
SUSTAINABLE MARKETING STRATEGY FOR WANA KARSA UBUD HOTEL AS A LOCAL BRAND AT POST PANDEMIC

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ABSTRACT

Wana Karsa Ubud Hotel is a hotel located on Jalan Monkey Forest Ubud and is owned by local people using a local brand. After reopening post-pandemic in early 2022, Wana Karsa Ubud Hotel is recovering gradually and is required to have a sustainable marketing strategy that is appropriate in facing competition from many competing hotels around it. The purpose of this research is to analyze the factors that can hinder and encourage the implementation of sustainable marketing at Wana Karsa Ubud Hotel and analyze sustainable marketing strategies that can be implemented. This research method uses a qualitative approach with a sample of 22 respondents consisting of 8 hotel employees, 4 clients who work for agents who work with the Wana Karsa Ubud Hotel, and 10 guests who stay at the Wana Karsa Ubud Hotel. Data collection was carried out through the distribution of questionnaires, interviews, observations, and literature studies. Data analysis techniques use the IE matrix (internal - external) and SWOT matrix analysis. The results of sustainable marketing strategy research at Wana Karsa Ubud Hotel as a post-pandemic local brand also found sustainable marketing strategies that can be implemented at Wana Karsa Ubud Hotel with reference to sustainable marketing theories such as: customer oriented, customer value, innovative marketing, sense of mission marketing, and social marketing. This research has implications that help identify specific barriers and hurdles that need to be overcome for successful implementation as well.

Keyword: sustainable marketing, strategy, internal factors, external factors.

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INTRODUCTION

One of the economic sectors which is the largest source of foreign exchange earned by the state besides other economic sectors is tourism (Mbaiwa, 2013). In Indonesia in 2016 tourism as a commodity ranked number 6 in 2017 rose to number 5, and in 2018 even became number 3, but in 2019 since the outbreak of the Covid-19 pandemic, tourism is very vulnerable to the external environment such as politics, the environment, and health in particular.

Historically, tourism in Bali has also experienced downturns such as during the 1998 monetary crisis, the 1st Bali Bombing in 2002, the 2nd Bali Bombing in 2005, and most recently when the Mount Agung eruption occurred in 2017 causing the Ngurah International Airport to collapse. Rai had to close operations so it had a huge impact on tourism in Bali in particular. If you look at the history of the global economic crisis, starting from The Great Depression in 1929, the Oil Crisis in 1973, Black Monday in 1987, the Southeast Asian Monetary Crisis in 1997, and the Ruble Crisis in 1998, the tourism sector was also affected and experienced a downturn. It is even said that the first Gulf War (1980-1988) and the second Gulf War (1990-1991) also had an impact on the tourism sector globally, so it can be concluded that the tourism sector is very vulnerable to being affected.

Consumer News and Business Channel (CNBC) Indonesia stated that the tourism industry in Bali had still not recovered due to the prolonged pandemic, which resulted in many hotels still being closed because it was difficult to survive amidst the minimum number of tourist visits. Based on BPS data, the room occupancy rate (TPK) for star hotels in September 2020 fell -57.94 points when compared to September 2019 which reached 63.22 percent. This certainly affects the sustainability of the hotel.

Based on data from the Bali government, around 75,000 employees were laid off and laid off due to the decline in tourism in Bali (Mananda et al., 2021). This is in accordance with the statement by the Chairman of the Indonesian Hotel and Restaurant Association (PHRI) of Badung Bali Regency, I Gusti Agung Ngurah Rai Suryawijaya, who also explained that the pressure on the tourism industry is still heavy. The average regional hotel occupancy rate is still 15-20%. It was also explained that there were still many hotels that were still closing their operations, waiting for tourism conditions in Bali to improve again, which were dominated by the 3 star class and below, although they did not close permanently. This was because they were still waiting for better tourism conditions and at least 1,500 of the 5,000 hotels in Bali is still not operating again at this time (Christie et al., 2014).

According to the Lamudi e-commerce page in 2022, hotel sales in Bali are also very large, there are around 844 hotels for sale on that page, ranging from 2 stars to 5 stars spread across many areas in Bali with prices offered ranging from billions to trillions, but there is a bright spot with the airline Singapore Airlines landing in Bali and vice versa Garuda Indonesia has started operating flights from Denpasar to Japan, Jetstar from Australia – Singapore – Denpasar. Apart from that, there have been conveniences from countries such as the UK and America which have no longer tightened flight rules with the requirement of full vaccine doses and are bringing big winds ahead of the upcoming high season and peak season. In addition, the 2022 MotoGP in Mandalika and the G20 Summit in Nusa Dua Bali have a big and positive influence on tourism in Bali (Sinaga et al., 2013).

Bali.jpn.com has announced that the impact of the Covid-19 pandemic is still being felt by Bali tourism players. Bali tourism entrepreneurs are currently faced with problems of operational costs, human resources (HR) to the obligation to pay debts (Ertaş et al., 2021). Even though the hotels are already operating, actually the rooms ready for sale are in the range of 40-60 percent of the total rooms owned. This condition occurred due to damage to the hotel's infrastructure due to the vacuum for the last two years. In addition, it is not easy for tourism actors in Bali to educate professional workers. The reason is, not a few professional Bali tourism human resources (HR) have turned to work on cruise ships.

Deputy Governor of Bali Tjokorda Oka Artha Ardhana Sukawati predicts that foreign tourist arrivals to Bali until the end of 2022 will still be below two million people. This number is far from the arrival of foreign tourists before the pandemic of 6.3 million people. Therefore it is hoped that there will be useful recommendations for all groups and recommendations that can be made by the government. In addition, Bali needs regulatory assistance, to be able to balance the financing policies provided by banks.

Based on data from the Central Bureau of Statistics for the Province of Bali in November 2022, there were approximately 2,942 accommodations available at non-star hotels in Bali. Where for the distribution of districts such as Jembrana 94 hotels, Tabanan 153 hotels, Badung 827 hotels, Gianyar 817 hotels.

Klungkung 314 hotels, Bangli 68 hotels, Karangasem 288 hotels, Buleleng 254 hotels, and Denpasar City 127 hotels. And on average, each hotel only sells or opens 40% of the number of rooms. Based on data from the Bali Provincial Tourism Office for 2019, for the Gianyar region alone there are 1,302 tourist cottages, 304 jasmine hotels, and 29 star hotels.

Based on the booking.com website on June 19 2023, the number of hotels using local brands in Bali was 1,007 hotels and in Ubud there were 173 hotels. This number does not include properties that are registered as villas, resorts, guest houses, apartments, bungalows and other types of accommodation that are not registered as hotels.

Hotels are one of the accommodation facilities that are developing very rapidly in Bali, especially in the Ubud area, the emergence of hotels is not only centered in the center of Ubud, but has also reached the outskirts of Ubud such as Payangan, Sayan, Tegallalang, and other around Ubud. In addition, many boarding houses that have sufficient facilities and rooms have changed their function to become exclusive boarding houses and even non-star hotels (Purnanto & Ardhian, 2020).

This research will focus on local hotels in Ubud where the hotel was closed in 2018 for renovations and only reopened in early 2022 to coincide with the start of the new normal era (Petrolionas, 2022). So it is felt that it needs to be studied more for a sustainable marketing strategy so that it can compete in this new normal period (Rohmatin et al., 2021). Wana Karsa Ubud Hotel was chosen as the object of research because this hotel is owned by a local Ubud resident, Mr. Karsa, who really wants to support the economy for local residents and create jobs for local Ubud young people but is worried he will not be able to compete with other hotels. new hotels with well-known brands and many of them are managed by international class management (Stoch-Parulok, 2014).

Referring to the number of rooms at the Wana Karsa Ubud Hotel, you could say that most of the guests since 2012 have been supported by online travel agents. The most supported OTA from 2012 to 2018 is from Agoda. Then at number 2 there is Booking.com and number 3 there is Expedia. For the percentage of gross revenue generated, Agoda contributes approximately 50% of the total gross revenue, then booking.com accounts for approximately 20%, followed by Expedia 15%. The remaining 15% is supported by various sectors such as offline travel agents, Walk In Guest, and also from freelancers such as taxi drivers. But since reopening from December 2021 until now which coincides with the start of New Normal, there has been a shift in agents who support the Wana Karsa Ubud Hotel. Currently, 70% of gross revenue is contributed by booking.com, followed by tiket.com and expedia. The market segment itself is still dominated by Europe at number 1 and followed by Australia at number 2.

According to research, promotional efforts made by hotels play an important role in increasing the number of room occupancy (Muliadisa & Aprinica, 2021). Research also said the same thing that promotion contributes to the occupancy rate of hotel rooms (Anderson, 2013). In today's digital era, internet-based promotions or social media are very important in increasing room occupancy in hotels (Noone et al., 2014).

According to the Central Bureau of Statistics for the Province of Bali, competition for room occupancy rates in Ubud is very tight, therefore, to compete with surrounding hotels, Wana Karsa Ubud Hotel is required to be able to implement a sustainable marketing strategy to the fullest. Based on the description above, the purpose of this research is to analyze the factors that can hinder and

encourage the implementation of sustainable marketing at Wana Karsa Ubud Hotel and analyze sustainable marketing strategies that can be applied.

METHODS

This research will be conducted at Wana Karsa Ubud Hotel which is located on Jalan Monkey Forest, Ubud, Bali (Kotler, 2013). The type of data in this study is a type of qualitative data which is the result of the interpretation of the data concept. The population and sample in this study can be divided into external and internal. For the internal population, all employees and leaders at Wana Karsa Ubud Hotel will be internal samples, namely sales, reservation and front office staff, totaling 2 people. And for the external population are guests and clients from Wana Karsa Ubud Hotel and the external samples are approximately 10 guests from Wana Karsa Ubud Hotel and 3 top agents who support Wana Karsa Ubud Hotel (Kotler & Keller, 2016). Secondary data in this study were taken from several guest reviews published on Trip Advisor or several online travel agents such as Booking.com, Agoda, Traveloka, Tiket.com and Expedia. Data collection techniques used in this study using interviews, observation, documentation, IE Matrix, and SWOT analysis techniques (Kotler, P. & Armstrong, 2018). This research has a general objective, namely to help tourism and hospitality actors find sustainable marketing strategies in increasing room occupancy rates in order to increase business revenue.

RESULTS AND DISCUSSION

The results of this study will describe the characteristics of respondents, STP, marketing mix, IFAS EFAS strategy formulation and matrix creation, and applicable sustainable marketing strategies. The characteristics of the respondents consisted of internal respondents, namely employees of the Wana Karsa Ubud Hotel, and also external respondents, namely guests staying overnight and clients of the Wana Karsa Ubud Hotel.

Internal Respondents

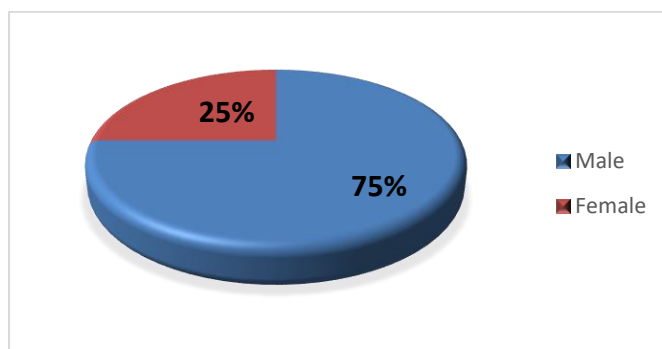


Figure 1. Characteristics of Employees by Gender

Source: Research Results, 2023.

Based on Figure 1, the number of employees working at Wana Karsa Ubud Hotel is mostly male where the percentage of male employees is around 75% and female employees is around 25%. This is because the number of rooms in Wana Karsa is not too many so that the most needed staff is housekeeping staff where men are prioritized because the work field does require more energy. In contrast to the previous studies described in Chapter II where the hotels studied were large hotels

such as the Sasando Kupang Hotel, The Alena Resort Ubud, Whiz Prime Hasanuddin Kupang Hotel, Rauda Syariah Hotel Pekanbaru, Sense Sunset Seminyak Hotel, Pardede International Hotel Medan, and Melia Bali. Unlike Wana Karsa Hotel Ubud, these hotels are large hotels with more than 20 rooms and a larger number of employees than Wana Karsa Ubud Hotel and where in these hotels there are many additional positions that are not available at Wana Karsa Ubud Hotel such as Human Resource Department (HRD), Accounting, Purchasing, and so on where these positions can be filled by women so that the number of female and male employees is not too large.

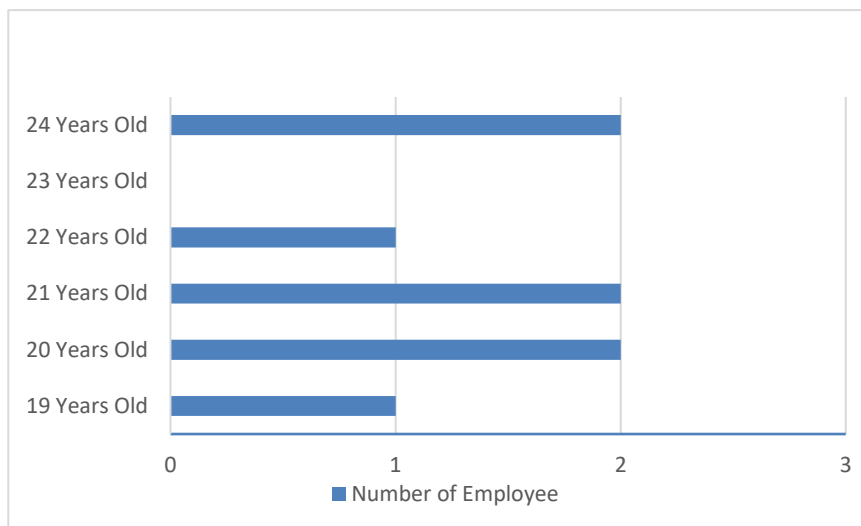


Figure 2. Characteristics of Employees by Age

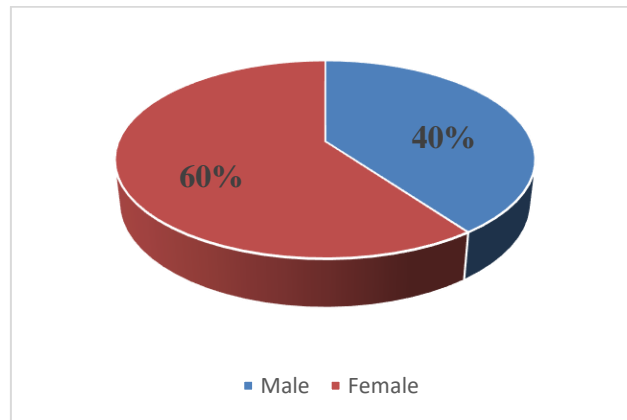
Source: Research results, 2023

Based on Figure 2, the total number of employees is 8 people at Wana Karsa Ubud Hotel and are under 25 years old. This number of employees is adjusted to the number of rooms that are not too many which have just resumed operation in early 2022 after renovations and the reopening of tourism following the outbreak of the Covid19 pandemic. When it reopened, new recruitment was carried out for all employees because none of the employees who had previously worked before being closed due to renovations could return to work at the Wana Karsa Ubud Hotel for various reasons.

Characteristics of External Respondents

In this study, external respondents were divided into two, namely guests staying at the Wana Karsa Ubud Hotel and also clients who have been supporting business at the Wana Karsa Ubud Hotel, such as *travel agents* . The characteristics of sustainable tourists involve their behavior, preferences, and awareness of sustainability and the social and environmental impacts of the trips they take, and tend to choose eco-friendly accommodation, sustainable transportation, and participate in ecotourism activities.

Sustainable tourists value and respect local culture and traditions and tend to interact with local communities, purchase local products and foods, and respect local customs. Sustainable tourists engage in social activities and make a positive contribution to the communities visited.



Picture 3. Characteristics Visitor Based on Type Sex

Source: 2023 Research Results

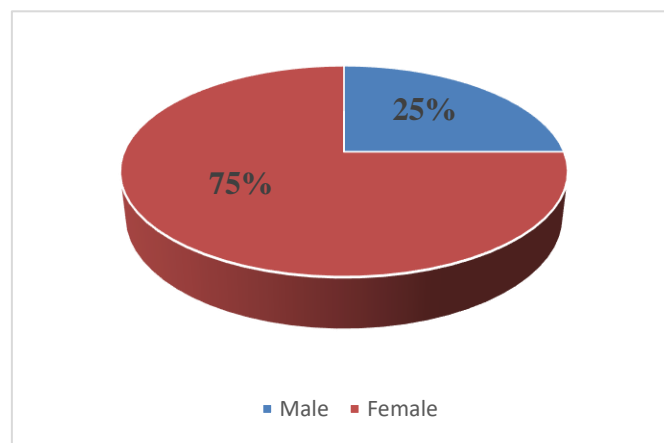


Figure 4. Client Characteristics Based on Gender Source: 2023 research results

Source: 2023 Research Results

The researcher took a random sample of 10 people to be interviewed where 6 guests were women and 4 guests were men. Of the 10 people, 7 people were guests of foreign nationals and 3 people were guests of Indonesian citizens. For guests who are foreign nationals, the researcher chooses guests who come from countries that use English as the main language so that communication is smoother. 5 people came from Australia and 2 people came from England.

In this study, researchers conducted interviews and observations of 4 employees who work at *travel agents* who have provided support to Wana Karsa Ubud Hotel in the form of hotel room reservations. These 4 *travel agent* employees work for 3 different *travel agents*. 2 people work at Kirana Bali Tour, 1 person at Dotkebali *Travel Agent*, and 1 person works at Agoda. Of the 4 people, 3 people are women and 1 person is a man.

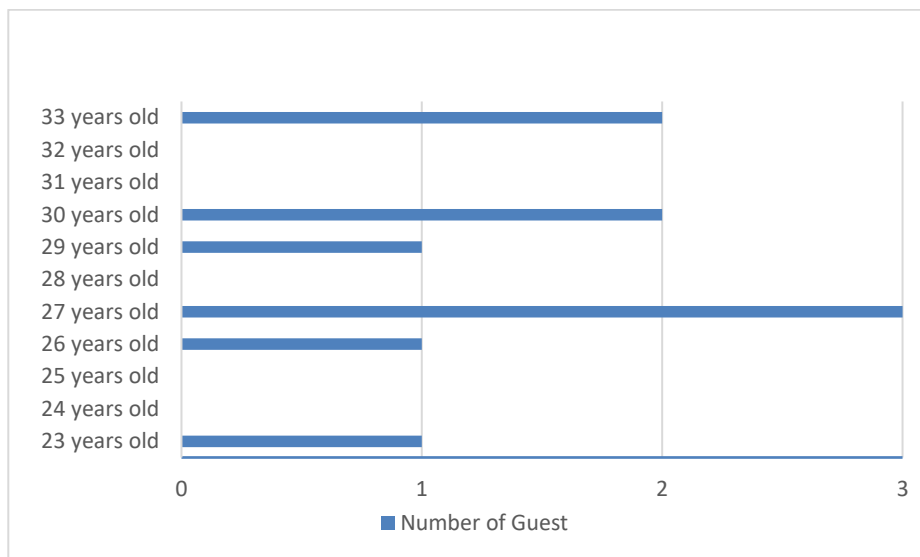


Figure 5. Characteristics of Guests by Age Source: 2023 research results

Source: 2023 Research Results



Figure 6. Client Characteristics by Age Source: 2023 research results

Based on Figure 5 , the tourists interviewed came from the age range of 23 years to 33 years. Looking at the location of the hotel and the type of hotel, so far the guests staying are mostly young people, whether they are not married or have young families.

Based on Figure 6 , the age range of the clients from Wana Karsa Ubud Hotel who were used as informants in this study came from millennials with an age range of 23 years to 27 years. They were chosen as resource persons because they are more involved in operations than superiors or managers and it is believed that the answers or *surveys* given are more relevant.

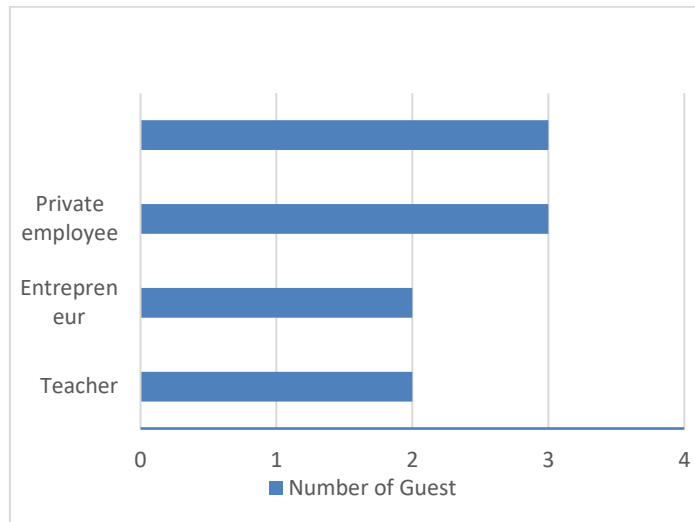


Figure 7. Characteristics of Guests Based on Occupation Source: 2023 research results

Source: 2023 Research Results

Based on Figure 7, the work of tourists staying at the Wana Karsa Ubud Hotel is dominated by other workers and 6 private employees each. This is because there were some guests who did not want to mention their work during the interview, so the researchers categorized them as other. 3 tourists who have jobs as private employees are 3 domestic tourists and 2 tourists who have self-employed jobs are husband and wife. 2 tourists who have jobs as teachers are 2 tourists who come together to Bali so they are likely colleagues.

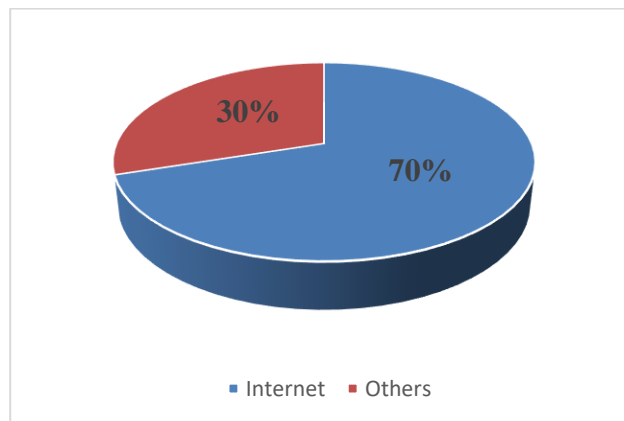


Figure 8. Characteristics of Guests Based on Information Sources

Source: 2023 Research Results

Based on Figure 8, it can be seen that most of the guests staying at Wana Karsa Ubud Hotel who were sampled in this study obtained information about Wana Karsa Ubud Hotel via the internet. *The Online Travel Agent* (OTA) is a place for these tourists to get information about Wana Karsa Ubud Hotel and also directly make the reservation process from the OTA. Meanwhile, the remaining 30% of guests staying at Wana Karsa Ubud Hotel get information about the hotel through word of mouth and make the reservation process directly to the hotel.

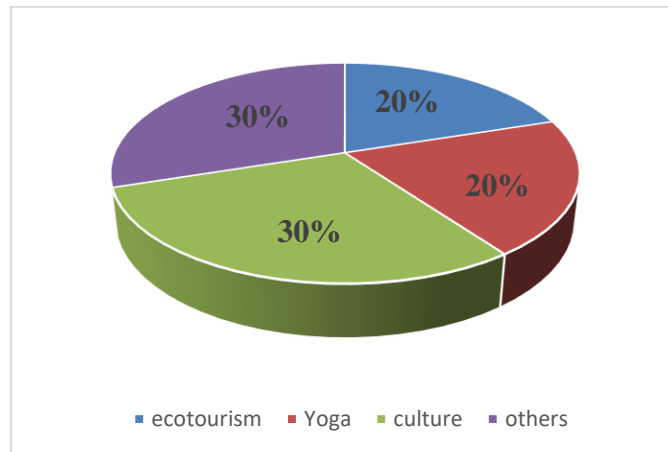


Figure 9. Characteristics of Guests Based on Purpose of Stay

PISource: 2023 Research Results

Based on Figure 9, most of the guests staying at the Wana Karsa Ubud Hotel came for the purpose of ecotourism in 20%, yoga 20%, culture 30% and others in 30%.

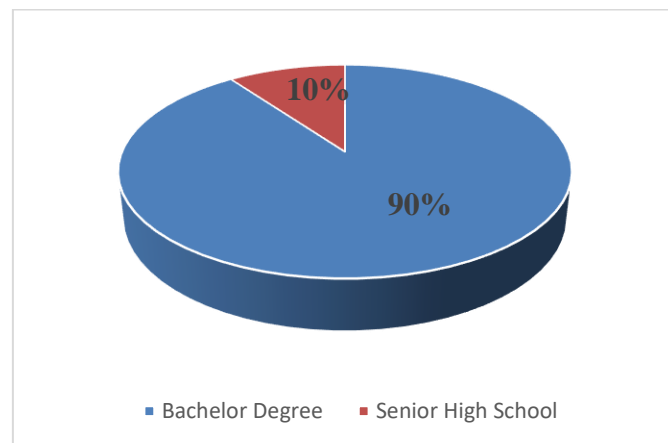


Figure 10. Characteristics of Guests Based on Last Education

Source: 2023 Research Results

Based on Figure 10, most of the guests staying at the Wana Karsa Ubud Hotel who were sampled for this study were 90% undergraduate graduates and only 10% or 1 person who was a high school graduate.

Internal Environment Analysis

The weighting of strategic environmental variable indicators was carried out on 15 (fifteen) respondents consisting of 8 Wana Karsa Ubud Hotel employees, 4 clients who often make room reservations at Wana Karsa Ubud Hotel, and 3 guests who have stayed at Wana Karsa Ubud Hotel. Regarding the questionnaires that have been distributed, it can be seen that each respondent gives a different value and gets the same weight on each indicator, so the average (*mean*) of each weight will be sought. The following is the average weighting given by each respondent as shown in Table 1.

Table 1. Calculation of the Rating and Weight of the Internal Strategic Environment

No	Variable	Factor Indicator	Strength	Amount	Weight	Ratings	Score
A	customers	Serve choice		60	0.065	4	0.26
B	Oriented	local menus	For breakfast				
B		Own view rice fields	Which interesting	70	0.075	5	0.38
C	customers Value	Give appropriate service	expectation so that become repeaters	69	0.074	5	0.37
D	innovative marketing	Rebranding of Mrs Karsa Bungalows B	Wana Karsa Ubud Hotel	72	0.078	5	0.39
E	Sense of Mission marketing	Have media that promotion	adequate like social media	76	0.082	5	0.41
F	Societal marketing	Own HR local	Which quality	83	0.089	5	0.45
Total Factor Strength				430	0.463		2,26
G	customers Oriented	There are many competitor hotels in	around with price	89	0.096	6	0.58
H	Customer Value	And facility quite competitive	Don't have a restaurant in the hotel area yet	70	0.075	5	0.38
I		Don't Have Venue for	bringing Meeting Group	68	0.073	5	0.37
J	Innovative Marketing	It is surrounded by rice fields so there	is smoke pollution when burning reeds	99	0.107	7	0.75
K	Sense of Mission Marketing	Still using local brands where there are	already many well-known brands with management around famous	81	0.087	5	0.44
L	Social Marketing	Located very close to the Monkey	Forest so guests are sometimes disturbed by it monkey	91	0.098	6	0.59
Total Weakness Factors				498	0.536		3,11
Total Factor Internals					928		5,37

Source: Research Data Processing Results, 2023

Based on Table 1, the results of the analysis of rating and weighting calculations show 6 (six) indicators that fall into the strengths of the internal environment and 6 (six) indicators that fall into the weaknesses of the internal environment. Furthermore, these indicators are grouped into two and given a description according to the average of each indicator. The indicators can be seen in Table 2. as follows

Table 2. Internal Environmental Analysis of Wana Karsa Ubud Hotel

Variable	Factor Indicator	Strength	Amount	Flat-Flat	Information
<i>Societal marketing</i>	Own HR local ones	quality	83	5.53	Strength VeryBig
<i>Sense of Mission marketing</i>	Have mediathat promotion adequate like social media		76	5.07	StrengthVery Big
<i>innovative marketing</i>	Rebranding of Mrs Karsa Bungalows BWana Intention Ubud Hotel		72	4.80	StrengthBig
<i>customers Oriented</i>	Own view rice fields Which interesting		70	4.67	StrengthBig
<i>customers Value</i>	Give appropriate service expectation so thatbecome repeaters guest		69	4.60	StrengthBig
<i>customers Oriented</i>	Serve choice local menusFor breakfast		60	4.00	StrengthBig
4.78		StrengthBig			
Variable	Indicator	Weakness Factor	Amount	Average	Information
<i>customers Value</i>	No OwnVenues for bring MICE		68	4.53	WeaknessVery Big
	Not yet own restaurant in areahotel		70	4.67	Weakness VeryBig
<i>Sense of Mission marketing</i>	Still use local with brand at around already there is Lots brands famous with famous management		81	5,40	WeaknessBig
<i>Customer Oriented</i>	There are many competing hotels around with adequate prices and facilities compete		89	5.93	Big Weakness
<i>Social Marketing</i>	Located very close to the Monkey Forest so sometimes guests are bothered by it monkey		91	6.06	Moderate Weakness
<i>Innovative Marketing</i>	Surrounded by rice fields so there is smoke pollution when burning reeds reed		99	6,60	Moderate Weakness
5.53		WeaknessBig			

Source: Research Data Processing Results, 2023

Based on Table 2, it can be seen that the internal environmental strength of Wana Karsa Ubud Hotel gets an average of 4.78 which is included in the great strength category. There are 4 (four) indicators that become a major strength of the Wana Karsa Ubud Hotel, out of 6 indicators that are included in the strength of the internal environment. Then of the 6 (six) indicators that fall into internal environmental weaknesses, there are 2 (two) moderate weaknesses, 3 (three) major weaknesses, and 1 (one) very large weakness, namely "located very close to the Monkey Forest so that sometimes guests bullied by monkeys".

External Environment Analysis

After the analysis of the internal environment, then for the analysis of the external environment, the weighting of indicators of external strategic environment variables was carried out from 15 respondents who came from 8 employees, 4 clients, and 3 guests staying overnight. It can be seen that each respondent gives a different value and gets the same weight on each indicator, so

the average (mean) of each weight will be sought. The results of the analysis show that the external variable indicator that has the greatest weight means that it has the greatest influence on the operations of Wana Karsa Ubud Hotel. The following is the average weighting given by each respondent shown in Table 3.

Table 3. Rating and Weight Calculation of the External Strategic Environment

No	Variable	Factor Indicator Opportunity	Amount	Weight	Ratings	Score
A	<i>customers Oriented</i>	Located nearby lots of places Yoga training so it can attract guests who do journey yoga And usually <i>long stay</i> market segment most come from from Europe and Australia so have a period stay the night Which more	50	0.071	3	0.21
B	<i>customers Value</i>	long compared visitor local	73	0.103	5	0.51
C	<i>innovative marketing</i>	Own follower d social media from various countries	72	0.102	5	0.51
D	<i>Sense of Mission Marketing</i>	The facilities around the hotel are complete so that it is possible attract guests	75	0.106	5	0.53
E	<i>Social Marketing</i>	Opportunity get a great walk in guest	85	0.120	6	0.72
Total Factor Opportunity			355	0.502		2.48
F	<i>customers Oriented</i>	Sometimes Still often happen <i>Travel Warning</i> with various reason	60	0.085	4	0.34
G	<i>customers Value</i>	Still exists issue Covid that hasn't fully recover	75	0.106	5	0.53
H	<i>innovative marketing</i>	Several hotels competitors have social followers more media Lots	70	0.099	5	0.49
I	<i>Sense of Mission marketing</i>	There is the issue of recession economy Which affect interest For traveling	72	0.102	5	0.51
J	<i>Societal marketing</i>	An issue occurred war Russia Which influence amount visit from visitor Russia	76	0.107	5	0.53
Total Factor Threat			353	0.499		2.40
Total Factor external				708		4.88

Source: Research Data Processing Results, 2023

Based on Table 4, the results of the analysis of rating and weighting calculations, there are 5 (five) indicators that fall into opportunities for the external environment and also 5 (five) indicators that fall into threats to the external environment. Then the indicators are grouped and given a description according to the average of each indicator. The indicators can be seen in table 5 as follows:

Table 5. Analysis of the External Environment of Wana Karsa Ubud Hotel

No	Variable	Factor Indicator Opportunity	Amount	Flat-Flat	Information
A	<i>Societal marketing</i>	Opportunity get <i>walksin</i> guest Which big	85	5,67	OpportunityVery Big
B	<i>Sense of Mission marketing</i>	Facilities around complete hotel so that chance interesting visitor market segment most come from from Europe and Australia so have a period stay the night Which more long compared to visitor local	75	5.00	Great Opportunity Big
C	<i>customers Value</i>	Own follower d media social fromvarious country	73	4.87	OpportunityBig
D	<i>innovative marketing</i>	Located nearby lots of places Yoga training so it can attract guests Which do journey yoga Andusually <i>long stay</i>	72	4.80	OpportunityBig
E	<i>customers Oriented</i>		50	3,33	Opportunity Currently
Average Opportunity				4.73	OpportunityBig
F	<i>customers Oriented</i>	Sometimes Still often happen <i>Travel Warning</i> with various reason	60	4.00	ThreatVery Big
G	<i>innovative marketing</i>	A number of hotel competitors have more social media followers	70	4.67	Threat Very large
H	<i>Sense of Mission Marketing</i>	There is the issue of an economic recession that affects the interest to traveling	72	4.80	Very Big Threat
I	<i>Customer Value</i>	There are still issues Covid that has not fully recovered	75	5.00	Big Threat
J	<i>Social Marketing</i>	The issue of the Russian war that affects number of visits from Russian guests	76	5.07	Big Threat
Threat Average				4.71	ThreatVery Big

Source: Research Data Processing Results, 2023

Based on Table 5, it can be seen that the average opportunity owned by Wana Karsa Ubud Hotel; 4.73 is included in the big opportunity category. Meanwhile, the threat posed by Wana Karsa Ubud Hotel has a value of 4.71 which is included in the very large threat category. The highest chance is to get *a walk in guest*.

CONCLUSION

Based on the results and discussion that have been described, it can be concluded in this study: 1) Factors inhibiting the implementation of sustainable marketing at Wana Karsa Ubud Hotel include: Frequent price wars with neighboring competing hotels, limited facilities owned by Wana Karsa Ubud Hotel, still using local brands and managed independently, various issues still sweeping the world, the location of Wana Karsa Ubud Hotel which is prone to smoke pollution when burning reeds in the rice fields, and the location of Wana Karsa which is close to the Monkey Forest so that tourists are often disturbed by monkeys. 2) Factors driving the implementation of sustainable marketing at Wana Karsa Ubud Hotel include: Located in the center of Ubud surrounded by various facilities, changing the name to Wana Karsa Ubud Hotel, social media which already has thousands of followers from various countries, has views of rice fields, provides a selection of local menus for breakfast, and various events that are often held in Ubud. 3) A sustainable marketing strategy that can be implemented in Wana Karsa Ubud Hotel as a post-pandemic local brand and various programs that can be run based on customer orientation (adding breakfast menus, more special prices for the European and Australian markets, and increasing internet speed); customer value (Providing additional benefits for long stay guests and synchronizing Tiket.com with the website); innovative marketing (building a positive image as a local brand); sense of mission marketing (Highlighting the advantages of views and more frequent promotion on social media); and societal marketing (educating more professional employees, cooperating with nearby restaurants, readiness with CHSE guidelines, and maintaining good relations with domestic travel agents).

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