



## ROOM REDEVELOPMENT TO ENHANCE ROOM QUALITY AND INCREASE OCCUPANCY RATES IN VILLA KAYU RAJA, BALI

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### ABSTRACT

This research aims to assess the room redevelopment project at Villa Kayu Raja, focusing on enhancing room quality and increasing occupancy rates and design an applicable model for redevelopment projects in similar hospitality setting. The study employs a Project Management Body of Knowledge (PMBOK) based approach (initiating, planning, executing, monitoring and controlling, and closing) supported by theories in Project Success Criteria and Room Occupancy. This study employs a qualitative descriptive approach, the data was collected through observation, in-depth interviews with eight key informants from the Heads of Department (HOD), Focus Group Discussions (FGDs) involving six operational department heads, and comprehensive document studies. The room redevelopment project at Villa Kayu Raja was implemented using the PMBOK process cycle and driven by both internal inputs from the MOD checklist and external guest feedback. The redevelopment significantly improved room quality and the overall guest experience. Key enhancements included modernized furnishings, upgraded bathroom facilities, improved lighting, and the incorporation of aesthetic design elements, all of which contributed to more positive guest perceptions. Operational benefits were also observed, including increased maintenance efficiency, more streamlined housekeeping processes, and a reduction in guest complaints. Occupancy data analysis indicated a notable post project increase of 93.92%, particularly among Free Independent Travellers (FITs), highlighting a strong correlation between room upgrades and market appeal. Furthermore, guest reviews across major Online Travel Agencies (OTAs) reflected higher ratings and frequent mentions of comfort, cleanliness, and interior design as standout features following the redevelopment. These findings support the application of an operational management cycle model in similar redevelopment initiatives. This study contributes and provide practical insights and valuable applied knowledge to the field of hospitality industry, particularly on how strategic room redevelopment projects enhance room quality and increase occupancy rates in similar villa properties.

Keywords: redevelopment, room quality, occupancy, PMBOK

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### ABSTRAK

Tujuan penelitian ini adalah untuk mengkaji proyek renovasi kamar di Villa Kayu Raja dengan fokus pada peningkatan kualitas kamar dan peningkatan tingkat hunian. Kajian ini diperkuat oleh masukan internal dari *Manager on Duty (MOD) checklist* serta umpan balik dari tamu. Studi ini menggunakan pendekatan berbasis Project Management Body of Knowledge (PMBOK) yang mencakup tahapan inisiasi, perencanaan, pelaksanaan, pemantauan dan



pengendalian, serta penutupan, didukung oleh teori-teori *Project Success Criteria* dan *Room Occupancy*. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan data dikumpulkan melalui observasi, wawancara mendalam dengan delapan informan kunci dari Kepala Departemen (HOD), Focus Group Discussion (FGD) yang melibatkan enam kepala departemen operasional, serta studi dokumen secara komprehensif. Renovasi ini secara signifikan meningkatkan kualitas kamar dan pengalaman tamu secara keseluruhan. Peningkatan utama mencakup modernisasi furnitur, peningkatan fasilitas kamar mandi, perbaikan pencahayaan, dan penambahan elemen desain estetis, yang semuanya berkontribusi pada persepsi tamu yang lebih positif. Manfaat operasional juga terlihat, termasuk peningkatan efisiensi perawatan, proses housekeeping yang lebih efisien, dan penurunan keluhan tamu. Analisis data okupansi menunjukkan peningkatan pasca proyek sebesar 93,92%, khususnya di segmen *Free Independent Travellers* (FIT), yang menandakan adanya korelasi kuat antara peningkatan kualitas kamar dan daya tarik pasar. Selain itu, ulasan tamu di berbagai *Online Travel Agencies* (OTA) mencerminkan peningkatan peringkat serta sering menyebutkan kenyamanan, kebersihan, dan desain interior sebagai fitur unggulan setelah renovasi. Temuan ini mendukung penerapan model siklus manajemen operasional pada inisiatif renovasi serupa. Penelitian ini memberikan kontribusi serta wawasan praktis dan pengetahuan terapan yang berharga bagi industri perhotelan, khususnya mengenai bagaimana proyek renovasi strategis dapat meningkatkan kualitas kamar dan meningkatkan tingkat hunian pada properti vila serupa.

**Kata Kunci:** renovasi; kualitas kamar; okupansi; PMBOK

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## I. INTRODUCTION

Bali Island is famous for its captivating tourist destinations that attract both local and international visitors. The increasing number of tourists visiting Bali, with an average growth rate of 20.67%, has led to the emergence of various types of accommodations with attractive offers, varying in quality and service to appeal to tourists (BPS Bali, 2024). Furthermore, Bali is known for its diverse attractions and appeals to tourists from around the world. From breath taking natural scenery to unique cultural and culinary experiences, Bali offers a wide range of tourism options for both local and international visitors. As a leading global tourist destination, Bali has proven itself over the years and has generated significant economic benefits, providing high employment opportunities, thus allowing the tourism industry to grow across various sectors.

Various types of businesses offer opportunities, among which the hotel and accommodation industry stands out as a highly profitable, long lasting sector with promising economic prospects. As hotel businesses become increasingly competitive, the trend in managing accommodation facilities and services should focus on prioritizing customer service, communication, and satisfaction by providing complete, comfortable, and high-quality products and facilities (Kotler & Keller, 2009). The increasing number of hotels has led to intense competition in the hospitality industry. Hotels compete to enhance their competitiveness by continuously creating differentiation in their businesses to retain existing customers and attract a larger number of new customers.

Villas are classified into standard, medium, and luxury categories. This classification is based on the size of the villa, the facilities within the building, and the number of rooms in the villa. The higher the class or type of villa, the more complete the facilities within the villa (Astrini et al., 2022). A tourist attraction is anything in a particular location that possesses

uniqueness, beauty, accessibility, and value, whether in the form of natural or man-made diversity, making it appealing and worth visiting by tourists (Syarifuddin & Musafa, 2021). Villa Kayu Raja is a villa located in Seminyak, one of the most popular tourist destinations in Bali, attracting both domestic and international travelers. The property began its operations in October 2011 and has been in service for nearly 14 years. Over time, however, the quality of its rooms and facilities has declined, impacting the overall guest experience. Villa Kayu Raja offers 48 units of one-bedroom private pool villas and 10 units of two-bedroom private pool villas, combining the concepts of private and luxurious living to cater to the needs of modern travelers.

Internally, the manager on duty has identified necessary maintenance or replacements through a checklist, addressing products and facilities that are either unfit or damaged. Externally, the implications of declining room quality have a dual impact; negative guest experiences reflected in unfavourable feedback, which can significantly harm the hotel's reputation and image (Kim & Han, 2022). Since renovation is closely tied to a hotel's image, it can be classified as a highly effective marketing tool (El-Sayed et al., 2023). Maintenance refers to restoring or preserving an item's condition (Ghazi, 2016). With a wide range of competitive options, it is crucial to provide an exceptional guest experience (Nurchahyo et al., 2017), that ultimately impacting financial stability and business sustainability (Handani et al., 2022).

Several previous studies by (El-Sayed et al., 2023; Susanto et al., 2023; Al Otaibi et al., 2021; Andini & Koesrindartoto, 2020; and Pijls et al., 2017) stated that hotel renovation has a positive impact on customer satisfaction and hotel revenue/occupancy. Renovated hotels often receive better ratings on booking platforms and attract more guests who are interested in experiencing the new facilities. Satisfied guests are more likely to recommend the hotel and return in the future. This contributes to a stronger hotel image, increased bookings, and long term business success.

Some product quality indicators for room quality influence customer satisfaction, including design, features, performance quality, and perceived quality (Hamdany et al., 2019). Based on occupancy rate data from 2017 to 2022, which covers the period from January to December each year, the hotel experienced fluctuations in occupancy rates throughout each year. At Villa Kayu Raja, an occupancy rate in the range of 85% – 87% can be considered optimal that indicating high demand, efficient operations, and optimal revenue management. At this level, the hotel can maximize room sales without experiencing significant overbooking or setting prices too low, allowing for proper maintenance and the implementation of high-quality service standards to retain guests while attracting new customers.

The findings of this study will provide valuable insights into the implementation of room redevelopment projects at Villa Kayu Raja, demonstrating their potential to enhance room quality and increase occupancy rates. These insights can inform the villa's future redevelopment strategies, supporting efforts to improve room standards, guest satisfaction, and overall revenue generation. This research represents a critical step toward understanding how Villa Kayu Raja can sustain innovation and maintain a competitive advantage by delivering high-quality services and experiences that meet the expectations of both domestic and international guests.

## METHODOLOGY

This research adopts a comprehensive qualitative descriptive approach designed to provide deep understanding of Villa Kayu Raja's room redevelopment process and its multifaceted impact on room quality and increase occupancy rates. The qualitative descriptive methodology was selected based on this approach is appropriate for exploring complex organizational phenomena, it enables researchers to understand events in their natural settings

and uncover deep meanings through rich and contextual data (Sugiyono, 2019; Miles et al., 2014).

The study employs an integrated theoretical framework combining multiple management and development theories. The primary framework utilizes the project management body of knowledge PMBOK's guide (Initiating, Planning, Executing, Monitoring and Controlling, and Closing) management model as introduced by Project Management Institute (2017), includes the measurement and evaluation of a project's success or failure (Stackpole, 2013). This systematic approach provides structured methodology for evaluating management effectiveness across all project implementation phases.

Complementing the PMBOK's framework, the research incorporates Sufa (2012) in project success criteria to measure project performance (profitability) and the room occupancy is a key measure of a hotel's success in selling its primary product as well as analyze hotel operational performance usually expressed as a percentage (Kadir & Modjo, 2021; Meirina & Pramudia, 2017; Khaer & Utomo, 2012; Sugiarto, 2012). The phenomenological approach, as outlined by (Parasuraman et al., 1988), enables explore of context tangibles dimension through guest feedback.

Data collection methods included both quantitative and qualitative data types. The qualitative data referred to consists of information through interviews with villa HOD's and guest feedback to gain in-depth understanding of guest preferences, such as opinions, views, and ideas from Villa Kayu Raja's informants, derived from their answers to interview questions, as well as non-financial data used to analyse the project. Meanwhile, the quantitative data referred to is numerical data required for room occupancy analysis, cost of redevelopment, and other financial data, which will later be processed for project analysis purposes. The data sources are primary and secondary data. Primary data is data obtained directly from research subjects using measurement tools or taking data directly on the subject as a source of information sought (Utama et al., 2023). On the other hand, secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents (Sugiyono, 2019). Focus group discussion was also applied to collect input, criticism, and suggestions from HOD's to improve the proposed conceptual model. FGD is a systematic process of collecting data and information on a particular very specific problem through group discussion (Irwanto, 2006), informants gather somewhere and the process of retrieving data or information is carried out through a facilitator.

The data collection process involved several methods to ensure comprehensive coverage of the research objectives. Direct observations were carried out to assess the operational processes by observing activities taking place at Villa Kayu Raja Bali to find out the situation, condition and also get a clear picture which will be needed in completing the data and how effectively the room quality was being implemented. Observation is a data collection technique that has specific characteristics when compared with other techniques (Sugiyono, 2019). In addition to observations, interviews were conducted with eight HOD's from General Manager, Sales Manager, Chief of Accountant, Human Resources Manager, Housekeeping Manager, Assistant Front Office Manager, Chief of Engineering and IT Manager. Document study use documentation to see how the project can be designed according to the expected results. Documentation comes from the word document which means written items such as books, documents, diaries, data, and so on (Arikunto, 2019). Secondary data from room occupancy and cost of redevelopment data was also used to analyse process and determine the impact of the room quality and occupancy rates. Data analysis followed the three stage framework developed by Miles et al. (2014) data condensation, data display, and drawing and verifying conclusions.

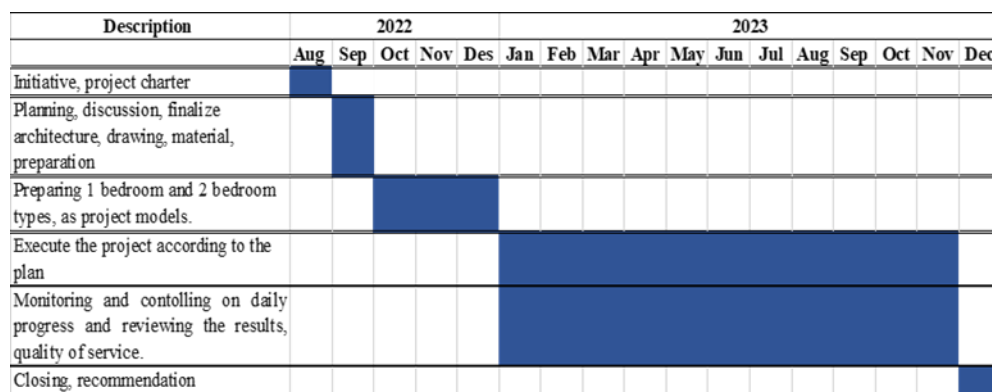
## II. RESULTS AND DISCUSSIONS

The results of the study reflect the comprehensive efforts undertaken throughout all phases of the redevelopment project at Villa Kayu Raja including initiation, planning, execution, monitoring and controlling, and project closure. The findings demonstrate how the integration of improved room quality, upgraded facilities, and strategic project management has contributed to increased guest satisfaction and higher room occupancy rates. This, in turn has enhanced the villa's competitive advantage in the hospitality market.

### Project Implementation

The initiating phase laid the foundation for the project's success by defining the project scope, forming a project team, and developing a comprehensive plan. The management conducted internal assessments and analysed guest expectations to identify priority areas for redevelopment. Discussions between the General Manager and the interior designer focused on determining which elements required replacement or redesign. The selection of materials emphasized both durability and aesthetic value, ensuring that all upgrades aligned with the budget while maintaining the villa's character.

In the planning phase, a comprehensive planning process was carried out to ensure all aspects of the room redevelopment project were well prepared before execution. Key activities included finalizing design concepts, obtaining owner approval, and establishing a detailed project budget. A structured project schedule was created, outlining timelines, milestones, responsibilities, and potential risks. Risk management and contingency strategies were developed to address possible challenges. Additionally, contractual documents were prepared for vendors and contractors, clearly defining deliverables, timelines, and payment terms. The scope of redevelopment include the decorations and equipment in the living room and bedroom, bathroom flooring, wall repainting, and other related improvements.



**Figure 1.** Work Breakdown Structure

Source: Field Research Data, 2024

The WBS for this project detailing the main phases, timelines, and activities required to achieve successful project execution and completion.

**Table 1.** Cost of Redevelopment

Type of Room	Total Room	Cost of Redevelopment (IDR)	
		Cost per unit villa	Total Cost
One Bedroom (Odd)	22	35.060.000	771.320.000
One Bedroom (Even)	26	37.560.000	976.560.000
Two Bedroom (Odd)	7	54.405.000	380.835.000
Two Bedroom (Even)	3	56.905.000	170.715.000

Source: Financial Record, 2024



The cost of the redevelopment based on villa types with totalling 58 villas undergoing redevelopment with total cost of IDR 2.299.430.000. This breakdown provides a detailed view of the investment required for each villa category, helping to ensure transparency and effective budget allocation throughout the project.

The execution phase was a critical stage focused on implementing the redevelopment plans in accordance with the project management plan and quality standards. The project was carried out gradually from January to November 2023, with five villas refurbished each month. Renovations took place while daily operations continued, requiring careful coordination to ensure guest comfort throughout the process. Collaboration between hotel management, interior designers, and contractors was essential. Additionally, key operational departments Front Office, Housekeeping, and Maintenance provided valuable insights based on guest feedback. Their input helped ensure that the redesigned rooms were not only visually appealing but also functional and aligned with the guest expectations.

During the execution phase, continuous monitoring and controlling were essential to ensure the project stayed on track and aligned with the project management plan. This phase involved tracking progress, assessing performance, and making necessary adjustments to address any deviations. Key activities included daily progress checks, regular performance evaluations, and implementing corrective actions when needed. The project was monitored from both operational and business perspectives. Operationally, the focus was on service quality, efficiency, and maintenance standards. From a business standpoint, evaluations focused on financial outcomes, market positioning, and opportunities to optimize return on investment.

The closing phase took place in December 2023, focusing on formally completing the project and transitioning back to regular operations. This stage ensured that all project objectives were achieved and that the renovated villas were ready for full integration into daily hotel management. Key activities included obtaining final approval of the completed work, releasing project resources, and documenting lessons learned. Deliverables were officially handed over to operations, and final recommendations were made to support future maintenance, improvements, and strategies to enhance guest satisfaction.



**Figure 2.** Bedroom After Redevelopment  
Source: Villa Kayu Raja, 2025

## Project Result

A guest satisfaction survey was conducted with 10 repeater guests who had stayed at Villa Kayu Raja more than twice. The survey consisted of five open ended questions designed to explore various aspects of room quality, including cleanliness, layout, spaciousness, decoration, ambiance, furniture comfort, air conditioning, Wi-Fi, and lighting. These elements, which are directly associated with room quality improvement, were selected due to their significant impact on the overall guest experience and their alignment with contemporary hospitality standards. By focusing on returning guests, the survey aimed to obtain more accurate, experience driven insights, offering a deeper understanding of both the villa's existing strengths and areas that required enhancement. The qualitative data gathered through this process played a crucial role in guiding the strategic planning and execution of the room redevelopment initiative.

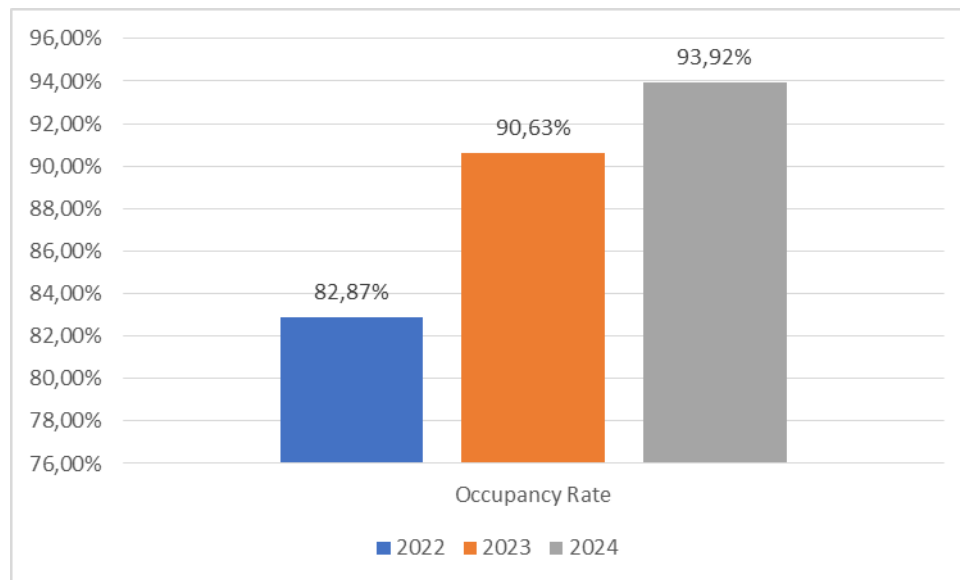
Feedback from repeater guests showed a high level of satisfaction in key aspects of their stay at Villa Kayu Raja. Cleanliness was especially highlighted with all guests noting that the villa is very clean and well maintained. Guests felt comfortable and appreciated the quality and comfort of the furnishings. The air conditioning and lighting systems were also praised for being functional and user friendly. The private pool and bathtub were considered standout features that added a sense of luxury and relaxation. In addition, guests consistently praised the staff for their politeness, attentiveness, and hospitality which contributed to a positive overall experience. The room redevelopment project has successfully improved interior design, technology, and guest comfort.

This section summarizes twelve guest reviews with perfect scores 10/10 collected from leading online travel agency (OTA) platforms. Guests frequently described the villa as beautiful, with spacious and immaculately clean rooms that offer a high level of comfort. Many also highlighted the exceptional service provided by the staff, noting their helpfulness and friendliness. Additional positive comments included enjoyment of the private pool, as well as the spacious living room and bedroom, all of which contributed to a memorable and satisfying stay.

Room occupancy rate is a key performance indicator in assessing the success of accommodation management. It reflects the extent to which available rooms are utilized over a specific period and serves as a critical measure of both operational efficiency and market demand (Adisty, 2020). The occupancy rate equation is used in the hotel industry to measure how efficiently a property fills its available rooms over a specific period of time as follow:

$$\text{Occupancy Rate (\%)} = (\text{Total of room sold}) / (\text{Total of available room}) \times 100$$

High occupancy rates often indicate strong demand, effective marketing strategies, competitive pricing, and overall customer satisfaction (Susanto et al., 2023; Andini & Koesrindartoto, 2020; Mumtahana et al., 2017).



**Figure 3.** Occupancy Rates Before and After Redevelopment  
Source: Villa Kayu Raja, 2025

The occupancy rate at Villa Kayu Raja shows a progressive trend from 2022 to 2024. In 2022, prior to the implementation of the refurbishment project, the average year to date (YTD) occupancy stood at 82.87%. During 2023, as the project was gradually carried out, the average occupancy rate increased to 90.63%. Throughout the first semester of the refurbishment, the Sales and Marketing Department actively promoted the upgraded rooms via online platforms and social media, effectively informing potential guests of the ongoing improvements. By 2024, following the completion of the refurbishment project, the YTD occupancy rate rose further to 93.92%.

Redevelopment projects are systematically planned and allocated through capital expenditure (CAPEX), ensuring that such investments do not directly impact to the day to day operational cash flow. The projected return on investment (ROI) for redevelopment initiatives is supported by several indicators including consistently high levels of guest loyalty, the demonstrated capacity to increase its average daily rate (ADR) following refurbishment, and the effective utilization of digital marketing strategies and online travel agent (OTA) platforms. These factors combined with a stable average occupancy rate ranging of 85% to 90% annually, contribute to an estimated payback period of less than three years.

## Discussions

The improvement in room quality had a strong impact on attracting more guests and travel agents. Nowadays travellers prefer comfort, modern design, good value, and the redeveloped rooms met these needs well. During the project, the sales and marketing team faced challenges like fewer available rooms and the risk of guest complaints. To handle this, they kept a strong presence on online travel agencies (OTAs) and maintained clear communication with guests and partners. After the project, there was a clear increase in room inquiries and bookings, especially from individual travellers, repeat guests, and OTA users who were drawn to the new photos and room updates. A smart pricing strategy and many positive reviews also helped boost occupancy and made the hotel more competitive in the market.

The room redevelopment project was a strategic initiative aimed at ensuring the long term success of Villa Kayu Raja. It was not just a routine upgrade but involved careful planning and coordination across various departments, including finance, operations, sales and marketing, and guest services. The project directly impacted revenue, brand image, and guest



satisfaction. The interviewee highlighted that managing renovations while maintaining daily operations was challenging, especially in balancing room availability, minimizing guest disruption, and maintaining service quality. However, strong teamwork and coordination were key to overcoming these challenges.

The interviewee stated that the project successfully improved the guest experience, solved key operational issues, and enhanced the villa's competitiveness in the market. Bringing all departments together under a shared goal helped build a culture of teamwork, accountability, and excellence. The refurbishment was seen as a valuable learning experience and a model for future improvements. The interviewee also emphasized the importance of continuous evaluation and innovation to keep up with changing guest expectations and industry trends, viewing the project as a reflection of the villa's long term vision for growth and quality.

### III. CONCLUSIONS

The room redevelopment project has successfully improved room quality and contributed to increased occupancy at Villa Kayu Raja. The improvements have created a more appealing environment for guests, thereby strengthening the property's competitiveness and contributing to its operational performance. The project at Villa Kayu Raja reflects a comprehensive and strategic approach through the application of the PMBOK (Project Management Body of Knowledge) framework. It begins with the initiating phase, which includes research on existing room conditions to identify areas requiring improvement and guest feedback. This is followed by a solid planning phase, which involves in-depth research on material selection, design preferences, budgeting, resource allocation, and timeline projections. This planning phase is essential to establishing clear project objectives, minimizing risks, and aligning the redevelopment with both operational needs and guest expectations.

The executing phase plays a key role in ensuring project and operational success through the implementation of upgrades, including improvements in interior design, lighting systems, furnishings, and Wi-Fi connectivity all carried out under close supervision and coordination among stakeholders. The monitoring and controlling phase is conducted carefully to ensure every milestone is achieved within the defined scope, cost, and time constraints, and that quality standards are upheld throughout. Finally, the closing phase formalizes project completion through post implementation reviews, documentation, and evaluation of outcomes to capture lessons learned and support continuous improvement.

Empirical results demonstrate the model's effectiveness, with an average YTD occupancy rate increase of 93.92%, reflecting significantly enhanced guest satisfaction and improved online reviews particularly among Free Independent Travelers (FITs). This redevelopment model highlights the importance of integrating operational planning with guest experience data, offering a replicable framework for continuous quality improvement and competitive positioning within the hospitality industry.

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