

Marketing Strategy of Ayodya Resort Bali Hotel Through *E-Commerce (Website)* in Optimizing Room Occupancy Level

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Abstrac. This study aims to identify effective website-based e-commerce marketing strategies to increase room occupancy at Hotel Ayodya Resort Bali using a descriptive qualitative method and SWOT analysis. Data were collected through interviews, observation, documentation, and literature review, and analyzed using IFAS, EFAS, the IE Matrix, and the SWOT Matrix. IFAS results highlight key strengths, such as the hotel's strategic location and strong brand reputation (score 0.60), while weaknesses include low digital adaptability among staff (score 0.10), with a total IFAS score of 2.95. EFAS analysis shows opportunities in digitalization trends (score 0.60) and threats from intense five-star hotel competition (score 0.30), totaling 2.70. The IE Matrix places the hotel in the "grow and build" quadrant, suggesting a stability strategy. The SWOT analysis generates SO, WO, ST, and WT strategies, focusing on website optimization, staff digital skill development, strengthening local identity, and market diversification. Practically, the study demonstrates that website-based e-commerce improves promotional efficiency and room distribution, while theoretically confirming the effectiveness of SWOT and IE analysis in crafting sustainable digital marketing strategies in hospitality.

Keywords: *Marketing Strategy, E-commerce, Website, SWOT, Hotel Ayodya Resort Bali.*

INTRODUCTION

The tourism industry is a key sector that significantly drives economic growth in Bali. Along with technological advancements, the hotel industry is required to adapt to changing consumer behavior, which now relies more on digital technology for travel planning and accommodation bookings. Diana (2023) suggests that the use of digital media such as *website of Hotels* have an impact on increasing customer interest in making reservations because they can provide information that is accurate, transparent, and available in real time.

As a star-rated hotel located in the strategic area of Nusa Dua, Ayodya Resort Bali has a great opportunity to develop tourism-based marketing *e-commerce*, especially through the use of *website official*. Amidst increasing competition in the hotel sector, implementing the right digital marketing strategy can help increase room occupancy. Yani et al. (2023) explained that hotels that make *websites as* the main booking channel can increase consumer engagement and save promotional costs compared to relying

entirely on intermediaries such as Online Travel Agents (OTA).

However, many hotels have not maximized their potential *website*. They are digital marketing tools. Factors such as unattractive interfaces, information that is not regularly updated, and the absence of a clear content strategy are major obstacles to attracting potential guests online. Iskandar et al. (2025) corroborate these findings by stating that hotel websites that are not user-friendly and not optimized for search engine optimization (SEO) tend to be ineffective in increasing direct reservations.

In the context of Ayodya Resort Bali, website optimization as a medium e-commerce is an important strategic step to reduce dependence on OTAs, which typically charge high commissions. Research by Abror et al. (2023) states that hotels that successfully drive increased direct reservations through *website* experienced a 30% increase in profits due to the ability to reduce costs incurred by third parties. This shows that the utilization of *website optimally* in digital marketing strategies has a significant positive impact on hotel occupancy rates and profits.

Data from the Bali Tourism Office shows that after the pandemic, there has been a shift in traveler behavior, with tourists preferring to book directly with hotels for flexibility in services and certain privileges. This is supported by research by Surayah Putri et al. (2022), which shows an increasing trend of booking directly through official hotel websites after the COVID-19 pandemic, driven by a growing need for trust and ease of access to information.

Collins et al. (2021) found that website quality had a strong correlation with booking decisions, with a correlation value of 0.820. This finding is supported by Firdaus (2020). Furthermore, Pratiwi & Ekawati (2020) emphasized that regular content updates, active digital marketing, and synergy with social media can increase customer engagement and tourist appeal, as also stated by Berlilana et al. (2018).

But unfortunately, there are still many hotels that have not managed *website*. They are optimally utilized. Barriers such as unattractive interface design, confusing navigation, infrequently updated information, and a lack of interactive features hinder attracting and retaining potential guests online. In the case of Ayodya Resort Bali, an in-depth study is needed to determine the effectiveness of marketing strategies through *website and* its contribution to increasing hotel occupancy.

As one of the leading five-star hotels in Nusa Dua, Ayodya Resort Bali faces stiff competition from larger hotels like The Westin Resort Nusa Dua and Grand Hyatt Bali. Based on data from online booking platforms, here's a comparison of average room rates per night:

Table 1.1 Price Comparison

Hotel	Lowest Price (Rp)	Highest Price (Rp)	Average Range (Rp)
Ayodya Resort Bali	2.300.000	4.300.000	2.500.000 – 3.800.000
The Westin Resort Nusa Dua	1.888.000	3.184.000	2.000.000 – 2.800.000
Grand Hyatt Bali	1.840.000	2.240.000	2.000.000 – 2.300.000

The data shows that Ayodya Resort Bali's room rates tend to be higher than those of its two main competitors, especially for standard rooms. Therefore, a marketing strategy is needed that not only competes on price but also demonstrates its added value, such as exclusive beach access, family-friendly service, expansive tropical gardens, and special offers available only on the official website.

With management of professional *website* and focused, hotels can drive increased direct bookings (*direct booking*), reducing reliance on OTAs and increasing profit margins. This is why it's important to address this topic as a topic of study to make a tangible contribution to hotel marketing strategies in today's digital age.

In facing stiff competition from other five-star hotels in the Nusa Dua area, such as Grand Hyatt and The Westin Resort,

Ayodya Resort Bali needs to utilize the potential of digital marketing to the maximum, especially through...*website* Officially. With room rates tending to be higher, Ayodya's website must be able to provide an engaging user experience, present clear information, and offer exclusive promotions not found on other platforms such as OTAs. The focus of this research is to analyze and develop an effective digital marketing strategy through the utilization of *websites* as the main channel of e-commerce to increase room occupancy rates sustainably.

A number of studies in recent years have highlighted the importance of hotel marketing strategies through e-commerce, specifically *websites*. Several studies show that the existence and quality of a website plays a significant role in influencing guests' decisions to make reservations. For example, a study by Maulana Ibrahim & Ali (2024) revealed that ease of navigation, visual appeal, and clarity of information significantly influence consumers' decisions to book rooms online, as also noted by Tambunan & Hasibuan (2022).

Ramadhan et al. (2019, 2021) emphasized that *website* is an important part of the system *Electronic Customer Relationship Management* (E-CRM) which can improve customer service and experience. *Website* is considered a medium capable of building long-term relationships with consumers because it can provide real-time information, a secure reservation system, and personalized service features that support customer loyalty. Research by Sudirjo et al. (2023) at the Mercure Hotel Bandung Setiabudi also showed that the quality of service provided by ...*website* has a positive impact on online purchase intentions. However, these findings are limited to user perceptions, without evaluating the direct impact on increasing room occupancy rates.

The majority of previous research still focuses on perceptions or purchase intentions related to quality *website*, as in the study by Firdaus & Agustin (2019),

which links visual design, navigation, and ease of access to purchasing decisions. However, these studies have not directly examined the influence of marketing strategies through *websites* on key performance indicators in the hospitality industry, namely room occupancy rates. Therefore, there is an unfilled gap in previous research regarding the contribution of digital strategies based on *websites* on the real performance of the hotel.

Based on the literature review, there are two major gaps in the research. First, most studies have not explored the direct relationship between marketing strategies through *websites* with room occupancy. Second, there are still few studies that comprehensively examine the important elements in hotel management *website* hotels, such as user experience (UX), user interface (UI), integration of local cultural content, competitive pricing strategies, and exclusive promotions that can only be accessed through *website*. In the context of Ayodya Resort Bali, these elements are particularly relevant given the hotel's relatively high price point compared to competitors in its class.

Therefore, the aim of this study is to fill this gap by comprehensively examining the digital marketing strategies implemented by Ayodya Resort Bali through *website*. This study will also evaluate the impact of this strategy on increasing occupancy rates. Focusing on five-star hotels in prime tourist areas like Nusa Dua, the study's findings are expected to provide both theoretical and practical contributions to the development of digital marketing strategies in the Indonesian hotel industry.

This research will not only highlight consumer perspectives but also analyze the managerial strategies implemented and evaluate their direct relationship to increased room occupancy. Given the Bali setting and focus on the premium hotel segment, the results of this study are expected to serve as an important reference in developing more effective and

sustainable digital marketing strategies in the national hotel sector.

METHOD

This research was conducted in *Ayodya Resort Bali Hotel*, Nusa Dua, during the period of July 2024 to July 2025. This location was chosen because of its reputation as a five-star hotel with a high room occupancy rate. The focus of this research is a digital marketing strategy based on one-commerce, particularly through the use of the hotel's official website as a promotional and room sales medium. The website is analyzed as an interactive platform that influences guest decisions *direct booking* by displaying visual content, special promotions, online reservation systems, and reinforcement *branding*. The study used a qualitative descriptive approach combined with quantitative data through interviews, direct observation, and the distribution of questionnaires to hotel guests who booked through the official website.

The data collected consisted of primary and secondary data. Primary data was obtained through observations of website features, semi-structured interviews with digital marketing managers and reservation staff, and consumer questionnaires regarding perceptions of strengths, weaknesses, opportunities, and threats (*SWOT*) in the hotel's digital strategy. Meanwhile, secondary data was obtained from documents, archives, and reports related to hotel marketing. Qualitative data was used to analyze the hotel's digital strategy. *7P marketing mix* and the quality of digital services, while quantitative data supports the mapping of customer perceptions and the effectiveness of website strategies on increasing room occupancy.

Data analysis techniques using qualitative descriptive and analytical methods *SWOT* which involves the preparation of a matrix *IFAS* (Internal Factor Analysis Summary) and *DELETE* (External Factor Analysis Summary).

Internal factors analyzed include product, price, promotion, location, human resources, processes, and physical facilities; while external factors include competitors and the potential of the surrounding environment. The assessment results are then plotted in a matrix *IE* to determine the main strategy: growth (*growth strategy*), stability (*stability strategy*), or reduction of effort (*retrenchment strategy*). Strategy determination is carried out through data reduction, *SWOT* matrix analysis, and determination of alternative strategies such as *SO*, *WHERE*, *ST*, And *WT* which is adjusted to the hotel's position based on the strengths and challenges faced (Rangkuti, 2019).

RESULTS AND DISCUSSION

Ayodya Resort Bali is a five-star hotel that originally operated under the name Bali Hilton International since 1990. After 16 years of partnership with the Hilton network, the hotel underwent a rebranding to Ayodya Resort Bali on September 1, 2006. The name "Ayodya" is taken from the Ramayana story, and the hotel carries the concept of "Kingdom of Hospitality" which reflects the blend of Balinese culture in every element of design, service, and guest experience. The hotel has 537 rooms of various types that offer traditional and modern nuances as well as high-class facilities to meet the needs of local and international tourists.

In terms of facilities, Ayodya Resort Bali offers a variety of room options, including the Classic Deluxe Room, Classic Family Room, Classic Grande Room, and Ayodya Palace and Villas. Each room features distinctive Balinese design, spacious rooms, and modern amenities. Guests staying in Ayodya Palace and Suites receive exclusive services such as butler service, a la carte breakfast, afternoon tea, and private beach and pool access. Other amenities include free Wi-Fi, private balconies, spacious bathrooms, and

electronic safes, making for a comfortable and luxurious stay.

In an internal analysis using the IFAS Matrix, Ayodya Resort Bali scored 2.95, indicating strong internal conditions. Key strengths include its strategic location, international brand reputation, and website *e-commerce* Independent, and unique Balinese architectural concepts. However, several weaknesses exist, such as limited human resource adoption of digital technology, the age of the building, and the effectiveness of internal communications in marketing strategies. This analysis emphasizes the need to increase human resource capacity and update infrastructure to maintain hotel competitiveness amidst the evolving digital hospitality industry.

External analysis using the EFAS Matrix yielded a score of 2.70, indicating that the hotel faces significant external opportunities, such as digitalization trends, domestic tourist growth, and potential

promotional content through social media. However, the hotel also faces serious threats, such as intense competition in the Nusa Dua area, dependence on international tourists, and global economic fluctuations. Therefore, management must be responsive to external changes, particularly by strengthening independent digital channels and minimizing dependence on OTA platforms.

The combined IFAS and EFAS scores place Ayodya Resort Bali in the middle quadrant of the IE Matrix, indicating the hotel is in a growth and development position. The recommended strategy is to maintain internal strengths while maximizing external opportunities. Strengthening human resources, upgrading technology, and optimizing digital marketing channels are key focuses to support Ayodya Resort Bali's sustainability and competitiveness in the increasingly competitive and digital hospitality industry

Table 2. IE Matrix of Ayodya Resort Bali Hotel

TOTAL NILAI IFAS				
TOTAL NILAI EFAS				
	KUAT 3,0	KUAT		RATA-RATA
		3,0		2,0
		1,0		1,0
	RATA-RATA 2,0	I	II	III
		Tumbuh dan bina (konsentrasi via Integrasi vertikal)	Posisi Ayodya Resort Bali Tumbuh dan bina (konsentrasi via integrasi horizontal)	Pertahankan dan pelihara (pertumbuhan berputar)
		IV	V	VI
	RENDAH 1,0	Tumbuh dan bina	Pertahankan dan pelihara (Strategi tidak berubah)	Panen atau diinvestasikan (kawasan terikat atau jual habis kewaspadaan)
		VII	VIII	IX
		Pertahankan dan pelihara (diversifikasi konsentrasi)	Panen atau divestasi (diversifikasi konglomerasi)	Panen atau divestasi (likuidasi)

Sumber: Data diolah, 2025

Ayodya Resort Bali scored 2.95 for internal factors and 2.70 for external factors based on the IFAS and EFAS Matrices. This score places the hotel in Quadrant II of the IE Matrix, indicating the company is in a "Grow and Build" position. This means the hotel has strong internal strengths and a supportive external environment to encourage growth and expansion. This

position recommends the implementation of an aggressive and planned growth strategy to continuously improve the hotel's competitiveness.

The main strategies suggested include utilizing internal strengths such as strategic location in the ITDC Nusa Dua area, international brand reputation, and systems *e-commerce* Independently to seize

external opportunities such as digitalization trends and the increase in domestic tourism. Concrete steps include website optimization with a real-time reservation system, visual content on Balinese culture, exclusive direct booking offers, and collaborations with influencers. Hotels are also advised to develop multilingual features and membership-based digital loyalty systems to expand internationally.

However, several weaknesses, such as low human resource adaptation to digital technology, aging buildings, and ineffective internal communications, remain to be addressed. Improving digital training, renovating facilities, and strengthening digital content promotion are key strategies to balance internal strengths and meet the demands of an increasingly digital market. Another focus is maximizing social media, SEO, Google Ads, and chatbots to improve promotional efficiency and customer service.

Through a SWOT analysis, the hotel formulated SO, WO, ST, and WT strategies. The SO strategy maximizes the hotel's strengths to capture digital opportunities and the MICE market. The WO strategy focuses on addressing internal weaknesses, such as human resource training and strengthening digital promotions. The ST strategy aims to strengthen the hotel's competitive position, including by promoting Bali's unique culture and reducing dependence on OTAs. The WT strategy focuses on updating physical facilities and diversifying markets to mitigate external risks.

A digital marketing strategy through the website is a primary focus for optimizing room occupancy rates. The hotel website serves as a direct distribution channel, providing greater control over pricing, customer experience, and branding, while reducing reliance on OTAs. Interviews and research support this strategy's effectiveness: customers rate Ayodya's website as fast, informative, and user-friendly. Features such as a modern UI/UX, real-time booking system,

interactive content, and special offers have proven attractive to travelers, particularly the Free Independent Traveler (FIT) segment.

To optimize this digital strategy, improving content and human resource competencies must be a priority. Producing visual content such as video room tours, guest testimonials, and adding live chat or chatbot features will enhance the online customer experience. Furthermore, revitalizing the hotel's physical facilities is necessary to ensure digitally generated expectations align with reality. Therefore, a digital-based marketing strategy e-commerce will not only increase occupancy rates, but also strengthen the position of the Ayodya Resort Bali Hotel as a digital-based flagship hotel in the premium Nusa Dua area.

CONCLUSION

Based on the results of the analysis, the marketing strategy of the Ayodya Resort Bali Hotel is through *e-commerce*. Website-based marketing has proven effective in increasing room occupancy rates by making the website an efficient and flexible direct marketing channel, reducing dependence on OTAs. With an IFAS score of 2.95 and an EFAS score of 2.70, the hotel is in quadrant II of the IE Matrix, reflecting a strategic position to implement a "Grow and Develop" strategy. Through a SWOT analysis, the strategy focused on optimizing digital marketing, particularly for the MICE and domestic markets, strengthening Balinese cultural content, and improving human resource competencies. Previous research also supports that website use has a positive impact on customer perceptions and decisions. While this strategy has significantly contributed to the hotel's performance, increasing digital human resource capacity and updating infrastructure remain crucial steps to maintain long-term competitiveness.

SUGGESTION

Based on the findings and existing limitations, it is recommended that the management of the Ayodya Resort Bali Hotel continue to develop the features and appearance of the website to make it more attractive, responsive, and integrated with innovative content marketing strategies, such as the use of videos, guest testimonials, and interactive features like live chat or chatbots. Human resource capacity building in the fields of information technology and digital marketing also needs to be carried out periodically to ensure the implementation of the strategy *e-commerce* running optimally, efficiently, and competitively. Furthermore, market diversification, particularly into the domestic market and MICE segments, needs to be strengthened to reduce dependence on foreign tourists, which tend to fluctuate due to global conditions. For future researchers, it is recommended to use a quantitative approach to measure the impact of this strategy *e-commerce* on the level of room occupancy statistically, as well as expanding the scope of the research by comparing the effectiveness of various digital platforms used by similar hotels.

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