

## Marketing Communication Model to Enhance Hotel Brand Image

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### ABSTRACT

**Purpose:** The purpose of this study was to determine the position of the marketing communication model implemented to improve the brand image of The Kayon Jungle Resort, Bali, Indonesia, and to determine the alternative marketing communication model that should be applied by the Sales and Marketing Department in improving the brand image of the hotel.

**Research methods:** The analytical technique used is the mixed method design of Sequential Exploratory; Internal Factor Summary Matrix (IFAS), External Factor Analysis Summary Matrix (EFAS), Internal-External Matrix (IE), SWOT Analysis, and Quantitative Strategic Planning Matrix (QSPM).

**Results and discussion:** The results of the IFAS matrix analysis show that the main strengths are reviews and comments left by guests on the internet, as well as having a distinctive and unique room, restaurant, swimming pool, yoga pavilion, and gym, while the main weaknesses are a lack of variety and intensity of sales promotion activity. According to the results of the EFAS matrix analysis, the main opportunity is the Policy to maintain guest privacy, safety, and comfort by The Kayon Jungle Resort management, while the main threat is the Intensity of beneficially campaign.

**Implication:** The Kayon Jungle Resort is in the Growth Strategy (Cell I) position according to the results of the IE matrix analysis. The SWOT analysis results in nine alternative marketing communication strategies, three of which are prioritized and calculated by the QSPM matrix with a total TAS of 303.72, 298.05, and 287.31.

**Keywords:** marketing communication, alternative strategy, brand image.

### INTRODUCTION

Ubud is a tourist area that is developing very rapidly and has been visited by many foreign tourists. Tourists often are seeking a tourist attraction in the form of rural nature typical of Ubud, in the form of traditional residential layout and architecture, beautiful natural surroundings, holy places/temples, art, and cultural exhibits, museums, galleries, and also being personally interested in the socio-cultural life of a community renowned for its warm hospitality. The natural scenery of the countryside, such as the cliffs, ravines, and rivers with clear water, the terraced rice fields, the thickets and the atmosphere of the community, is a typical Ubud panorama that can provide visitors with serenity and inspiration.

In addition to the uniqueness of the tourist attractions mentioned above, the availability of many and complete tourist facilities in Ubud village, such as hotels of various types, and their uniqueness, restaurants and bars offering food and drinks at varying prices, transport facilities from simple to luxurious, bank/money exchange, tourist information, postal services, and telecommunications services, there are also quite a variety of shopping centers with quite different rates.

The Kayon Jungle Resort located in Banjar Bresela, Bresela Village, Payangan District, Gianyar, in the "dulang" or "wanci" handicraft center as one of the tools for religious ceremonies in Bali. Its strategic location is surrounded by rice fields and directly opposite the tropical rainforest valley so guests can experience the sensation of tranquility and the beauty of its natural scenery. The Kayon Jungle Resort is designed for tourists who are looking for a luxurious resort with a blend of enchanting nature. The Kayon Jungle Resort, with the slogan "Truly Ubud Escape," wants to continue the success of The Kayon Resort and to provide guests with an experience of the uniqueness, cultural characteristics of Ubud, with 5-star resort services that cannot be found elsewhere.

Sales and marketing department is responsible for planning and implementing marketing campaigns to achieve hotel occupancy goals. Sales and marketing also have an essential role in developing a hotel's image (brand image). Marketing communication is part of the sales and marketing department responsible for enhancing The Kayon Jungle Resort brand image on the market, increasing the market interest in the goods and services offered, and increasing the market strength of the products.

Marketing and communication also responsible for carrying out short-term/long-term promotions, namely through The Kayon Jungle Resort social media, and direct marketing through email and telephone to establish partnerships with other parties, such as sponsorships. The use of social media such as Instagram, Facebook, and also TikTok is among the tools that can be used by the Kayon Jungle Resort marketing communication to promote and increase brand awareness and also enhance Brand Image. By utilizing social media, the marketing communication is able to provide easy to access information on the products and services offered by The Kayon Jungle Resort, as well as to inform and educate guests about The Kayon Jungle Resort. One of the factors needed in building and strengthening brand image is the strength of brand association (Keller, 2013). It means a brand should be more recognized than the competitors should. The strategy used by the Marketing Communication department of The Kayon Jungle Resort is to develop this through collaboration with external parties such as the media and influencers to provide information to the public.

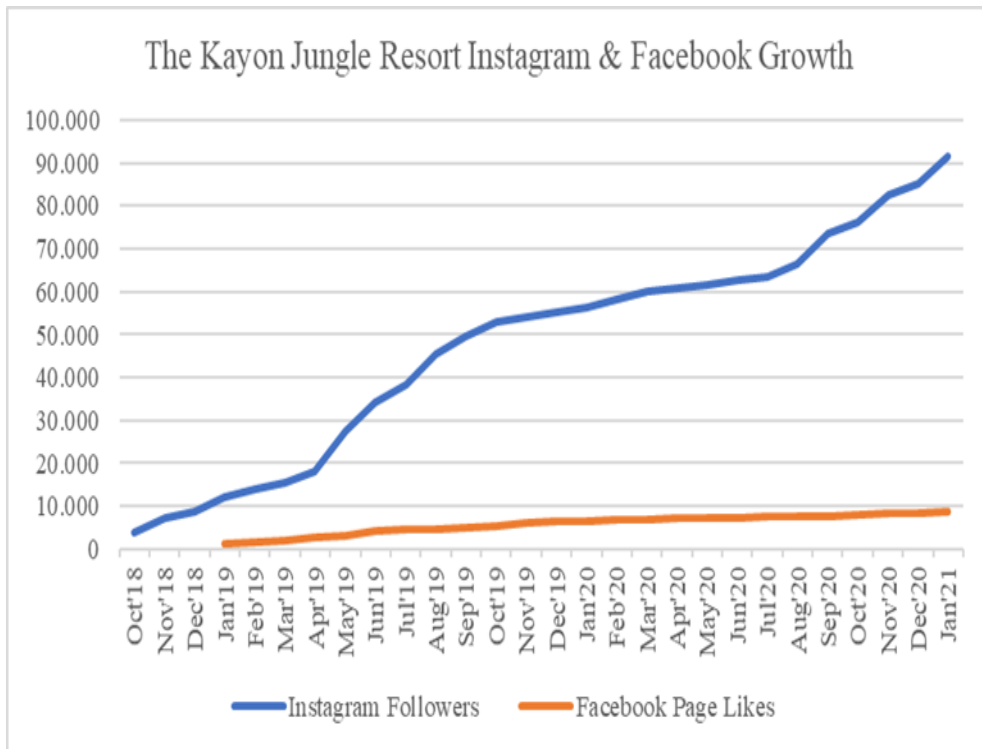


Figure 1. Social media growth of The Kayon Jungle Resort account [Source: Processed Facebook & Instagram data, 2021]

As one of the integrated social media, Instagram and Facebook play a crucial role in building appropriate perceptions and attitudes in a consumer's mind, which is necessary for forming a strong brand, so that Instagram can be used as a company benchmark for its existence in the community (Martinus & Chaniago, 2017). The Kayon Jungle Resort Facebook and Instagram growth have significant increase in the last two years. Of course, this is thanks to The Kayon Resort, the predecessor of The Kayon Jungle Resort which has been operating for 6 years. This explains The Kayon Jungle Resort rapid growth since The Kayon brand was already established and had an excellent reputation among travelers. The application of social media in business is to use them for various kinds of promotional activities. Initially, those activities consisted in maintaining good customer relations and promoting brands, companies, or products. Further on, marketers began to appreciate another feature of social media, i.e., the possibility to engage customers in developing/shaping new products (Polańska, 2014). Brand followers on social media often engage in support activities such as via sharing or generating brand contents and spreading positive Word of Mouth about the brand throughout their peer networks (Kim, 2020).

In hotel industry, the main indicator of success depends largely on the occupancy rate. It is measured by the number of rooms booked divided by the number of room available (Bardi, 2011). Occupancy Rates are considered of utmost importance for the hotel's management in general, and for sales department in particular (Sada et al., 2013). The higher the number of room occupancy, the bigger will be the profits. On the contrary, a lower number the occupancy rate, the lower will be the profits. A hotel occupancy rate is seasonal in nature. Thus, it is common for hotel to record high occupancy rate during the "peak" seasons (Abdullah & Hamdan, 2012).

Table 1. Room occupancy of The Kayon Jungle Resort  
2018–2020

No	Year	Actual	Target	Variance
1	2018	41,27%	30%	11,27%
2	2019	94,4%	91%	3,4%
3	2020	41,27%	43%	-1,73%

[Source: The Kayon Jungle Resort, 2021]

Based on table 1, the target room 91% occupancy of The Kayon Jungle Resort in 2019 is achieved with the actual room occupancy is 94,4%. But during 2020, as we might know there is a covid-19 pandemic and force the Sales and Marketing department to decrease the target occupancy. According to (Soehardi & Untari, 2020), the existence of occupancy levels that are less than hotel capacity means that there are lost sales opportunities, which leads to a decrease in hotel income. Therefore, many hotels with low occupancy rates prefer to continue to function normally in the non-peak period, as long as the current occupancy rate includes variable costs and contributes to covering fixed costs (wages, salaries, depreciation of assets, rents, electricity, and other costs). But despite many strategies and promotions created and launched, The Sales and Marketing Department could not achieve the target occupancy rate with -1,43% variance. This is where a marketing communication plan is important in implementing long-term and short-term social media campaigns to enhance the brand image at the Kayon Jungle Resort Hotel.

Hotel is a business that provides food, beverage, and room facilities services for tourists who are travelling commercially without any special agreement (Sulastiyono, 2018). It is explained that a hotel is a public accommodation facility for tourists by providing room service, food and beverage providers, and accommodation on payment terms (Rumekso, 2013).

Marketing Communication can also be stated as a communication activity that aims to convey messages to consumers using various media, with the hope that communication can produce three stages of change, namely changes in knowledge, changes in attitudes, and changes in desired actions. Change in knowledge is the earliest stage of a communication process that includes cognitive effects, namely the stage of awareness of the existence of a thing (Kennedy, John E; Dermawan Soemanagara, 2006). Marketing Communications are the means by which firms attempt to inform, persuade, and remind consumers -directly or indirectly- about the products and brands they sell. In a sense, marketing communications represent the company's voice and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity. Marketing Communications also works for consumers when they show how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand

equity -by establishing the brand in memory and creating a brand image- as well as drive sales and even affect shareholder value (Kotler, Philip; Keller, 2012).

Marketing Strategy is the marketing logic by which the company hopes to create this customer value and achieve these profitable relationships. The company decides which customers it will serve (segmentation and targeting) and how (differentiation and positioning). It identifies the total market and then divides it into smaller segments, selects the most promising segments, and focuses on serving and satisfying the customers in these segments (Kotler & Armstrong, 2012). Marketing strategy is a plan that describes the company's expectations of the impact of various marketing activities or programs on demand for its product or product line in a particular market. Companies can use two or more marketing programs simultaneously because each type of program (such as advertising, promotion, sales, personal selling, customer service, and product development) has a different effect on demand. Therefore, a mechanism is needed to coordinate marketing programs so that they are aligned and synergistically integrated. This mechanism is called a marketing strategy (F. & G. C. Tjiptono, 2017). The marketing strategy provides direction about variables such as market segmentation, target market identification, marketing mix positioning elements, and marketing mix costs. In its strategic role, marketing includes every effort to achieve conformity between the company and its environment to find solutions to the problem of determining two primary considerations. First, what business is involved in Second, how the selected business can be run successfully in a competitive environment based on the marketing mix to serve the target market (Fahmi, 2017).

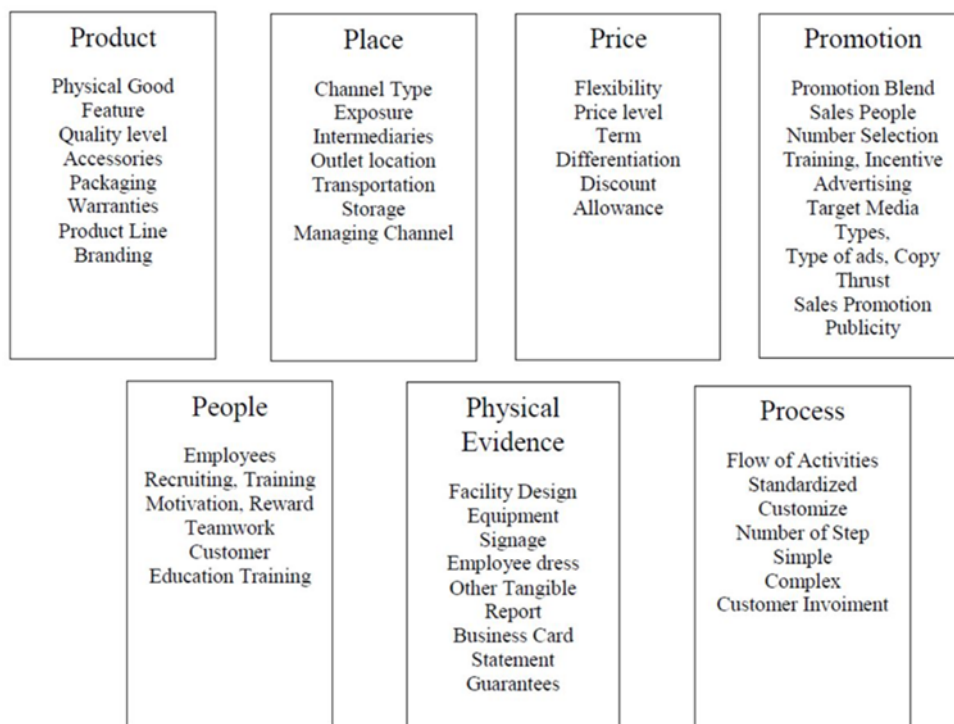


Figure 2. Element of 7P Marketing Mix  
 [Source: Zeithaml et al., 2018]

The Marketing Mix is the set of tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand for its product. (Kotler & Armstrong, 2012). Marketing mix is a set of tools that can be used marketer to design service characteristic that offered to consumer (F. Tjiptono, 2014). The marketing mix consists of elements called 7P, such as product, price, promotion, place, people, process, physical evidence. There some indicators can be used in each variable of marketing mix according to (Zeithaml et al., 2018) here are some elements marketing mix of service based on figure 2.

Brand image is a description of association and consumer confidence towards certain brands. Brand image is the observation and trust held by consumers, as reflected in the association or in the consumer's memory (F. Tjiptono, 2005). The brand image includes knowledge, customers' opinion, and non-physical characteristics and physical products, also image that customer give to the product (Soltani et al., 2016). Brand image is a unique set of associations in the mind of customers regarding what a brand stands for, and the implied promises the brand makes (Neupane, 2015). Brand image is the perception and belief held by consumers, as reflected by the association that is inveterate in the customer's memory, which is always remembered first when hearing the slogan and inveterate in the minds of consumers (Kotler & Keller, 2012). The external factors consist of several aspects from the external environments of the company consist of Purse string, Partnership, Policy, People, Perception, Promotion (Salman et al., 2017).

## RESEARCH METHODS

This research begins, by identifying internal variables which are internal factors of The Kayon Jungle Resort with indicators of the 7P elements of the marketing mix according to (Kotler & Armstrong, 2012), namely product, price, place, physical evidence, people, process, promotion. External variables in this study consist of several aspects from the external environment of the company according to (Salman et al., 2017). The types of data in this research are quantitative and qualitative, and data sources are primary and secondary data. The method used to determine sample in this study using non-probability sampling. The non-probability sampling technique is a sampling technique that does not provide an opportunity for each member of the population to be used as a research sample (Ridwan & Kuncoro, 2012). The non-probability sampling technique used in this research is purposive sampling. According to (Ridwan & Kuncoro, 2012) purposive sampling is a sampling technique used by researchers if the researcher has certain considerations in taking the sample or determining the sample for a specific purpose. The sample are General Manager, Resort Manager, and all staff from the Sales and Marketing Department totaling 7 people. The collection methods used in this study were interviews and questionnaires.

This study uses a combination of several analysis techniques were IFAS (Internal Factor Analysis Summary) matrix EFAS (External Factor Analysis Summary) matrix IE (Internal-External) and SWOT matrix. According to (Rangkuti, 2016), the tools used for compiling the company's strategic factors is a SWOT matrix, and QSPM (Quantitative Strategic Planning Matrix) analysis.

According to (Purwanto, 2012) QSPM analysis is an analysis that is used to find the alternative strategy whether the best to be applied in a company. In analyzing the data in this study, the researcher observed and interviewed internal and external factors at The Kayon Jungle Resort to the corresponding respondents. Furthermore, sorting the data and identifying the result files from the interviews into tabulations of internal and external factors which will be used as questionnaires to be distributed and filled out by 7 respondents. The results of the distribution of the questionnaire will be used to measure the weight, rating, and score of the IFAS and EFAS. After obtaining the total IFAS and EFAS scores will be used to determine the current position of the company then combine internal and external factors into the SWOT matrix to formulate four strategies between SO (Strength-Opportunity) strategies, ST (Strength-Threat) strategies, WO (Weakness-Opportunity) strategies, and WT (Weakness-Threat) strategies. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative marketing communication model that must be prioritized through QSPM analysis.

## RESULTS AND DISCUSSION

### Analysis of Internal and External Factors

The first step is to conduct a qualitative analysis by conducting interviews related to internal and external factors at The Kayon Jungle Resort to informants, namely the General Manager and Sales Manager who had the authority to determining and developing the marketing model for sales and marketing of the products and services at The Kayon Jungle Resort, and understand how the marketing mix strategy that are applied in order to enhance the brand image of the hotel. Furthermore, the results of the interview will be used as a means of measuring weight, rating, and score in quantitative analysis. The results of the interviews in this study then inputted into the IFAS (Internal Factor Analysis Summary) matrix (Table 2) and the EFAS (External Factor Analysis Summary) matrix (Table 3). In this study, the researcher processed the data to find out the results of the rating and weighting of the two matrices, and later to be used in analyzing the position of The Kayon Jungle Resort in the IE (Internal-External) matrix in Figure 1. In the IFAS and EFAS matrix, the scores are obtained by multiplying the weight and rating of each indicator. The internal factors in the IFAS matrix are divided into two categories, namely Strengths and Weaknesses. The IFAS matrix score obtained is 3,25 can be seen in Table 2.

Table 2: IFAS of Marketing Communication Model

No.	Strength	Weight	Rating	Score
1	Resort designed for adult and suit for Honeymooners.	0,045	3,71	0,17
2	Resort package such as: honeymoon, romantic dinner, pre-wedding, half day tour, day pass, yoga class, mini cinema.	0,047	3,86	0,18
3	5 types of room with valley and jungle views with a complete facility.	0,047	3,86	0,18
4	Competitive room price and package price with excellent services and facilities.	0,047	3,14	0,15
5	Discount price during certain day and event.	0,051	3,00	0,15
6	Reachable by private and public transportation.	0,044	2,71	0,12

7	Secluded and private area.	0,049	3,71	0,18
8	Cozy & comfortable environment.	0,051	3,71	0,19
9	Easy access of official website and virtual leisure media.	0,051	3,00	0,15
10	Review and comment given by guests on the internet.	0,053	4,00	0,21
11	Quality and competence of employees.	0,051	3,14	0,16
12	Responsiveness of employee towards request.	0,053	3,71	0,20
13	Hospitality of employee towards request.	0,053	3,71	0,20
14	Standard operational procedures that carried out in the hotel.	0,049	3,14	0,15
15	Interesting Hotel building.	0,047	3,86	0,18
16	Has a distinctive & unique room, restaurant, swimming pool, yoga pavilion, and gym.	0,053	4,00	0,21
17	Has an attractive and distinctive logo, websites, and brochures.	0,051	3,86	0,20
Total				2,98
No.	Weakness	Weight	Rating	Score
1	Usage of paid media	0,051	2,00	0,10
2	Variety & intensity of sales promotion activity	0,051	1,57	0,08
3	Variety & intensity of social media management and engagement	0,053	1,71	0,09
Total		0,16	5,28	0,27
Total Weight x Rating for Internal Factor				3,25

[Source: Processed Data, 2021]

After analyzing the internal factors, then the external factors faced by The Kayon Jungle Resort will be analyzed. The external factors in the EFAS matrix are divided into two categories, namely Opportunities and Threats. The IFAS matrix score obtained is 3,35 can be seen in Table 3.

Table 3: EFAS of Marketing Communication Model

No.	Opportunities	Weight	Rating	Score
1	The availability of funding by the management in supporting marketing activities and branding	0,082	3,71	0,31
2	Age restriction rules that applied	0,072	3,71	0,27
3	Policy to maintain guest privacy, safety, and comfort	0,086	4,00	0,34
4	Local people culture and hospitality	0,082	3,57	0,29
5	The role of stakeholders	0,082	3,14	0,26
6	Maintaining a positive impression	0,086	3,86	0,33
7	Review, comment and guest interaction on social media platform	0,089	3,86	0,34
8	Active to listening and receiving input and feedback from guest	0,089	3,86	0,34
9	Type of external services on marketing	0,082	3,14	0,26
10	Credibility and rating of external services	0,082	3,71	0,31
Total		0,83	36,57	3,05
No.	Threats	Weight	Rating	Score



1	Mutually cooperation/campaign among hospitality chains	0,086	1,86	0,16
2	Intensity of beneficially campaign	0,082	1,71	0,14
Total		0,17	3,57	0,30
Total Weight x Rating for External Factor				3,35

[Source: Processed Data, 2021]

After analyzing the Internal and External Factors, the total score is processed into IE (Internal-External) matrix. The score of the IFAS matrix analysis is 3,25 and the score of the EFAS matrix analysis is 3,35. The score results from these two matrices are used to analyze the position of The Kayon Jungle Resort, in Figure 1.

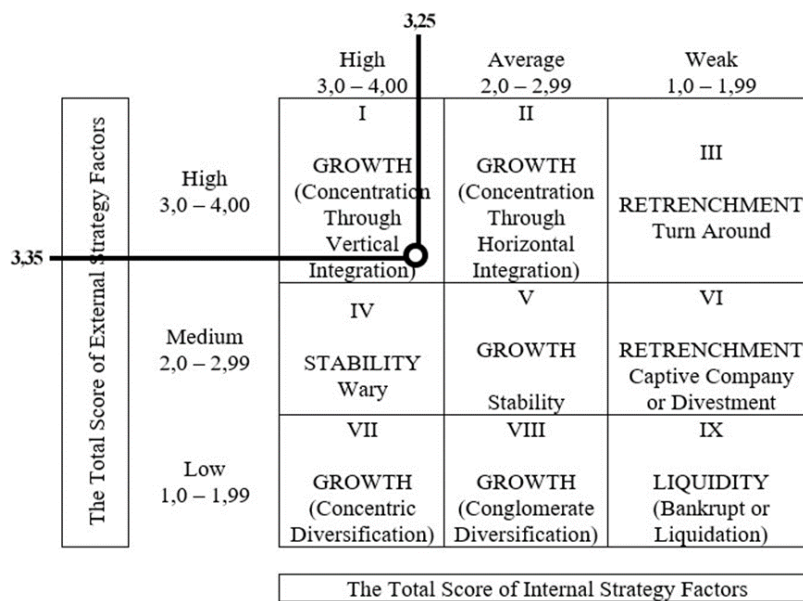


Figure 3. Current position of The Kayon Jungle Resort by IE Matrix.

Figure 3 shows the position of The Kayon Jungle Resort marketing communication strategy in cell I of the IE (Internal-External) matrix. Cell I show the marketing communication model at The Kayon Jungle Resort is in the growth strategy stage with concentration through vertical integration. The results of the IE matrix are used as consideration to formulate an alternative marketing communication strategy through the SWOT matrix.

Table 4: SWOT Matrix

IFAS / EFAS	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategies Showing reviews given by guests on the website of The Kayon Jungle Resort The Kayon Jungle Resort create their own printed and electronic magazine	WO Strategies Use the existing budget to advertise on Google Ads Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media Start a hotel loyalty program
	Threats	ST Strategies

(T)	Holding events in Ubud with tourism industry players to foster cooperation and networking. Develop different publication channels such as TikTok and Twitter	Adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities Collaboration to increase the value of products and services The Kayon Jungle Resort provided
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[Source: Processed Data, 2021]



Figure 4. The beauty of The Kayon Jungle Resort  
[Source: Kusuma, 2021]

Based on Table 4, the following is the explanation of the formulation for each alternative marketing communication strategy.

#### 1. SO (Strength-Opportunity) Strategies

There are two alternatives marketing communication strategies generated in the SO strategies. The first is showing reviews given by guests on the website of The Kayon Jungle Resort. This aims to gain a sense of trust on website visitors, then an effective medium to explain the benefits and also how the products and services work at The Kayon Jungle Resort. Furthermore, website visitors will find it easier to connect with testimonials provided by previous guests, making it easier for them to relate with our brand, where a strong emotional connection makes it easier for us to attract new potential customers. Second is The Kayon Jungle Resort create their own printed and electronic magazine. To provide added value for staying guests by filling magazine content with articles that interest guests, such as culture and history of tourist destinations near the hotel, art and music articles, and other news that guests may be interested in.

#### 2. ST (Strength-Threat) Strategies

There are two alternatives marketing communication strategies generated in the ST strategies. The first is holding events in Ubud with tourism industry players to foster cooperation and networking. To share experiences and strategies, then provide the management with the opportunity to see and learn, allowing company to better understand the competition in the tourism industry today. Second is develop different publication channels such as TikTok and Twitter. It is to make the brand more accessible anywhere, at any time, increasing the number of people who see the brand and, as a result increasing customer reach and maximizing sales.

### 3. WO (Weakness-Opportunity) Strategies

There are two alternatives marketing communication strategies generated in the WO strategies. The first is use the existing budget to advertise on Google Ads. To easily monitor the performance of the advertisements we run, and the insight data from our ads will be presented in statistical form, and to create better campaign or ads with backed statistical data. Second is Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. To increased marketing reach, increased brand awareness, and an easier time attracting new guests and create higher quality and more engaging content for customers using the built-in features on Instagram and Facebook. Third is start a hotel loyalty programs. To add more value to the products and services obtained by loyal guests of The Kayon Jungle Resort by offering a variety of special offers such as discounted room rates, ease of booking or cancellation, and rewards when guests stay.

### 4. WT (Weakness-Threat) Strategies

There are two alternatives marketing communication strategies generated in the WT strategies. The first is adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities. To form an ideal marketing communication team, with a staff specialist who possesses a specific set of skills to improves the quality of the work produced. Second is Collaboration to increase the value of products and services The Kayon Jungle Resort provided. To stand out and add value to the products and services provided so the it will be more in demand by consumers.

## **QSPM (Quantitative Strategic Planning Matrix) Analysis**

The final stage of this research is to determine the evaluation of all previously developed strategies using the SWOT matrix into the QSPM analysis. The purpose of this assessment is to determine the best strategies that can be implemented to enhance brand image of The Kayon Jungle Resort. This QSPM

<p>Total Attractiveness Score (TAS):  <math>\text{Average Rating} \times \text{Average Attractiveness Score}</math></p>
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matrix assessment uses the average rating value and the average attractive score (AS) of the alternative strategy that produce the Total Attractiveness Score (TAS). The Calculation formulas are as follows:

The following is the ranking of the alternative marketing communication strategies obtained based on the calculation of the TAS value in the QSPM matrix, which shown in Table 5.

Table 5: Alternative Marketing Communication Model by QSPM

Strategy Code	Alternative Strategies	TAS
WO2	Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media	303,72
SO2	The Kayon Jungle Resort create their own printed and electronic magazine	298,05
SO1	Showing reviews given by guests on the website of The Kayon Jungle Resort	287,31
WO3	Start a hotel loyalty program	258,83
WO1	Use the existing budget to advertise on Google Ads	209,04
ST1	Holding events in Ubud with tourism industry players to foster cooperation and networking.	206,04
WT2	Collaboration to increase the value of products and services The Kayon Jungle Resort provided	204,73
ST2	Develop different publication channels such as TikTok and Twitter	195,75
WT1	Adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities	186,76

[Source: Processed Data, 2021]

Table 5 shows the results of the assessment of the alternative marketing communication strategy chosen by the Sales and Marketing Department which should be applied in enhancing brand image of The Kayon Jungle Resort. The management can apply all of the strategies or some of the alternative strategies that suits the condition and goals of the hotel. In the QSPM analysis, General Manager, Resort Manager along with all Sales and Marketing Department staff has assessed and selected top three alternative marketing communication strategies that are prioritized to be implemented in enhancing brand image of The Kayon Jungle Resort. The first strategy is WO2 with a TAS of 303,72 is to maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. The second strategy is SO2 with a TAS 298,05 is The Kayon Jungle Resort create their own printed and electronic magazine. Then the third strategy is SO1 with a TAS of 287,31 is to Showing reviews given by guests on the website of The Kayon Jungle Resort.

## CONCLUSION

Based on the results of previous research and discussion, the conclusions are as follows. The implementation marketing communication model at The Kayon Jungle Resort is by the 7P elements of the marketing mix such as product, price, place, promotion, people, process, physical evidence. The marketing communication strategy at The Kayon Jungle Resort is currently namely the Growth Strategy stage with concentration through vertical integration, this strategy is designed to achieve growth, whether in sales, assets, profits, or a combination of the three, for example, by reducing prices, developing new products, increasing the quality of products or services, or increasing access to

a wider market. Therefore, the alternative marketing communication model that should be implemented by marketing communication to enhance brand image of The Kayon Jungle Resort are maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. Then, The Kayon Jungle Resort create their own printed and electronic magazine, and also showing reviews given by guests on the website of The Kayon Jungle Resort.

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