

# Evaluating The Implementation of The Newa Concept To Sustain Hotel Occupancy at Sanctoo Suites & Villas

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## ABSTRACT

**Purpose:** This research examines implementing the NEWA concept to maintain occupancy at Sanctoo Suites & Villas. The hotel industry faces significant challenges sustaining occupancy levels due to fluctuating demand and intense competition, exacerbated by the COVID-19 pandemic. The research originates from the need to enhance occupancy rates, which are critical for the hotel's success. It addresses the problem of fluctuating occupancy rates and aims to develop effective improvement strategies.

**Research methods:** This mixed-method research employs a qualitative approach supplemented by quantitative methods and the Servqual model, conducted over six months. Data collection methods include interviews, surveys, observations, document studies, and Focus Group Discussions (FGDs) involving executive management and hotel staff.

**Results and discussion:** The research highlights a unique marketing concept aimed at delivering new extraordinary experiences while maintaining guest satisfaction. It underscores the importance of a comprehensive approach integrating high-quality service and innovative offerings to meet diverse guest needs. This strategy enhances the hotel's market competitiveness and ensures long-term success. Key components of the implementation include personalized guest experiences, an efficient booking system, and a proactive marketing strategy emphasizing the NEWA (Nature et al. & Adventure) concept.

**Implication:** The findings demonstrate that implementing NEWA can significantly benefit hotel occupancy, providing valuable insights for industry practitioners.

**Keywords:** Direct Booking, NEWA concept, Unique Experience.

## INTRODUCTION

The COVID-19 pandemic has changed the business landscape in the hospitality industry. Every business entity must find ways to survive and increase revenue amidst intense competition. The types of travel and significant investments in the pre-COVID-19 era have changed, and the tourism and hospitality industry emerging from the pandemic will be different. (Wihasta, 2016). Various articles and quotes indicate that people will pay more attention to sustainability. This will affect reasons for travel, attracting more tourists to natural

areas and local destinations and shortening travel distances. (Paludi, 2022)Hotels also need to adapt to this trend. They must transform themselves into places to stay or relax and destinations where customers can fulfill their needs in one place. Hotels will become destinations, not just places to relax or stay. They are also about lifestyle, reflecting people's way of life. Therefore, hotels should positively respond to this new trend.

Besides becoming a destination, hotels must promptly prepare to respond to the basic needs of tourists, especially concerning government regulations, such as new health protocols in the form of CHSE certification (Cleanliness, Hygiene, Safety, Environment). CHSE was created based on the Minister of Health's decision regarding protocols in public places and facilities to prevent and control COVID-19. Its primary goal is to reduce the spread and transmission of the Covid-19 virus in tourism. This program has been implemented in Indonesia since September 2020, and Sanctoo Suites & Villas has also applied for CHSE certification. However, it does not stop there. Hotels must also understand changes in customer behavior to accommodate these changes (and then become destination hotels). The digital nomad segment (representing young travelers who want to work at hotels as their base), the leisure segment (combining business travel and leisure), and NEWA (Nature et al. & Adventure) are new segments that emphasize aspects of nature, ecotourism, wellness, and adventure. These concepts reflect the latest behavioral changes that hotels need to anticipate.

Sanctum Suites & Villas has embraced the innovative concept of NEWA, combining nature, ecotourism, wellness, and adventure to provide guests with a unique and unforgettable experience. From lush green surroundings to well-designed fitness facilities and captivating attractions, guests can fully immerse themselves in the NEWA concept during their stay. Experience refreshing spa treatments inspired by nature, carefully crafted to relax and revitalize your body and mind. Follow guided nature trails to discover the rich biodiversity surrounding the property and learn about the importance of ecology. Fulfill your sense of adventure with exciting activities such as bathing elephants in the open, feeding animals like tigers, elephants, deer, and more, trekking through nature, and beyond. Engage in deep cultural workshops that allow you to learn local traditions, arts, and crafts firsthand, such as blessings and cooking classes for traditional cuisine.

Tourism products reach customers in two ways: through direct or indirect distribution channels. (Fitriani, 2021). Direct distribution, such as through websites or telephone, is when products or services leave the producer and go directly to the customer. In contrast, indirect distribution involves intermediaries or third parties in the channel. For example, OTAs and GDS are indirect distribution channels. (Suriyani, 2013)Both direct and indirect distribution channels can be offline or online. Sanctoo Suites & Villas offers direct booking. Direct booking is defined as an action related to direct distribution. It is when a product or service is purchased directly from the supplier, the hotel, without involving intermediaries. (Mokodongan *et al.*, 2023)Direct bookings have the potential to sell more, with hotels showing higher booking rates and revenue compared to OTAs like Expedia.com and Booking.com (Morales, 2017). For Sanctoo Suites & Villas, the benefits include simplifying the booking process,

fostering closer customer relationships, offering more flexibility, and making direct customer decisions.

With the increasing online hotel booking market and the challenges posed to hotels due to the presence of Online Travel Agents (OTAs), it becomes increasingly important for hotels to persuade potential guests to book directly on the hotel's website (Ervina & Octaviany, 2018). It has become common knowledge that many hotels in Bali heavily rely on OTAs. Understanding the factors that drive people to make purchasing decisions helps enhance the marketing strategies of any business (Hidayah *et al.*, 2021). As mentioned earlier, the adoption of technology, especially the Internet, over the past few decades has transformed how hotel rooms are distributed to customers, empowering hotel websites to sell directly. However, there is a tendency among travelers to still rely on traditional intermediaries such as tour operators or even OTAs when they want to book hotel rooms instead of doing so directly through the hotel's website (Kurniawati, 2017). According to Agatha *et al.* (2023), some hotels are unaware of the snowball effect of relying too much on OTAs: decreased revenue. Some hotels genuinely want to increase their revenue from their websites. However, the issue is that hotels do not know how to do it. Under normal conditions, hotels should have a balanced distribution channel mix. A healthy and diverse distribution channel mix indicates hotel revenue health and diversification. Distribution channels refer to customers' platforms or methods to transact and book hotel rooms. The channel mix's primary distribution channels commonly managed include Hotel Websites, Direct/In-House Sales, Offline Travel Agents (Wholesalers), and Online Travel Agencies (OTAs).

Having a good channel mix is like making a layered cake. The base layer, the foundation, is the Direct or In-house effort. This involves the sales part of the cake, covering corporate travel and group business. The next layer of the cake comes from website efforts. This is generally the hotel's lowest cost of sale. It provides information for other areas. Over time, through appropriate operational efforts, loyal guests can be taught to use this channel for future bookings. Many considerably shift OTA business to their website to reduce commission costs. However, individual hotels cannot market themselves to match OTA exposure. OTAs are a necessary evil and must be exploited when needed. It is possible to become too dependent on OTAs. However, this is generally a filler if the hotel does not have a corporate or group base. A Balanced Channel Mix is not too heavy in one area. Each hotel and market will differ in defining what a suitable channel is. Additionally, independent hotels will differ from branded hotels. Extended Stay and Select Service hotels (International Chains) will differ from Full-Service hotels. A hotel with more meeting space will look different from one with little or no meeting space. Here is a good channel mix percentage: Website 20%, Direct/In-House 35%, Offline Travel Agents (Wholesalers) 20%, and Online Travel Agency (OTA) 25%.

A previous study based on revenue manager survey responses indicated that hotel websites have the highest probability of sustainability in the future. At the same time, OTAs remain crucial for generating profit despite not being considered the most effective channel. (Saraswati, 2021). Ideas for this research emerged when the pandemic hit tourism in Bali, especially the hotel sector. With the impact of COVID-19 and the reopening of international borders to foreign arrivals, researchers are interested in understanding what strategies hotels,

particularly Sanctoo Suites & Villas, have employed to recover their business. Rebuilding the hotel website to optimize conversion rates by implementing marketing strategies such as the NEWA concept could potentially break through sales efforts to regain business. This study will focus on changes in customer behavior and solutions (strategies) to anticipate these changes, including the redevelopment of the hotel website so that the hotel can find the right market mix (balance).

Table 1. Market Segmentation (Mix) at Sanctoo Suites & Villas

Guest Segment	2019	2020	2021	2022
OTA	54%	36%	30%	4%
OFFTA	39%	27%	10%	40%
DB, FIT, WEB	7%	38%	60%	56%
Total Rev-Room	100%	100%	100%	100%

[Sources: Sales & Marketing Sanctoo Suites & Villas, 2023]

From Table 2, it is clear that there has been a shift in market segmentation at Sanctoo Suites & Villas. In 2019, before COVID-19, the online segment was highly dominant and served as the hotel's primary source of business. However, during COVID-19, the hotel's business model shifted to online bookings, and travel agents could not do business. One business that could be done was offering nature and cleanliness and prioritizing vacations.

Several researchers, such as Bulatović, Jelisavka, and Rajović, have conducted studies related to similar implementations of NEWA. (2017) (Das & Pratim Somnath, Chatterjee, Debasish, Batabyal (2022) (Pitana I, 2010) dan Gohar & Mathias Kondolf (2020) None of them discuss this, especially at Sanctum Suites & Villas, so continuing this research is worthwhile. This study is applied research based on actual operational issues. The concept in this research places it in the relevant managerial category level 8 within the Indonesian National Qualification Framework (KKNI). This multidisciplinary and interdisciplinary research combines tourism, marketing, information technology, and environmental studies. The research topic aligns with the development paradigm of Politeknik Negeri Bali, focusing on green tourism, as evidenced by aspects of nature, ecotourism, wellness, and adventure.

This research investigates implementing the NEWA concept to enhance occupancy at Sanctoo Suites & Villas, which will be modeled to serve as a reference for the hotel. Before the pandemic, Sanctoo had an excellent hotel occupancy rate. However, after the pandemic was declared in 2020, the occupancy rate began to decline and decrease in 2021. Sanctoo Suites & Villas is striving to recover by introducing the unique experience of the NEWA concept, combining nature, ecotourism, wellness, and adventure.

Table 2. Room Occupancy Rates at Sanctoo Suites & Villas 2019-2024

2019	2020	2021	2022	2023	2024
84,79%	39,28%	35,17%	61,68%	83,28%	83%

[Sources: Sales & Marketing Sanctoo Suites & Villas, 2024]

Based on the explanation in Table 2, research on the implementation analysis of NEWA to sustain hotel occupancy at Sanctum Suites and Villa needs to be conducted to increase occupancy at this hotel and achieve sustainable tourism through the implementation of NEWA. Based on the background outlined, this research has several main problem formulations. First, how is the NEWA concept implemented at Sanctoo Suites & Villas to sustain hotel occupancy? Second, how successful is implementing the NEWA concept at Sanctoo Suites & Villas in maintaining hotel occupancy rates? Third, what is the appropriate NEWA implementation model at Sanctum Suites & Villas to ensure sustainable hotel occupancy?

## RESEARCH METHODS

This research uses a Sequential Exploratory design that integrates qualitative and quantitative methods. The research occurs at Sanctum Suites & Villas in Banjar Apuan, Singapadu Village, Sukawati District, Gianyar Regency, Bali Province. The study focuses on analyzing the implementation of the NEWA concept within the context of sustainable tourism to maintain hotel occupancy in the post-COVID-19 pandemic era. Data collection involves several techniques: semi-structured interviews with hotel staff and management, participatory observation in hotel operational activities, document studies, Focus Group Discussions (FGD) with the hotel's executive committee, and closed questionnaires to gather quantitative data from hotel employees. Primary data includes information from staff and guests and FGD outcomes, while secondary data encompasses hotel booking records from 2019 to 2022 and data from BPS (Central Statistics Agency).

Data analysis employs qualitative descriptive methods to understand subjective experiences and perceptions regarding NEWA implementation. Quantitative descriptive analysis is used to measure the impacts and outcomes of this implementation. SERVQUAL techniques evaluate service quality based on customer expectations and perceptions, while Importance-Performance Analysis (IPA) helps identify and prioritize service attributes based on customer-perceived importance and performance. The study also utilizes software tools for data analysis, such as SPSS for statistical analysis and NVivo for qualitative analysis. The research is designed for replicability by other researchers under similar conditions, with clearly defined assumptions, theories, and approaches.

## RESULT AND DISCUSSION

### Implementation of NEWA Concept

This study evaluates the implementation of the NEWA concept at Sanctum Suites & Villas. The NEWA concept consists of four main elements: nature, ecotourism, wellness, and adventure, which are applied to enhance tourist experiences and support environmental sustainability. The research findings reveal various critical insights related to each element of the NEWA concept.

#### 1. Nature

Sanctoo Suites & Villas implements environmentally friendly architecture that harmonizes with its surroundings. The buildings are designed to optimize natural resources and reduce ecological impact. Located near Bali Zoo, the property offers a unique experience by providing access to various educational programs on wildlife conservation. Pricing

strategies include premium rates that reflect quality services and luxurious facilities. Special packages and seasonal discounts are also offered to attract various market segments.



Figure 1. Landscape of the Sanctoo Suites & Villa Area  
[Source: Sanctoo Suites & Villa, 2023]

## 2. Ecotourism

The ecotourism programs at Sanctoo Suites & Villas include environmentally friendly activities and education on wildlife protection. The hotel supports environmental conservation initiatives and provides guests with information about local biodiversity. Pricing is integrated with Bali Zoo programs, offering added value to guests participating in activities such as feeding animals and having breakfast with orangutans.



Figure 2. Breakfast with Orang Utan  
[Source: Bali Zoo, 2023]

## 3. Wellness

The health program at Sanctoo Suites & Villas includes an exclusive spa with waterfall views, offering high-quality treatments that enrich guests' experience with a soothing natural ambiance. In addition to the spa, other wellness programs such as Hatha Yoga and Balinese Blessing are also

available. Pricing is integrated with wellness programs, offering more economical comprehensive packages than purchasing treatments separately. Special discounts are also provided for guests interested in the Elephant Mud Fun program at Bali Zoo.



Figure 3. Education activity for guests (Animal feeding)  
[Source: Bali-zoo, 2023]

#### 4. Adventure

The adventure programs at Sanctoo Suites & Villas include trekking through rice fields and riverbanks and cycling tours, which offer direct experiences of nature's beauty and local culture. Experienced guides guide each journey. Prices for trekking activities are set with special rates for staying guests, offering discounts for children.



Figure 4. Spa experience with waterfall view (left) and Elephant Mud Fun activity (right)  
[Source: Sanctoo Suites & Villa, 2023]

Promotion strategies include comprehensive online promotion through content creation, social media, SEO, collaboration with influencers, and targeted advertising. The hotel's website is optimized to reduce dependency on online travel agents. Offline distribution involves partnerships with travel agents and tour

operators and participation in trade shows and travel exhibitions. Research findings indicate that implementing the NEWA concept at Sanctoo Suites & Villas has successfully created unique experiences for guests, supported environmental sustainability, and increased tourist engagement in ecotourism-based activities. This concept aligns with service marketing and sustainability theories, reflecting a positive evolution in the hospitality industry towards more responsible and sustainable practices.

### Survey Results Regarding NEWA Implementation

This second phase of research will discuss the results of the questionnaire survey regarding NEWA implementation that has been carried out at Sanctoo Suites & Villa as well as related marketing activities carried out by staff at Sanctoo Suites & Villa using the Servqual method by Parasuraman and later a Cartesian diagram will be created as a result. Finally.

#### 1. Validity Test

After distributing 100 questionnaires to guests who visited Sanctoo Suites & Villa and enjoyed all the facilities received, researchers tested the validity of the data distributed. Testing was carried out using Pearson Correlation; namely, the score for each item was linked to the total score in the SPSS 22.0 application, where the questionnaire was considered valid if the significance level was lower than 0.05. In addition, if the  $r$  calculated is greater than the  $r$  table, the questionnaire is considered valid. The results of the validity of this research are as follows:

Table 3. Perception Validity Test Results on quality-of-service attributes NEWA (Nature, Eco-tourism, Wellness, Adventure) at Sanctoo Suites & Villas

Attribute	Statement	r Count		r Table	Information
		Expectation	Perception		
P1	Providing services as promised.	0.275	0.639	0.195	Valid
P2	Dependability in handling customers' service performed.	0.295	0.639	0.195	Valid
P3	Performing the services right the first time.	0.508	0.639	0.195	Valid
P4	Providing services at the promised time.	0.459	0.682	0.195	Valid
P5	Maintaining error-free records.	0.494	0.679	0.195	Valid
P6	Keeping customers informed about	0.494	0.647	0.195	Valid



Attribute	Statement	r Count		r Table	Information
		Expectation	Perception		
	when services will be performed.				
P7	Prompt service to customers.	0.613	0.647	0.195	Valid
P8	Willing to help customers.	0.654	0.645	0.195	Valid
P9	Readiness to respond to customers' requests.	0.662	0.623	0.195	Valid
P10	Employees who are confident in customers.	0.733	0.623	0.195	Valid
P11	Making customers feel safe in their transactions.	0.724	0.615	0.195	Valid
P12	Consistently courteous employees.	0.728	0.610	0.195	Valid
P13	Knowledgeable employee to answer customer questions.	0.724	0.610	0.195	Valid
P14	Giving customers individual attention.	0.724	0.629	0.195	Valid
P15	Employees who deal with customers in a caring fashion.	0.730	0.609	0.195	Valid
P16	Having the customer's best interest at heart.	0.761	0.592	0.195	Valid
P17	Employees who understand the needs of their customers.	0.680	0.595	0.195	Valid
P18	Convenient business hours.	0.680	0.595	0.195	Valid
P19	Modern equipment.	0.687	0.595	0.195	Valid

Attribute	Statement	r Count		r Table	Information
		Expectation	Perception		
P20	Visually appealing facilities.	0.612	0.616	0.195	Valid
P21	Employees who have a neat, professional appearance.	0.628	0.587	0.195	Valid
P22	Visually appealing materials associated with the service.	0.622	0.639	0.195	Valid

[Source: Data processed with SPSS 22, 2024]

Table 3 shows that all statement items have a valid standard based on the standard calculated  $r$  being more significant than the  $r$  table. Therefore, all statements about NEWA's service quality attributes used in this research are reliable and feasible.

## 2. Reliability Test

After verifying the validity of the data, the next step is to evaluate its reliability. Reliability testing was conducted using the distributed questionnaire to assess each instrument's reliability. Questionnaires are considered reliable if individual responses to statements are consistent over time. (Sugiyono, 2015). Using SPSS 22 software, Cronbach Alpha ( $\alpha$ ) values were calculated to evaluate the reliability of customer perceptions and expected responses. If the Cronbach Alpha value exceeds 0.70, then the questionnaire items are considered to have adequate reliability.

Table 4. Perception Reliability Test Results on quality-of-service attributes NEWA (Nature, Eco-tourism, Wellness, Adventure) at Sanctoo Suites & Villas

Hasil Cronbach's Alpha		N of Items	Keterangan
Expectation	Perception		
0.924	0.926	22	Reliable

[Source: Data processed with SPSS 22, 2024]

Table 4 shows the Cronbach's Alpha value regarding service quality regarding NEWA implementation, namely 0.924 (expectation) and 0.926 (perception). From these results, it can be concluded that the statements in the questionnaire are considered reliable because Cronbach's Alpha value exceeds 0.70. This means that each statement will produce consistent data, so if the questionnaire is given again, the answers obtained will be relatively the same.

### 3. Important Performance Analysis (IPA)

The Important Performance Analysis (IPA) method is used to assess the extent to which the quality of NEWA implementation meets consumer expectations to satisfy them at Sanctoo Suites & Villa. This scientific process involves steps such as analysis of consumer opinions and expectations and evaluation of implementation. The total overall score for each attribute of each consumer is calculated. The overall perception evaluation ( $X_i$ ) and expectation evaluation ( $Y_i$ ) are the average consumer participation, reaching 100 people. Therefore, the average perception level is used as the expectation for each attribute. The perception evaluation's average value ( $X$ ) shows the attribute's position on the X axis. In contrast, the expectation evaluation's average value ( $Y$ ) shows the attribute's position on the Y axis. Use SPSS software to evaluate the position of these attributes in certain quadrants.

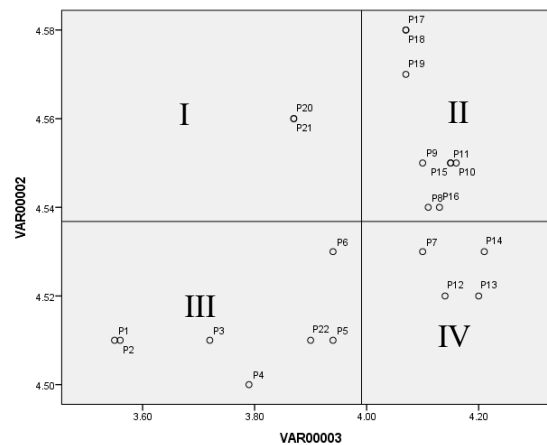


Figure 5. Cartesian Diagram Results  
 [Source: Data processed with SPSS, 2024]

The Attribute Priority Index (IPA) analysis results map the attributes necessary for customers and their performance levels.

Quadrant I, which highlights the attributes of visually appealing facilities and employees with neat, professional appearances, is the primary focus for improvement for Sanctoo Suites & Villa because it shows low customer satisfaction with their experience at the resort. To improve the quality of these two aspects, management needs to pay special attention and implement several detailed strategies. In terms of Visually appealing facilities, Sanctoo Suites & Villa can consider enhancing the aesthetics and beauty of the resort environment, including the attractive design and arrangement of spaces, gardens, and natural recreation facilities. Routine care and facility maintenance are also required to ensure a positive impression for guests. Natural elements such as lush tropical gardens, artificial waterfalls, or open green areas can enhance the visual appeal of the resort and create an unforgettable experience for guests. Regarding Employees with a neat, professional appearance, Sanctoo Suites & Villa must provide training and guidance to its staff about the importance of a neat and professional appearance. Staff should be encouraged to maintain their hygiene and appearance while working, including using clean and neat uniforms and

polite interactions with guests. Implementing a clear appearance standards policy and providing incentives or rewards to staff who comply with these standards can increase the impression of professionalism and quality of service provided to guests.

Quadrant II shows the attributes that are the main expectations of customers and are very relevant to the NEWA concept implemented by Sanctoo Suites & Villa. Resorts must continue strengthening staff training in a proactive and friendly service attitude to maintain high customer satisfaction with these attributes. In addition, they ensure that guests' safety and comfort during transactions or activities at the resort is always a top priority. Staff must also continue to demonstrate a deep understanding of each guest's individual needs and provide personalized and relevant service. In marketing efforts, Sanctoo Suites & Villa can utilize positive testimonials from previous guests to highlight the resort's excellence in these aspects, thus attracting the interest of potential new guests and strengthening the resort's image as a caring and responsive vacation destination. By consistently providing services aligned with Quadrant II attributes, Sanctoo Suites & Villa can maintain high customer satisfaction and increase its reputation in the tourism industry.

Quadrant III highlights several attributes that customers consider less critical, even though their performance is not that special. Even though it is not a top priority, the attributes in this quadrant still require improvement to meet expectations higher than those expected by customers. To improve the quality of service in the context of implementing the NEWA concept by Sanctoo Suites & Villa, several brief suggestions can be given, such as it is importance to ensure that all services promised to guests are fulfilled according to the time and standards that have been set, then the staff must be consistent and reliable in handling services provided to guests, thereby creating ongoing trust and satisfaction, in addition to providing adequate staff training necessary to ensure that every service provided to guests is carried out correctly and satisfactorily on the first try, further ensuring the fulfillment of the promised time for each service is the key to maintaining guest trust and satisfaction. Hence, it needs to be emphasized in every interaction with guests. Not forgetting to ensure an effective management system is needed to ensure accurate and error-free records, facilitating better service to guests. Then ensuring clear and open communication with guests about service schedules will help reduce confusion and improve the overall guest experience. Finally, the aesthetics and quality of materials used in each service must be considered to create a positive and alluring impression for guests.

Attributes in Quadrant IV show high performance but are less critical. However, Sanctoo Suites & Villa must continue to pay attention to and improve these aspects to produce a better guest experience when implementing the NEWA concept. Here are some brief suggestions for each attribute. Even though it is a low priority, prompt service to customers is still essential to ensure fast and efficient service to guests. This can be done by improving coordination between staff and using technology to speed up the service process. Then, for consistently courteous employees, even though their importance is low, the polite and friendly attitude of the staff still influences the overall guest experience. Staff must be continuously trained and encouraged to provide services in a polite and friendly manner. Next, there is a Knowledgeable employee to answer customer

questions; it is essential to have trained and knowledgeable staff to answer guest questions correctly and accurately. Training and development of employees, in this case, can increase guest confidence in the resort, and finally, giving customers individual attention, which, although it may be considered less critical, providing personal attention to each guest can improve their experience significantly. This can be done by recognizing guests' needs and preferences and providing tailored services.

As support Mardiana (2013) States that a deep understanding of customer needs and desires is the key to improving service quality. Therefore, it is essential for bank management to continuously pay attention to customer feedback and make necessary adjustments to increase their satisfaction. In carrying out improvement strategies, bank management can also refer to the concept of continuous improvement (CI), which Deming introduced. (Nandang, 2024), where improvements are carried out continuously to achieve higher quality goals and meet customer expectations.

### **Model of NEWA Concept Implementation**

Several models need to be developed to maintain hotel occupancy at Sanctum Suites & Villas with a website that offers NEWA products or concepts. One of the models that can be developed is that the marketing team must know the NEWA concept well, which includes a holiday experience that is integrated with nature, ecologically sustainable, promotes health and well-being and offers guests exciting adventures. By consistently implementing the NEWA concept in service and promotions, Sanctoo Suites & Villas will increase the number of direct bookings through their official website. This model involves various steps and strategies to increase direct bookings, such as:

Strengthening Quadrant II attributes means improving the services customers expect, such as fast service, friendly staff, knowledge of the destination, and personal attention.

1. Improving Quadrant III: Even though the priority is low, the attributes in Quadrant III must also be improved to meet customer expectations, which are higher than expected. This includes service that meets promises, customer service reliability, and error-free records maintenance.
2. Improving Quadrant IV, even though its importance is low, aspects such as fast service, friendliness of staff, knowledge of the destination, and personal attention are still essential to strengthen the guest experience.

Furthermore, through online promotions that are targeted and focused on the NEWA concept, Sanctoo Suites & Villas will attract the attention of potential guests looking for a holiday experience that aligns with the values of nature, ecotourism, health, and adventure. When guests have other choices when referring to their holiday destination, do not forget to ensure that the official Sanctoo Suites & Villas website is optimized to increase booking conversions. This involves providing clear and engaging information about the NEWA concept, the resort's facilities and services, and an easy and intuitive booking process for users. Moreover, regular measurements of the number of direct orders via the website should be carried out, and areas that require improvement in implementing this model should be identified. The models that can be obtained

to maintain Hotel Occupancy with the NEWA concept at Sanctoo Suites & Villa are as follows.

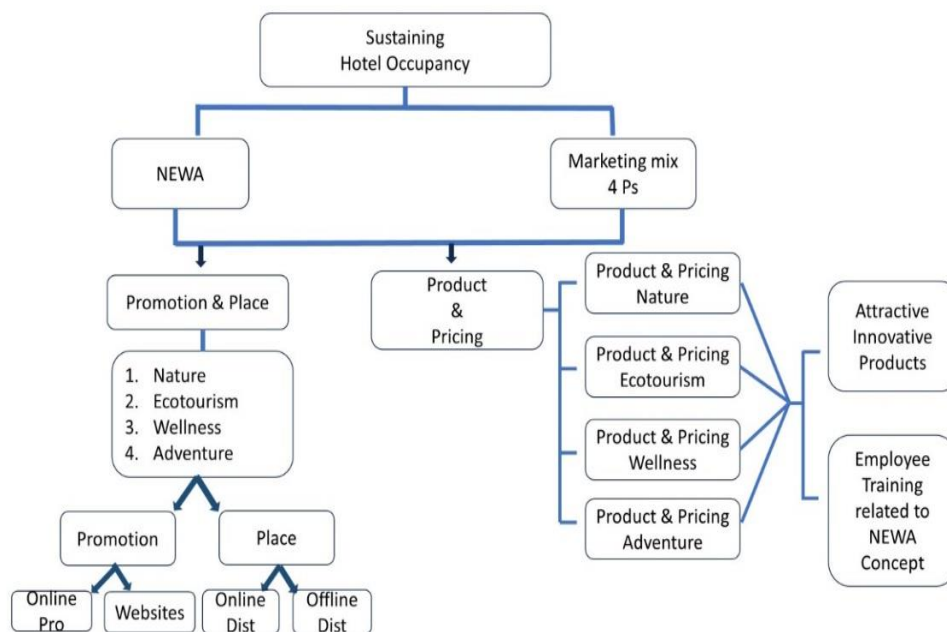


Figure 6. Sustaining Hotel Occupancy Model Implementation  
 [Source: Sales & Marketing data of Sanctoo Suites & Villas, 2023]

## CONCLUSION

Sanctum Suites & Villas has effectively incorporated the NEWA concept—Nature, Ecotourism, Wellness, and Adventure—into their operations, as presented in the discussion above. Innovative and continuous activities have included These new elements in their client experience. Sanctoo Suites & Villas gives its visitors a singular and comprehensive experience while highlighting their dedication to environmental sustainability and regional culture. This is demonstrated by their eco-friendly architecture, adventure, and wellness programs. By applying the NEWA concept, they can enhance their business competitiveness in the highly competitive hotel industry while providing a unique and memorable stay experience.

Furthermore, the Attribute Priority Index (IPA) analysis results highlight aspects important to customers and their performance levels in implementing the NEWA concept by Sanctoo Suites & Villa. There are only two variables positioned in Quadrant I, which is the main focus of improvement, emphasizing the importance of improving the visual appearance of facilities and the professional

appearance of staff. Quadrant II indicates high customer satisfaction with their key expectations, strengthening the resort's reputation as a caring holiday destination. Although not a top priority, Quadrant III still requires improvement in several aspects, such as timeliness of service and clear communication with guests. While Quadrant IV highlights the need to maintain a high level of performance, it still pays attention to important aspects such as fast and friendly service and the presence of knowledgeable staff. By considering the results of the IPA analysis, Sanctoo Suites & Villa can design appropriate improvement strategies to enhance the guest experience and maintain their competitiveness in the hospitality industry.

Lastly, a solid model for maintaining Hotel Occupancy with the NEWA concept at Sanctum Suites & Villa involves a deep understanding of the NEWA concept by the marketing team, strengthening the attributes of Quadrants II and III to meet customer hopes and expectations, as well as improving important aspects in Quadrant IV to strengthen the guest experience. Online promotions targeting and focusing on the NEWA concept will attract potential guests looking for holiday experiences in line with the values of Nature, Ecotourism, Wellness, and Adventure. The official website of Sanctoo Suites & Villa needed to be optimized to maintain Hotel Occupancy by providing precise and engaging information about the NEWA concept, resort facilities, and an intuitive booking process for users. Regular measurement of the number of direct bookings via the website and identification of areas for improvement are also essential to ensure the successful implementation of this model in maintaining Hotel Occupancy. In the end, NEWA was successfully implemented, as proven by the quality assessment results using the Servqual method, and the room occupancy increased over the year.

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