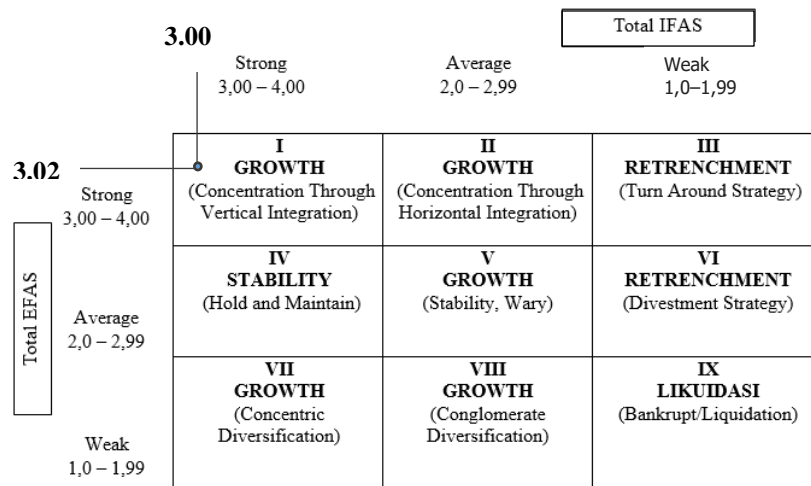


Figure 2. Results of IE matrix analysis

Based on Figure 2, it can be seen that the E-commerce Unit of Double-Six Luxury Hotel Seminyak is in cell I, which represents the growth position. Being in cell I indicates a "grow and build" position with a focus on vertical integration. Suitable strategies for this position are intensive strategies that aim at Market Penetration, Market Development, and Product Development.

d. SWOT Matrix

After analyzing the position of E-commerce Unit on the Internal-External (IE) matrix and knowing the direction of the strategies to be developed, the next step is creating the appropriate marketing strategy to be applied for the E-Commerce Unit of Double-Six Luxury Hotel Seminyak in an effort to maximize room occupancy using the SWOT Matrix. In the SWOT matrix, it illustrates how external opportunities and threats can be aligned with the company's strengths and weaknesses, resulting in four types of alternative strategies which are SO Strategy (utilize the company's internal strengths to take advantage of external opportunities), WO Strategy (overcome internal weaknesses by leveraging external opportunities), ST Strategy (use the company's internal strengths to minimize the impact of external threats), and

WT Strategy (Mitigate internal weaknesses and avoid external threats), in this section the data collection method is carried out by literature review, that can be seen on Table 5.

Table 5. Results of SWOT matrix analysis

<p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p>	Strengths	Weaknesses
	<ol style="list-style-type: none"> 1. The entire rooms are spacious suite types 2. The hotel is strategically located in the heart of Seminyak. 3. The hotel has direct access to the beach 4. Reasonable pricing that is not significantly different from competitors. 5. E-commerce has flexible rates that can be adjusted based on room occupancy levels. 6. E-commerce unit can direct promotions according to the desired market segmentation 7. E-commerce provides daily discounts and additional discounts at specific times. 8. E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA) 9. Easy and efficient room booking process through the e-commerce platform. 10. E-commerce unit has a channel manager called Siteminder to integrate activities across various Online Travel Agents (OTAs) and the hotel website. 11. The content displayed on the e-commerce platform matches the original physical evidence. 	<ol style="list-style-type: none"> 1. Hotel does not have a large-capacity meeting room/ballroom. 2. Beach bar around the hotel sometimes creates noise 3. Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce 4. Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce 5. There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled 6. Does not yet have a 2 ways integration between the Channel Manager and the reservation system 7. The content on the e-commerce platform needs to add more human touch.
Opportunities	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. Opportunities to target new markets according to trends in e-commerce 	<ol style="list-style-type: none"> 1. Create customized promotions to target specific markets by analyzing market potential based on incoming bookings. 	<ol style="list-style-type: none"> 1. Develop cooperation with village security (pecalang and hansip) to ensure security around the hotel, especially in regulating

<ol style="list-style-type: none"> 2. Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners. 3. The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms. 4. The hotel has a good relationship with the local community 	<ol style="list-style-type: none"> 2. Participate in more campaigns offered by OTA partners, while highlighting the Unique Selling Points (USPs) of the hotel. 3. Maintaining prices and always analysing current market trends to determine the right sales price 4. Implement Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective. 	<p>the beach bar to prevent noise</p> <ol style="list-style-type: none"> 2. Improve promotion in marketing technology by developing a Customer Relationship Management System (CRMS) 3. Adding a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor prices. 4. Implement a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor price
Threats	ST Strategy	WT Strategy
<ol style="list-style-type: none"> 1. Negative customer reviews on e-commerce platforms can influence the trust level of other potential customers. 2. Certain OTA individuals often leads to price disparities (disparity rate) 3. The emergence of new competitors in the same area with lower prices 4. Government policies that burden tourists. 	<ol style="list-style-type: none"> 1. Responding quickly and responsively to guest reviews in the comments section on the e-commerce platform. 2. Taking over direct distribution channels from the hotel to guests by encouraging room sales through the hotel's website. 3. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors 4. Creating accommodation packages with additional benefits. 	<ol style="list-style-type: none"> 1. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors 2. Retain customers by creating a special loyalty card program for direct bookings through the website. 3. Increase the number of staff to maximize e-commerce management, utilizing daily workers or trainees.

Discussions

- a. Potential of Internal and External Factors in E-commerce Double-Six Luxury Hotel Seminyak

The first question that becomes the concern of this research is "What are the Potentials of Internal and External Factors in the E-commerce Double-Six Luxury Hotel Seminyak?" Based on observation and interviews using internal and external indicators, it was found that the E-commerce Double-Six Luxury Hotel Seminyak has several strengths, weaknesses, opportunities, and threats. This aligns with the theory by Kotler *et al.* (2016), where in determining a company's strategy, the first step is to find the alignment between the internal strengths (strengths-weaknesses) and the external strengths (opportunities-threats). Based on the analysis of the IE matrix, the E-commerce Double-Six Luxury Hotel Seminyak is positioned in cell I, which indicates a growth position. In this position, the strategies can be

focused on vertical integration, market development, market penetration, and product development. This aligns with the findings of a research conducted by Sanusi *et. al* (2022) where the results showed that the hotel's position in cell I (one) supports growth strategy through vertical integration.

b. Marketing Strategies that Can be Implemented in the E-commerce Double-Six Luxury Hotel Seminyak to Maximize Room Occupancy

Based on the strategic direction that was obtained from IE Matrix, the SWOT matrix is then used to formulate marketing strategies that can be implemented based on the strengths, weaknesses, opportunities, and threats of the E-commerce Double-Six Luxury Hotel Seminyak. The SWOT analysis results in four sets of alternative strategies which are SO (strengths-opportunities), WO (weaknesses-opportunities), WT (weaknesses-threats), and ST (strengths-threats) strategies. This is consistent with the theory proposed by Kotler and Keller, K (2021) where marketing strategies are determined by using internal-external strategic factors.

Based on the SWOT analysis conducted on the E-commerce Double-Six Luxury Hotel Seminyak, the SO strategy that can be applied is to leverage the strengths to seize all available opportunities such as:

1. Create customized promotions to target specific markets by analyzing market potential based on incoming bookings.
2. Participate in more campaigns offered by OTA partners, while highlighting the Unique Selling Points (USPs) of the hotel.
3. Maintaining prices and always analysing current market trends to determine the right sales price
4. Implement Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective

This is consistent with the findings of a research conducted by Hu and Yang (2020) which indicated that during the consideration stage, attributes such as listed hotel prices, promotional discounts, overall ratings, review volume, and booking popularity are significant for potential guests. Meanwhile, during the booking stage, attributes like listed prices, promotional discounts, overall ratings, and review volume influence consumer booking decisions. Overall, this research supports the SO strategy to create customized promotions, participate in more campaigns, analyze appropriate pricing, and optimize the online platform system through SEO and SEM.

Next, the ST strategy that can be applied to utilize the company's strengths to mitigate potential threats are:

1. Responding quickly and responsively to guest reviews in the comments section on the e-commerce platform.
2. Taking over direct distribution channels from the hotel to guests by encouraging room sales through the hotel's website.
3. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors
4. Creating accommodation packages with additional benefits.

The ST strategy is supported by the findings of a research conducted by De Pelsmacker et al (2018) on 132 hotels in Belgium, which showed that review volume drives room occupancy rates, and the valence of reviews impacts the revenue generated from each room. The research also indicated that digital marketing strategies and tactics influence the volume and valence of online reviews, which indirectly affecting hotel performance. Therefore, the results of this research support the ST strategy of responding promptly and attentively to guest reviews in the comments section on the e-commerce platform.

Furthermore, for WO strategies that can be applied to Double-Six Luxury Hotel e-commerce to improve internal weaknesses to take advantage of external opportunities include:

1. Develop cooperation with village security to ensure security around the hotel, especially in regulating the beach bar to prevent noise.
2. Improve promotion in marketing technology by developing a Customer Relationship Management System (CRMS).
3. Adding a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor prices.
4. Implement a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor price.

The WO strategy is supported by the findings of a research conducted by Peng and Boonyanmethaporn (2021) which identified seven aspects for hotel sustainability in the post COVID-19 era. One of these aspects is related to pricing, where hotels need to understand market consumption as the situation after COVID-19 is still uncertain. This finding supports the strategy of implementing a Hotel Revenue Management System (HRMS) to accurately predict demand and adjust room prices accordingly. By adopting such a system, the E-commerce Double-Six Luxury Hotel can effectively respond to market fluctuations and optimize revenue management in the post-COVID-19 landscape.

Furthermore, for the WT strategy that can be applied to the E-commerce Double-Six Luxury Hotel include:

1. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors
2. Retain customers by creating a special loyalty card program for direct bookings through the website.
3. Increase the number of staff to maximize e-commerce management, utilizing daily workers or trainees.

The WT strategy is supported by the findings of research conducted by Guo *et al.* (2022), which utilized data obtained from the Online Travel Agent (OTA) with the largest market share in China. The research showed that hotels with a shorter operating period (newer hotels), higher-quality facilities and services, and better brand image are in a better position to handle crises. Additionally, leisure-oriented hotels tend to recover faster compared to business-oriented hotels. These findings support the strategy of continuing to highlight the Unique Selling Points (USP) of Double-Six, which includes being a leisure-oriented hotel with all-suite rooms, high-quality facilities and services, and a strategic location with direct beach access. The WT strategy is further supported by the research findings of Hua *et al.* (2018), which revealed that loyalty programs have a significant and positive impact on three operational performance indicators: Revenue per Available Room (RevPAR), Average Daily Rate (ADR), and Occupancy, as well as on the financial performance indicator of gross operating profit. This supports the strategy of retaining customers by creating a special loyalty card program for direct bookings through the website.

Conclusions

By analyzing the internal and external factors using the IFAS and EFAS matrices, as well as the IE matrix, it was found that the current position of the E-commerce Double-Six Luxury Hotel Seminyak is in cell I (one), which represents growth, indicating that the business is experiencing rapid growth. Based on this position, the strategies used are directed towards vertical integration through forward integration/ backward integration, product development strategy, market development strategy, and market penetration strategy. These strategies are identified based on the combination of internal and external factors using the SWOT matrix, resulting in four alternative sets of strategies that can be applied by the E-commerce Double-Six Luxury Hotel Seminyak, namely SO, ST, WO, and WT strategies. Theoretically, the findings support the literature which emphasizes the importance of considering the 7P marketing mix in formulating effective marketing strategies, especially for e-commerce units. On the practical side, this research offers strategic recommendations for the e-commerce unit of Double-Six Luxury Hotel Seminyak. Some suggestions include implementing a growth strategy focused on vertical integration by taking over direct distribution channels from the hotel to guests by encouraging

room sales through the hotel's website, implementing product development strategy by creating accommodation packages with additional benefits, implementing market development strategy by creating customized promotions to target specific markets by analyzing market potential based on incoming bookings, and implementing market penetration strategy by implementing Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective.

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