
Developing a Marketing Strategy to Improve Occupancy Performance: A Case Study of Atmosfera De Lembang Villa

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Abstract:

This research aims to develop an integrated marketing strategy to improve the declining occupancy performance of Atmosfera de Lembang, a premium private villa in West Bandung, Indonesia. Despite offering superior facilities and achieving consistently high guest satisfaction scores, the villa experienced a 39% decrease in occupancy between 2022 and 2024. Using a mixed-method, single-case study design, the research combines qualitative interviews, quantitative surveys, digital performance audits, and strategic marketing analyses (PESTEL, Porter's Five Forces, VRIO, Value Chain, STP, SWOT-TOWS, and the 7Ps). Findings reveal that strong product quality is overshadowed by low brand awareness, weak digital visibility, unstructured marketing activities, and insufficient OTA optimization, resulting in a significant awareness-performance gap. Market segmentation identified three clusters, with "Premium Comfort Families" emerging as the ideal target segment, aligned with the villa's value proposition of "Luxury That Feels Like Home." The study proposes a 12-month phased marketing strategy covering brand revitalization, multi-platform distribution, influencer collaborations, digital advertising, customer retention programs, and pricing optimization. The strategy is projected to increase monthly bookings from 4–5 to 15–17, elevate annual revenue to IDR 960M–1.08B, deliver a 239–357% ROI, and achieve breakeven within 5–7 months. The results highlight the importance of structured, data-driven marketing for sustaining competitiveness in oversaturated hospitality markets.

Keywords: Marketing Strategy; Occupancy Performance; Segmentation-Targeting-Positioning; Digital Marketing; Hospitality Industry; Private Villa

INTRODUCTION

The hospitality industry in Indonesia has experienced steady and significant growth in recent years, driven by rising domestic tourism, increasing urban leisure travel, and the widespread use of digital platforms for accommodation bookings. This upward momentum reflects the expanding scale and economic role of the sector across hotels, resorts, and other lodging types (Ozdemir et al. 2021; Zervas et al. 2017). Overall, the industry's performance demonstrates strong resilience and continuous development (Nakandala et al. 2023; Opoku 2025; Pertheban et al. 2023).

Industry forecasts reinforce this optimistic outlook. Indonesia's hospitality market is projected to reach USD 8.04 billion by 2025, with a CAGR of 4.5% (Market Report Analytics, 2024), while the hotel and resort segment is expected to grow from USD 7.1 billion to USD 20.31 billion by 2033 (The Business Research Company, 2024). Tourism data also shows positive growth, particularly in West Java, where domestic travel has increased significantly. Java Island accounts for the majority of domestic tourist movements, with West Java—especially Bandung and its surrounding areas—remaining among the most visited regions. These trends indicate that hospitality and tourism continue to recover post-pandemic and hold substantial long-term economic potential for Indonesia (Choe et al. 2023; Satpathy et al. 2025; Ulani et al. 2025).

Within this broader national context, Lembang in West Bandung Regency stands out as a popular destination for weekend and short-leisure travel, especially among visitors from the Greater Jakarta area. Its combination of accessibility, cool climate, and natural landscape

makes it an appealing choice for families and urban travelers seeking relaxation. This has encouraged rapid growth in local accommodation options, including hotels, guesthouses, and premium villas (Chia et al. 2021; Pavia et al. 2017). Villas, in particular, have become increasingly preferred due to their spacious layouts, communal living areas, and private outdoor spaces that support intimate family interactions and group activities.

However, the rising popularity of villas has also intensified competition. More than 140 villa accommodations now operate in Lembang, creating a dense and highly competitive market. At the same time, consumer behavior has shifted toward comparison-based decision-making across multiple digital platforms, making brand awareness, online visibility, and digital reputation key determinants of customer choice (Amirulloh Anwar et al., 2024; Miranda-Guerra et al., 2025). As a result, property quality alone is no longer sufficient to guarantee occupancy. Without strategic marketing and clear positioning, even high-quality villas risk being overlooked. Therefore, integrated marketing strategies are essential for accommodation providers to maintain competitiveness, improve occupancy rates, and achieve sustainable long-term growth.

Various studies have examined marketing strategies in the hospitality industry, such as the influence of the 7P marketing mix on loyalty (Elgarhy & Mohamed, 2023), the role of social media in building brand awareness and purchase intent (Sijoria et al., 2024; Cheung et al., 2021), as well as the importance of data-driven market segmentation and digital transformation (Gallego et al., 2023; Dolnicar, 2020; Hilman, 2025), including the dynamics of the Lembang local market (Oky Dewantara et al., 2023). However, most of the research focuses on star-rated hotels or travel agencies, thus leaving significant gaps in the integrated application of environmental analysis frameworks (PESTEL, Porter's Five Forces), internal resource analysis (VRIO, Value Chain), and the formulation of tactical marketing strategies (STP, SWOT-TOWS, 7Ps) for independent premium villa ventures—especially those facing declining occupancy in saturated markets. This research offers novelty by combining in-depth diagnosis through these strategic frameworks to produce a practical, structured, and sustainable marketing strategy, specifically designed for the context of independent premium villas such as Atmosfera de Lembang, which has experienced a 39% decrease in occupancy despite having superior facilities and high guest satisfaction.

Atmosfera de Lembang is a private luxury villa established in 2022 and located in the highland tourism area of Lembang, West Java. Built with the vision of becoming a leading private luxury villa, the business emphasizes exclusivity, comfort, and personalized experiences for upper-middle- to high-income travelers. The villa offers premium accommodations suitable for families and groups, supported by a wide range of facilities such as a heated pool, rooftop entertainment area, modern kitchen, elevator, massage chair, and high-speed connectivity. With pricing that varies across weekdays, weekends, and peak seasons, the villa positions itself as a premium retreat for guests seeking privacy and a memorable stay.

Despite its well-equipped facilities and consistently high guest satisfaction, Atmosfera de Lembang has experienced a significant decline in occupancy. After achieving strong early traction in late 2022—reaching around 85% occupancy during peak holiday months and 40–

50% during regular months—the villa’s performance steadily declined, falling by approximately 39% between 2022 and 2024. By mid-2024 to mid-2025, bookings dropped to only 7–8 nights per quarter. This downward trend stands in stark contrast to the villa’s excellent Google rating of 4.9/5.0 and positive guest reviews, indicating that service quality is not the primary driver of declining occupancy.

A deeper assessment reveals several key marketing issues contributing to the performance decline. First, brand awareness is low and continues to weaken, as shown by declining Instagram impressions, slow follower growth, inconsistent posting frequency, and a limited number of Google reviews. Second, Atmosfera de Lembang has never conducted formal segmentation, targeting, or positioning analysis, resulting in generic promotional activities that are not tailored to specific customer groups. Without clarity on its ideal customer segments, the villa struggles to deliver targeted messaging or differentiate itself from over 140 competing villas in Lembang.

The third issue concerns weak and irregular marketing execution. After the initial collaboration with a popular reviewer during launch, no sustained promotional strategy followed. The villa relies on sporadic Instagram content, reactive WhatsApp communication, and passive OTA listings. There is no structured marketing calendar, no paid advertising plan, and no customer retention strategy. As supported by hospitality literature, long-term competitiveness requires consistent and integrated marketing activities across the full marketing mix—something the villa currently lacks. These challenges collectively explain the gap between strong service quality and weak market performance.

Root cause analysis confirms that the decline in occupancy is driven primarily by the absence of a structured marketing system. Marketing decisions rely heavily on intuition rather than strategic planning, leaving the villa without a clear direction for increasing visibility, reaching broader segments, or communicating its unique value. Consequently, this research aims to design a comprehensive marketing strategy using STP analysis and the service marketing mix (7Ps) to improve brand awareness, sharpen target audience definition, and strengthen overall market competitiveness. The proposed strategy is intended to be practical, sustainable, and implementable by the villa’s operational team.

To support this objective, the study investigates internal and external factors influencing the villa’s performance, evaluates the effectiveness of current marketing activities, redesigns the STP model to ensure stronger alignment with customer needs, and formulates an integrated marketing strategy for long-term growth. The scope of the research covers the operational and marketing activities of Atmosfera de Lembang from 2022 to 2025, using a mixed-method approach that combines surveys, interviews, and secondary data. However, several limitations exist, including the context-specific nature of the case study, reliance on publicly available competitor data, the absence of experimental testing for the proposed strategy, and the dynamic nature of the hospitality market, which may require periodic updates to the recommendations. The benefit of this research is that it provides implementable guidance for similar villa owners in increasing occupancy through data-driven strategies, while also contributing to the development of hospitality marketing literature for the boutique accommodation segment and premium villas in emerging markets.

RESEARCH METHOD

This study employed a single-case, mixed-methods design using an exploratory case study approach. It integrated qualitative methods (semi-structured interviews and direct observation) and quantitative methods (surveys), and applied strategic and marketing frameworks (PESTEL, Porter's Five Forces, VRIO, value chain, STP, SWOT–TOWS, and the 7Ps) to develop a practical marketing strategy for Atmosfera de Lembang.

The primary populations consisted of (a) potential villa guests—domestic travelers who had visited or planned to visit Lembang—and (b) past guests of Atmosfera de Lembang.

For the quantitative component, purposive sampling was used to collect responses for the STP and brand awareness survey, resulting in over 100 valid responses. The guest satisfaction survey was conducted as a census of all distinct guest parties between January and August 2025 (N = 35), with 25 completed responses obtained.

For the qualitative component, purposive sampling was used to select key informants for semi-structured interviews, including the villa owner, marketing staff, operational staff, and selected villa agents.

Primary data were collected through semi-structured interviews, online surveys targeting both potential and past guests, and direct observation of the villa's digital presence and competitor listings. Secondary data were obtained from tourism statistics, industry reports, academic literature, platform analytics (e.g., Instagram and OTA dashboards), and competitor data from platforms such as Airbnb, Traveloka, and Google Reviews.

The study utilized structured questionnaires and interview guides as research instruments. All interviews were recorded with consent and transcribed for analysis.

Quantitative data were analyzed using descriptive statistics and cluster analysis to identify market segments, along with comparative analysis to evaluate marketing effectiveness. Qualitative data were analyzed using thematic analysis, with findings organized into key strategic and operational themes.

Finally, the study synthesized both qualitative and quantitative findings through triangulation. Strategic analysis frameworks were applied to assess internal and external conditions, followed by SWOT and TOWS analysis to generate strategic options. The resulting recommendations were then translated into actionable strategies using the services marketing mix (7Ps).

RESULTS AND DISCUSSIONS

SWOT Analysis

Based on the internal and external conditions identified through interviews, digital metrics evaluation, value chain assessment, and industry environment analysis, a SWOT analysis was developed to summarize the strategic position of Atmosfera de Lembang. SWOT (Strengths, Weaknesses, Opportunities, and Threats) provides a structured overview of the villa's key internal capabilities and limitations as well as external market conditions that influence performance. This serves as the foundation for formulating strategic recommendations in the next section.

Table 1. SWOT Analysis Table

Strengths (S)	Weaknesses (W)
S1: Comprehensive premium facilities (heated pool, rooftop BBQ, billiards, elevator, luxury interior).	W1: Low and declining brand awareness across digital channels.
S2: High guest satisfaction with consistently strong 5-star review performance.	W2: Narrow and implicit STP execution, overdependent on a single segment (Jakarta families).
S3: Proven initial market traction with peak occupancy ~85% in early periods.	W3: Absence of a structured, sustainable marketing strategy.
S4: Strategic location in Lembang, one of Indonesia’s most visited domestic destinations.	W4: Weak OTA optimization and poor digital discoverability.
S5: Spacious capacity accommodating up to 15 guests, ideal for groups/families.	W5: Manual booking process (Instagram/WhatsApp) with no PMS system.
	W6: Inconsistent branding and limited internal marketing capability.
Opportunities (O)	Threats (T)
O1: Growing domestic tourism and recovery of post-pandemic travel demand.	T1: Oversupply of villas in Lembang (~140 competing units).
O2: Increasing digital-first consumer behavior favoring villas discovered via social media and OTAs.	T2: Social media saturation and decreasing effectiveness of influencer-only campaigns.
O3: Rising preference for private villas among families, millennials, and leisure groups.	T3: Intensifying price competition from midpremium villas.
O4: Potential to capture new segments (corporate retreats, young professionals, international tourists).	T4: High seasonality leading to unstable non-peak occupancy.
O5: Strong impact of e-WOM, digital reviews, and targeted ads on booking intention.	T5: Higher consumer expectations for automated booking, professional branding, and instant confirmation.
	T6: Low OTA ranking reduces visibility regardless of service quality.

Source: Processed from interviews, observations, and internal-external environmental analysis (2025)

1. Strengths 1. Premium and Comprehensive Facilities

Atmosfera de Lembang offers a highly differentiated product: heated warm pool, rooftop BBQ, billiards, karaoke, high-speed WiFi, luxury modern interiors, four king-size ensuite bedrooms, elevator, massage chair, and fully equipped kitchen. These amenities exceed typical villa offerings in Lembang, creating strong intrinsic product value.

2. Strong Guest Satisfaction and Service Quality

Google reviews consistently show 5-star ratings supported by positive feedback and repeat visits. Service delivery (housekeeping responsiveness, maintenance, cleanliness, comfort) is one of Atmosfera’s most robust operational pillars.

3. Strategic Geographic Advantage

Located in Lembang, one of Indonesia’s most visited domestic leisure destinations, the villa benefits from a high baseline of market demand driven by weekend travelers and family groups from Greater Jakarta.

4. Initial Market Traction and Proven Appeal

During early months (2022), peak occupancy reached ~85%, validating product–market fit. The successful collaboration with Bobocantik also demonstrated strong responsiveness to digital exposure.

5. Spacious Layout Suitable for Groups and Families

The villa accommodates up to 15 people, an attractive proposition for large group travellers, a segment with fewer supply alternatives in Lembang.

1. Weaknesses 1. Low and Declining Brand Awareness

Past data shows decrease of Instagram Impressions, post frequency, and slow Instagram follower growth. These metrics confirm weak and inconsistent visibility

2. Narrow and Implicit STP Execution

Segmentation is dominated by upper-middle Jakarta families, targeting is accidental rather than strategic. Positioning remains implicit and not translated into campaigns or clear messaging.

3. Absence of Structured, Sustainable Marketing Strategy

Marketing is reactive, fragmented, and relies heavily on one-off influencer collaborations. There is no integrated digital strategy, no campaign planning, no OTA optimization, and no continuous brand-building program. 4. Weak OTA Visibility and Underoptimized Booking Channels OTA listings are passive, under-optimized, lacking keyword research, updated photos, SEO alignment, and review management. Result in poor discoverability.

4. Manual Booking Process (Instagram & WhatsApp)

No property management system (PMS), no instant booking feature, and no automated funnel, reducing conversion efficiency.

5. Limited Internal Marketing Capability

The owner and team lack strategic marketing knowledge. There is no dedicated marketing function capable of building sustained brand equity.

6. Inconsistent Promotion and Weak Brand Identity

No cohesive brand identity, tone, or narrative. The logo is weak, and visual branding does not reflect premium pricing

1. Opportunities 1. Strong Post-Pandemic Tourism Growth

Domestic tourist trips increased to 102.12 million (June 2025) with consistent year-on-year recovery. West Java remains one of the top destinations.

2. Digital Consumer Behavior Favoring Villas

Majority of travelers rely on Instagram, TikTok, OTA search, and Google reviews when selecting private villas. This creates opportunity for targeted digital campaigns.

3. Rising Preference for Boutique and Private Villas

Travelers increasingly choose villas for privacy, family bonding, and experiential stays exactly the segment Atmosfera serves well.

4. Large Untapped Segments

Several opportunities such as Millennials & Gen Z, corporate retreats, small company outings, international tourists has not yet been targeted

5. Growing Influence of e-WOM and Social Media Ads

Marketing literature confirms digital marketing strongly affects destination image and booking intention

6. Ability to Develop Themed Packages & Value-Added Services Wellnes packages, family packages, romantic packages,

BBQ packages, corporate meeting packages, all can be a potential strategic differentiators Spacious Layout Suitable for Groups and Families: The villa accommodates up to 15 people, an attractive proposition for large group travellers, a segment with fewer supply alternatives in Lembang.

Opportunities

There are significant opportunities for Atmosfera to grow through digital and distribution channels. Demand for premium private villas continues to rise, especially among family and group travelers seeking exclusive accommodations. Platforms like TikTok and Instagram Reels provide powerful opportunities to increase exposure through short-form video content. Expanding into additional OTAs such as Traveloka, Booking.com, and Agoda can immediately broaden reach. Better Airbnb SEO optimization, enhanced website design, and professional content creation can elevate digital visibility. Collaborations with influencers and local tourism partners also present strong opportunities for rapid brand awareness growth.

Threats

1. Oversupply & High Competition in Lembang Villa Market

More than ~140 villas listed on OTA platforms in Lembang alone, with many targeting the exact same family/group segment.

2. Influencer Saturation & Declining Ad Effectiveness

The era of simple Instagram ads + influencer endorsements is no longer enough. Competitor villas invest in aggressive content, TikTok viral videos, and paid partnership loops.

3. Price-Based Competition from Mid-Premium Villas

Competitors often offer competitive pricing at lower rates, forcing

Atmosfera to justify a premium through branding which are currently weak

4. Seasonality and Unstable Demand Patterns

High dependence on holiday and long-weekend peaks. Non-peak occupancy is severely low (down to single digits in 2024).

4. Changing Consumer Expectations for Digital Convenience Guests increasingly expect:

- a) Instant bookings
- b) Professional branding
- c) Modern content
- d) Real-time chat
- e) OTA excellence

Atmosfera’s current processes do not meet these expectations.

5. Negative Impact from Low Visibility in Search & OTAs

Low ranking in OTA search results means Atmosfera is often not seen by new customers, causing occupancy to decline regardless of strong product quality.

The SWOT analysis insight will be used to form business solution in the next chapter.

Implementation Plan & Justification

The proposed strategy requires a structured implementation to ensure the successful execution and within the Atmosfera de Lembang’s operational constraints as a family-owned business. Therefore, this section translates the strategic recommendations into a practical 12-month action plan, organized into four phases that progressively build marketing capabilities, brand visibility, and sustainable occupancy growth. The implementation timeline and priority can be seen on table below.

Table 2. Phased Implementation Roadmap

Phase	Timeline	Critical Actions	Investment
Phase 1: Foundation (Month 1-2)	Immediate	<ul style="list-style-type: none"> Logo redesign & professional photography Staff positioning workshop Process templates (inquiry, booking, review request) OTA profile optimization Organic content calendar launch (8-10 posts/month) Paid ads setup (IDR 2M/month) 	One-time: IDR 4.7-6.2M Monthly: IDR 4M
Phase 2: Acceleration (Month 3-4)	Early growth	<ul style="list-style-type: none"> Tier 1 influencer collaboration (BoboCantik) Package launch (Breakfast, BBQ, Valueadd) Review incentive program activation Traveloka & Booking.com listing launch Early booking discounts (15% Grand Re-Launch) 	One-time: IDR 1525M (influencer) Monthly: IDR 4M
Phase 3: Expansion (Month 5-8)	Market penetration	<ul style="list-style-type: none"> Tier 2 influencer collaborations (quarterly) Referral program full activation Extended stay promotions Marketing staff independence (80%) Past guest re-engagement campaign 	Monthly: IDR 4M

Phase Optimization (Month 9-12)	4:	Sustainable growth	<ul style="list-style-type: none"> Shift from discounts to value bundling Dynamic pricing implementation Loyalty program for repeat guests Marketing staff full independence (100%) Performance review & strategy refinement 	Monthly: IDR 4M
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Source: Strategic research plan (author's analysis, 2025)

The implementation roadmap prioritizes critical foundation-building activities in Months 1-2 (logo redesign, professional photography, staff training, process systematization) before expanding into high-impact promotional initiatives in month 3-4 (tier 1 influencer collaboration, package launches, multi-platform OTA expansion).

Month 5-8 focus on market penetration through sustained promotional efforts and gradual reduction of launch-phase discounts, while months 9-12 emphasize optimization through dynamic pricing, loyalty programs, and complete marketing staff independence. The phased approach ensures that foundational elements are solidified, before scaling promotional investments, reducing risk and preventing operational overwhelm.

The implementation plan is also supported by KPI tracking across occupancy, revenue, brand awareness, digital reach, conversion efficiency, and service quality to enable data-driven adjustments throughout the execution period. The KPIs and Gantt chart of marketing strategy implementation plan can be seen on appendix x and appendix X

The total Investment Cost that needs to be prepared by Atmosfera de Lembang are as follows.

Table 3. Investment Summary

Category	One-Time Investment	Monthly Investment (Ongoing)	Total Year 1
Logo & Photography	IDR 4.2-5.7M	—	IDR 4.2-5.7M
Tier 1 Influencer	IDR 15-25M	—	IDR 15-25M
On-Site Materials	IDR 730K	—	IDR 730K
Paid Ads	—	IDR 2M	IDR 24M
Review/Referral Vouchers	—	IDR 1M	IDR 12M
Tier 2/3 Influencers	—	IDR 250K avg	IDR 3M
Contingency/Materials	—	IDR 500K	IDR 6M
TOTAL	IDR 19.93-31.43M	IDR 3.75M	IDR 64.93-76.43M

Source: Cost estimates based on market research and consultation with the villa owner (author's analysis, 2025)

Total Year 1 investment is around IDR 64.93-76.43M (including one-time IDR 19.93-31.43M and monthly IDR 3.75M ongoing).

Table IV4. Projected ROI Summary

Category	Current (Baseline)	Year 1 Target	Notes
Performance			
Monthly Bookings	4-5	15-17	+240% growth
Average Booking Value	IDR 5M	IDR 5.3M	With packages
Monthly Revenue	IDR 20-25M	IDR 80-90M	
Annual Revenue	IDR 240-300M	IDR 960M-1.08B	+IDR 660-840M increase
Investment			
One-Time Costs	—	IDR 20-31M	Logo, photography, Tier 1 influencer, materials
Monthly Marketing	IDR 500K	IDR 3.75M	Ads, vouchers, Tier 2/3 influencers
Total Year 1 Investment		IDR 6M - 76M	65-
Returns			
Revenue Increase	—	IDR 660-840M	
Net Profit Increase (35-40% margin)	—	IDR 231-336M	
Less: Marketing Investment	—	(IDR 76M)	
Net Gain Year 1	—	IDR 155-271M	
ROI	—	239-357%	
Breakeven Month	—	Month 5-7	Cumulative profit covers investment

Source: Financial projections based on occupancy targets and cost assumptions (author's analysis, 2025)

Assumptions: Conservative 50% occupancy (15 bookings/month), IDR 5.3M average booking value including packages, 35-40% net profit margin

The implementation of the proposed 7Ps marketing strategy requires a total Year 1 investment of IDR 65-76M, comprising one-time costs (IDR 20-31M for logo redesign, professional photography, and Tier 1 influencer collaboration) and ongoing monthly marketing expenditure (IDR 3.75M for paid ads, review/referral programs, and content creation). This investment is projected to drive monthly bookings from the current critically low baseline of 4-5 bookings/month to a sustainable 15-17 bookings/month by Year 1 end, representing a 240% growth trajectory. The resulting revenue increase of IDR 660-840M translates to IDR 231336M net profit increase (at 35-40% margin), yielding a strong 239-357% ROI with breakeven expected between Month 5-7.

The proposed marketing strategy addresses Atmosfera de Lembang's fundamental business challenge through systematic brand building, multi-platform distribution, and sustained promotional investment. The strategy is financially viable, operationally realistic for

a family-owned business, and offers compelling returns that justify immediate implementation. Without strategic marketing intervention, the current 4-5 bookings/month trajectory threatens business sustainability. With disciplined execution of this plan, Atmosfera can achieve 15-17 monthly bookings within 12 months, establishing a foundation for long-term profitability and market leadership in Lembang's premium villa

CONCLUSION

This study addressed the 39% decline in occupancy at Atmosfera de Lembang, a premium villa in West Java with consistently high guest satisfaction, by identifying root causes and developing a comprehensive marketing strategy. The findings indicated that, despite a favorable external environment driven by strong post-pandemic tourism growth, the Lembang villa market had become highly saturated, intensifying price-based competition. Internally, the villa demonstrated strong product and service quality but suffered from critically low brand awareness, declining digital visibility, and the absence of structured marketing efforts, resulting in a clear gap between performance and market recognition. The core issue was not guest experience but limited discoverability. Market segmentation identified “Premium Comfort Families” as the primary target segment, aligning well with the villa’s strengths and supporting a differentiated positioning of “Luxury That Feels Like Home.” The proposed 7Ps-based strategy focused on improving visibility, strengthening branding, optimizing digital platforms, and implementing structured promotional initiatives, with projected outcomes indicating substantial growth in bookings, revenue, and return on investment. Overall, the study highlighted the importance of integrated and data-driven marketing in transforming competitive advantage from product-based to brand-based. Future research could extend this study by testing the effectiveness of the proposed strategy through longitudinal or experimental designs across multiple villa properties or different geographic markets to enhance generalizability and validate long-term impact.

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