

## Marketing Mix to Increase Sales of Wedding Package Resort Buyout at Alila Villas Uluwatu

Ida Ayu Dwi Gangga Laraswati<sup>1\*</sup>, I Ketut Sutama<sup>2</sup>, I Ketut Suarja<sup>3</sup>, Made Sudiarta<sup>4</sup>, I Ketut Suja<sup>5</sup>

<sup>1,2,3,4,5</sup>Politeknik Negeri Bali, Indonesia

email: <sup>1</sup>[ganggalaraswati@gmail.com](mailto:ganggalaraswati@gmail.com), <sup>2</sup>[ketutsutama@pnb.ac.id](mailto:ketutsutama@pnb.ac.id),  
<sup>3</sup>[ketutsuarja@pnb.ac.id](mailto:ketutsuarja@pnb.ac.id), <sup>4</sup>[sudiarta@pnb.ac.id](mailto:sudiarta@pnb.ac.id), <sup>5</sup>[suja@pnb.ac.id](mailto:suja@pnb.ac.id)

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### ABSTRACT

**Purpose:** The purpose of this research is to determine strengths, weaknesses, opportunities and threats of an effort to increase sales of wedding package resort buyout, to find out marketing mix strategy that should be used by Sales & Marketing Department to increase sales of wedding package resort buyout.

**Research methods:** Data collection methods that used were participation observation, interview, documentation, and questionnaire. The analysis technique that used are qualitative descriptive analysis, quantitative descriptive analysis, Internal Factor Analysis Summary (IFAS) matrix, External Factor Analysis Summary (EFAS) matrix, Internal-External (IE) matrix, and SWOT analysis.

**Results and discussion:** The result of the research show that there are internal and external factors that influence the increase in upselling which carried out by Sales & Marketing Department at Alila Villas Uluwatu. Based on SWOT analysis score of IFAS was 2.88 and score EFAS was 2.86 that made the position of Alila Villas Uluwatu in current condition in cell 5, named the strategy of concentration through horizontal integration or stability (no change in profit). It means that this company is in a moderate attractive industry, the strategy that used has the goal relatively more defensive, namely to avoid losing sales and losing profits. Based on the SWOT analysis, alternative strategies that can be used to increase the sales of wedding package resort buyout is obtained by finding new markets, adding wedding inclusion on the wedding package, improving the payment regulation, making new building for attendees and equipment store, and making competitor list that shows if hotel is competed to the competitors.

**Implication:** The advice given to the management of Alila Villas Uluwatu is to add new markets that are potential guests who hold wedding resort buyout such as India and Singapore, add more inclusions to the wedding package in order to make the guests interested, and improve the payment regulations to make the wedding operational runs better.

**Keywords:** Marketing mix, IFAS matrix, EFAS matrix.

### INTRODUCTION

Tourists visiting Bali lately some of them do not just want to enjoy the natural beauty and culture that is served, but also to establish a bond both

engagement and marriage. Bali Island is one of the many choices of romantic places in Indonesia that was chosen to be a place for a vacation with a partner, enjoying a honeymoon, even a place where sacred weddings take place. With a choice of places (venues) that are closed (indoor) or open (outdoor), both in a large park area, large buildings, and hotels that have the potential to hold a wedding. With the large number of consumers who want to hold their marriages on the island of Bali, it opens up great opportunities for companies engaged in the field of venue rental to those engaged in the service of organizing weddings.

Alila Villas Uluwatu is one of the properties of the tourism industry that provides villas as residences, restaurants, wedding venues as well as wedding organizing services and other hotel facilities. Alila Villas Uluwatu has a very beautiful and attractive view. Especially at the wedding venue owned by Alila Villas Uluwatu with a direct view overlooking the Indian Ocean and the characteristics of the venue which is different from the wedding venue at other hotels. This caused many couples to come for their wedding at Alila Villas Uluwatu. In 2019, there were 271 marriages held, it can be seen in table 1.

Table 1. Number of Weddings and The Sales Volume

No.	Wedding Package	Number of Weddings	(%)	Sales Volume (Rp)	(%)
1	Non-resident event	255	94	23.836.828.347	56
2	Resort buyout	16	6	18.576.110.430	44
	Total	271	100	42.412.938.777	100

As the data above, Alila Villas Uluwatu has held weddings in total 271 weddings and divided into 2 categories. The first one is non resident event and the second one is resort buyout. Even though the resort buyout has small number of weddings, but it almost reaches the same amount as non resident event that been held. It shows that resort buyout is important to help Alila Villas Uluwatu to reach more revenue by holding wedding resort buyout. To reach more revenue, Alila Villas Uluwatu has to attract more prospective customers to hold wedding at Alila Villas Uluwatu by doing good marketing. The marketing function can be considered to consist of three key components namely marketing mix, market power, alignment process (Tjiptono, 2016: 3). The marketing mix is one of the most universal concepts that have been developed in marketing, most of the discussions on marketing focus around 4 key components of the marketing mix called 4P, this component includes product, price, place and promotion (Alma, 2011: 205), Along with the development of these 4 components increasingly evolved into 7P, namely product, price, place, promotion, people, process and physical evidence (Assauri, 2014: 198). Marketing strategy is very important in achieving consumers who will be achieved by the company in achieving the company's target for the end of products or services to be marketed (Dirgantoro, 2016: 3).

Based on the background described above, there are three purposes of this research: (1) Find out what is the strength and the weakness that Alila Villas Uluwatu has (2) Find out what is the opportunity and the threat that Alila Villas Uluwatu has and (3) Find out the alternative marketing mix strategy applied by

Sales & Marketing Department to increase the sales of wedding package resort buyout.

## RESEARCH METHODS

This research was conducted in Alila Villas Uluwatu. This hotel is a 5-star located in Pecatu, Badung precisely located on Jl. Belimbing Sari, Banjar Tambiyak, Pecatu, South Kuta, Bali 80361. Alila Villas Uluwatu was chosen as the research location because this hotel is one of the hotels that use marketing mix strategy to increase the sales of wedding package resort buyout. This research uses quantitative descriptive analysis with IFAS and EFAS matrix, IE matrix and SWOT analysis. Data was collected through observation, interview with all the people in Sales & Marketing department, documentation, and questionnaire to 8 respondents namely to all employees of Sales & Marketing Department.

It is known that there are 5 (five) external factors that influence marketing. The five external factors are competitors, politics and legislation, the economic environment, technology and the social and cultural environment (Kotler, 2011: 47). These five external factors indirectly affect sales but are still being considered.

In this study using purposive sampling technique. Purposive sampling is a data source sampling technique with certain considerations (Sugiyono, 2015: 217). It means that the selected respondents are employees who have more insight about the hotel so that it will be easier for researchers to explore the object/social situation under study. This technique is used because the strategies used in increasing sales of wedding package resort buyout are determined by Sales & Marketing Department which includes Director of Sales & Marketing, Director of Event Curation, Marketing Manager, Assistants of Event Manager (2), Event Executive, Events Admin, and Banquet Manager.

## RESULT AND DISSCUSSION

### **Implementation of Marketing Mix Strategy**

Marketing mix strategy that held by Sales & Marketing Department as per the theory 7P by Budi (2013: 99) such as product, price, place, promotion, people, process, and physical evidence.

#### 1. Product

Product means the totality and services offered by the company to target market (Armstrong et al., 2014: 51). The product that Alila Villas Uluwatu has such as variety of room, variety of restaurant, SPA, and wedding venue.

Alila Villas Uluwatu has rooms that divided into 3 types, the first one is one bedroom villa (56 units), the second one is three bedrooms villa (7 units), and the last one is four bedrooms villa (2 units). And for the variety of restaurant, Alila Villas Uluwatu has 2 kinds of restaurant such as Indonesian restaurant named the warung (opened for lunch and dinner), and western restaurant named Quila (opened for breakfast, lunch, and dinner).

Alila Villas Uluwatu also provides SPA, which the location divided into 2 locations. The first one is indoor SPA and the second one is the SPA located at the edge of the cliff facing to the ocean. The other product that Alila Villas Uluwatu has is wedding venue, it has 3 wedding venues that can be

used to hold wedding processions, the names are Cliff Edge Cabana, Sunset Cabana, and Hill Top Lawn. All the products that Alila Villas Uluwatu has can support the wedding ceremony that held in the hotel, each product has its own part to make the ceremony runs well.

2. Price

Price is the amount of money that the customer must pay to get a product (Armstrong et al., 2014: 51). The price in this case related to the wedding package price and F&B package price that offers to the customer. Alila Villas Uluwatu offers an affordable price that also compete with competitors which also has the same product with the same view.

3. Place

Place relates to the company activities that make products available for distribution to the customers (Armstrong et al., 2014: 51) is implemented by location of hotel and also the building to support all the ceremony such as waiting room for attendees, parking area, a bridal salon that comfortable to be used for bride and groom, and spacious wedding venue. The location of Alila Villas Uluwatu is quite far from crowded place so all the customers can stay relax in their own villas and not that worry to hold a big wedding ceremony and reception.

4. Promotion

Promotion is a communication activity in which tourism organizations try to influence people who depend on their product (Pitana & Diarta, 2010: 50) is implemented by doing sales trip and following any exhibitions by Sales & Marketing Department to attract customers.

5. People

People are all actors who play a role in the presentation of services so that they can influence purchasing perceptions (Hurriyati, 2015: 62) is implemented by having professional employees, in this case the employees are all the people that join in making the wedding ceremony runs well and all the information of the products announced clearly. Alila Villas Uluwatu has professional Event Curators & Sales Event in selling the product and in charge on the event, professional banquet team in preparing all the event, and professional marketing team to promote and announce all the product that it has to the customers.

6. Process

Process is an actual procedure, mechanism, and flow of activities that used to deliver services. Process has a meaning of an effort of the company in carrying out its activities to meet the needs and desires of their customers (Hurriyati, 2015: 64) is implemented by how the ceremony runs well by doing collaboration with local and international wedding organizers and also doing collaboration with professional vendors.

7. Physical evidence

Physical Evidence is a real thing that also influences the consumer's decision to buy and use the product or service offered (Armstrong et al., 2014: 51) is implemented by the interior and exterior design and the condition of hotel building that make the customer feel comfort.

### Internal Factor Analysis Summary

According to rating and weight of internal factor can be determined score for internal factor analysis summary (IFAS) based on table 2.

Table 2. Internal Factor Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score
<b>Strengths:</b>				
1	Alila Villas Uluwatu has a venue that can be used for holding wedding ceremony with Indian Ocean view	0,046	3,25	0,15
2	It has a characteristic wedding venue that resembles a bird cage	0,044	3,13	0,14
3	It has a SPA located directly facing the sea	0,042	3,00	0,13
4	It has a lawn that can be used for dinner with a capacity of 400 people	0,044	3,13	0,14
5	It has several choices of wedding package prices to offer	0,040	2,88	0,12
6	Strategic hotel location	0,049	3,50	0,17
7	Spacious wedding venue	0,035	2,50	0,09
8	Adequate parking space	0,040	2,88	0,12
9	Doing sales trips domestically and abroad	0,046	3,25	0,15
10	Participated in several exhibitions in marketing its product	0,039	2,75	0,11
11	Doing advertising through various social media that owned	0,046	3,25	0,15
12	It has Professional Event Curators & Sales Event	0,049	3,50	0,17
13	It has Professional Banquet Team	0,047	3,38	0,16
14	It has Professional Marketing Team	0,047	3,38	0,16
15	It has many vendors to work with (entertainment, flower girl, umbrella boy, priest, videographer & photographer)	0,049	3,50	0,17
16	Interesting interior and exterior design	0,047	3,38	0,16
17	The condition of the hotel building	0,037	2,63	0,10
<b>Weaknesses</b>				
1	Varied choices of foods and beverages	0,030	2,13	0,06
2	It has villas that can be used for holding dinner with 80 people	0,028	2,00	0,06
3	It has several choices of foods and beverages prices to offer	0,032	2,25	0,07
4	A comfortable bridal salon to use	0,025	1,75	0,04
5	Waiting room for the attendees	0,021	1,50	0,03
6	Doing personal selling when prospective customers doing site inspection	0,028	2,00	0,06

7	Doing collaboration with local and international wedding organizers	0,035	2,50	0,09
8	It has a storage area that near to wedding venue	0,025	1,75	0,04
9	Operational capital of the wedding venue	0,032	2,25	0,07
				2,88

Based on the result of internal factor analysis summary as presented in table 3 it can be seen that the results of multiplication of weights and ratings obtained the overall total score are 2,88.

### External Factor Analysis Summary

According to rating and weight of internal factor can be determined score for internal factor analysis summary (IFAS) based on table 3.

Table 3. External Factor Analysis Summary (EFAS)

No	External Factors	Weight	Rating	Score
Opportunities:				
1	Security stability in Bali	0,106	2,75	0,29
2	Stable inflation	0,121	3,13	0,38
3	The development of electronic devices and application software	0,135	3,50	0,47
4	Information technology and network systems	0,121	3,13	0,38
5	The support of community around hotel	0,155	4,00	0,62
6	Local culture appeal	0,102	2,63	0,27
Threats:				
1	Many competitors in Pecatu area that offer wedding venues with the same view	0,058	1,50	0,09
2	Wedding packages offered have almost the same inclusions	0,053	1,38	0,07
3	Unpredictable political and economic situation	0,063	1,63	0,10
4	Consumer purchasing power	0,082	2,13	0,17
				2,86

Based on the result of external factor analysis summary as presented in table 3 it can be seen that the results of multiplication of weights and ratings obtained the overall total score are 2,86.

### Position Evaluation of Upselling

According to total score of Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) can use determine position of current strategy in internal external matrix. Total score of Internal Factor Analysis Summary (IFAS) are 2,88 and total score of External Factor Analysis Summary (EFAS) are 2,86. So, the position of current strategy based on SWOT matrix.

Table 4. Internal-External Matrix

		High 3,0-4,00	Averag e2,0- 2,99	Weak 1,0-1,99
Total External Strategy Factor	High 3,0-4,00	I GROWTH	II GROWT H	III GROWTH RETRENCHME NT
	Medium 2,0-2,99	IV STABILIT Y	V GROWT H	VI RETRENCHME NT
	Low 1,0-1,99	VII GROWT H	VIII GROWT H	IX LIKUIDITY
		STABILITY		
		Total Internal Strategy Factor Score		

According to internal external matrix position of current strategy is in cell V, Based on Freedy Rangkuti's opinion (2017), the condition of position V shows that Alila Villas Uluwatu is in a concentration strategy through horizontal integration or stability (no change in profit). It means that this company is in a moderate attractive industry, the strategy used is that the goal is relatively more defensive, namely to avoid losing sales and losing profits. The condition of companies in this position can expand markets, production facilities and technology through internal and external development through acquisitions or joint ventures with other companies in the same industry (Rangkuti 2017). There are 10 alternative strategies that generated from SWOT matrix as shown in Table 5.

Table 5. SWOT MATRIX

IFAS	Strengths (S) S1, S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, S13, S14, S15, S16, S17	Weaknesses (W) W1, W2, W3, W4, W5, W6, W7, W8, W9
EFAS		

Opportunities (O) O1, O2, O3, O4, O5, O6	SO Strategies	WO Strategies
	<ol style="list-style-type: none"> <li>1. Active in doing promotion that interesting through website and social media</li> <li>2. Adding more number of weddings by improving the dominant market such as India and Singapore</li> <li>3. Using all the social media thas Alila Villas Uluwatu has for promoting the wedding package resort buyout with new language option such as Chinese language.</li> <li>4. Utilize the support that given to Alila Villas Uluwatu by all the people that stay around Pecatu area to add more inclusion to the wedding package resort buyout such as Kecak and the other traditional dance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a store that close to the venue to keep all the equipments to support all the events.</li> <li>2. Create a spacious holding room for attendees, therefore it can avoid the attendees disturb the couple in bridal salon.</li> </ol>
Threats (T) TT1, T2, T3, T4	ST Strategies	WT Strategy
	<ol style="list-style-type: none"> <li>1. Create competitors list in order to show that Alila Villas Uluwatu competed with the competitors</li> <li>2. Giving complimentary to prospective customers in case there will be any conclusions that will not be taken or used by customers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Adding new wedding inclusion that different with competitors by utilizing one of journeys that Alila Villas Uluwatu has.</li> <li>2. Improving the payment regulation to make the wedding operational runs better.</li> </ol>

Based on table 5, it can be explained in more detail as follows:

1. SO (Strength Opportunity) Strategy
  - a. Active in doing promotion that interesting through website and social media. By promoting the product through social media that Alila Villas Uluwatu has, it makes all the information shared well due to people in this area most of them using social media for finding any informations.
  - b. Adding more number of weddings by improving the dominant market such as India and Singapore. Alila Villas Uluwatu should see the impact of the dominant market that they have for receiving more revenue to the hotel.
  - c. Using all the social media thas Alila Villas Uluwatu has for promoting the wedding package resort buyout with new language option such as Chinese language. By adding Chinese language in the option, it means

- that Alila Villas Uluwatu should utilize the chance of dominant market that come to Bali last year.
- d. Utilize the support that given to Alila Villas Uluwatu by all the people that stay around Pecatu area to add more inclusion to the wedding package resort buyout such as Kecak and the other traditional dance. Not only the support by society around hotel by giving permission to hold wedding, but also Alila Villas Uluwatu can ask the people around to join performing any performances for the wedding.
2. ST (Strength-Threat) Strategy
    - a. Create competitors list in order to show that Alila Villas Uluwatu competed with the competitors. By creating competitors list, it makes the prospective customers could see that Alila Villas Uluwatu is competed to competitors, and on the list Alila Villas Uluwatu also has to add what is Alila Villas Uluwatu has while the competitors do not have so it can make the customers interested to hold their weddings in Alila Villas Uluwatu.
    - b. Giving complimentary to prospective customers in case there will be any conclusions that will not be taken or used by customers. By giving complimentary as the change if the customers don't take the inclusions, it shows that Alila Villas Uluwatu still care about the purchasing power of its customers.
  3. WO (Weakness-Opportunity) Strategy
    - a. Create a store that close to the venue to keep all the equipments to support all the events. By creating store that close to the venue, it makes the team can prepare the wedding easier and faster and it impacts to the better service that can be served.
    - b. Create a spacious holding room for attendees, therefore it can avoid the attendees disturb the couple in bridal salon. By creating a spacious holding room, it makes the couple either the attendees feel comfortable.
  4. WT (Weakness-Threat) Strategy
    - a. Adding new wedding inclusion that different with competitors by utilizing one of journeys that Alila Villas Uluwatu has. By utilizing one of journeys that Alila Villas Uluwatu has such as Journey to Gastronomy, which a couple can spend their time together exploring Kedonganan market for buying food materials that will be cooked by themselves.
    - b. Improving the payment regulation to make the wedding operational runs better. Improve payment regulation means Alila Villas Uluwatu has to announce to the wedding organizers or couples and also give them a letter of agreement with add some regulation on it before doing a reservation for venue.

## CONCLUSION

From the results of the analysis and the description in the previous chapter it can be concluded as follows. First, based on the analysis of the internal environmental factors Alila Villas Uluwatu has strengths and weaknesses that are owned by Alila Villas Uluwatu. The main strength of the Alila Villas Uluwatu is that it has professional people to work with (the staffs and vendors) and also an interesting interior and exterior design. Meanwhile the weaknesses of the Alila Villas Uluwatu are less varied menus, no spacious holding room, and lack of wedding organizers to work with.

Second, based on the analysis of the external environmental factors of the Alila Villas Uluwatu. Alila Villas Uluwatu has opportunities to increase the sales of wedding package resort buyout by the security in Bali, stable inflation, the development of electronic devices, Information technology and network systems the support of the community around the hotel, and the appeal of local culture. Meanwhile, Alila Villas Uluwatu has many competitors in Pecatu area that offer wedding venues with the same view, wedding packages that offered have almost the same inclusions. The rest threats are an unpredictable political and economic situation and consumers purchasing power.

The marketing strategies that will be applied to increase the sales of wedding package resort buyout at Alila Villas Uluwatu, namely: SO, WO, ST, WT strategy.

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