

DIGITAL MARKETING STRATEGY FOR INCREASING HOTEL OCCUPANCY: A SWOT ANALYSIS
OF BLUE KARMA DJIWA SEMINYAKNyoman Sri Prania Dewi¹, Gusti Ngurah Joko Adinegara^{2*}, Raden Agus Sarwa Edy³^{1,2,3}Prodi, Universitas Dhyana Pura, Bali, Indonesiaemail: praniadewi13@gmail.com, jokoadinegara@undhirabali.ac.id

Abstract

The rapid development of digital technology has changed how travelers search for information and make hotel reservations, requiring hotels to adopt effective digital marketing strategies. This study aims to analyze the digital marketing strategy of Blue Karma Djiwa Seminyak and formulate strategies to increase hotel occupancy. A descriptive qualitative method with a quantitative approach was employed using SWOT analysis. Data were collected through observation, documentation, and questionnaires involving 10 respondents from hotel management and external partners, including travel agents and Online Travel Agencies (OTAs). Data were analyzed using the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal-External (IE) Matrix, and SWOT Matrix. The results show an IFAS score of 3.86 and an EFAS score of 3.28, indicating a strong strategic position. The SWOT analysis places the hotel in Quadrant I with coordinates of (2.00; 1.08), indicating that internal strengths can be utilized to capitalize on external opportunities. The recommended Strength-Opportunity (SO) strategy focuses on website and SEO optimization, consistent social media content, collaboration with influencers and content creators, and the development of wellness and Balinese cultural experience packages. These strategies are expected to expand market reach, strengthen brand awareness, reduce OTA dependence, and support sustainable occupancy growth.

Keywords: Digital Marketing Strategy; Hotel Occupancy; SWOT Analysis; Blue Karma Djiwa Seminyak

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INTRODUCTION

The development of digital technology has changed how tourists search for hotel information, compare alternatives, read reviews, and make reservations. This transformation has intensified competition within the hospitality industry, requiring hotels to utilize digital channels strategically to reach target markets and strengthen their competitive position. Digital marketing enables businesses to communicate with consumers more effectively while expanding market reach through various online platforms (Ascharisa, 2018; Kannan & Li, 2017). In the hospitality industry, the use of online channels, social media, and e-commerce can also support innovation, competitiveness, and business performance (Aditya, 2015; De Pelsmacker et al., 2018). Social media further provides an accessible medium for tourism businesses to communicate their products and services in response to increasingly digital consumer behavior (Warmayana, 2018; Leung et al., 2013).

This condition is particularly relevant in Bali, where the attractiveness of its natural and cultural resources has contributed to the development of a highly competitive tourism and hospitality market. The growing use of digital platforms in tourism has expanded opportunities for

businesses to communicate tourism products, engage potential visitors, and strengthen market reach (Simanjuntak et al., 2021). Seminyak, as one of Bali's prominent tourism areas, faces competition not only among hotels and villas but also from alternative accommodation platforms. Consequently, hotels need to continuously evaluate their marketing capabilities and adapt their digital strategies to changing market conditions.

Blue Karma Djiwa Seminyak has implemented several digital marketing activities, including website optimization for direct booking, utilization of OTA platforms, social media marketing, digital branding, and experience-based marketing through wellness and Balinese cultural activities. These initiatives provide the hotel with opportunities to strengthen brand awareness and reach domestic and international markets. Online reviews and social media activities are also increasingly relevant to hotel performance and customer decision-making (De Pelsmacker et al., 2018; Kim et al., 2015). However, reliance on OTAs, increasing digital promotional competition, and the growth of alternative accommodations remain strategic challenges. The situation indicates the need to evaluate the hotel's internal strengths and weaknesses alongside external opportunities and threats.

Based on this context, this study aims to analyze the current position of the digital marketing strategy implemented by Blue Karma Djiwa Seminyak and formulate appropriate strategies to support increased hotel occupancy. The analysis employs IFAS, EFAS, the Internal-External (IE) Matrix, and the SWOT Matrix to identify the hotel's strategic position and develop relevant strategic alternatives (David, 2017; Rangkuti, 2015).

METHOD

This study employed a descriptive qualitative approach supported by quantitative analysis to formulate a digital marketing strategy for increasing hotel occupancy at Blue Karma Djiwa Seminyak, Badung, Bali. The study focused on the hotel's internal and external strategic factors, with internal factors identified through the 7P marketing mix, namely product, price, place, promotion, people, process, and physical evidence, while external factors covered economic, political, socio-cultural, legal, technological, and industry conditions. Data consisted of primary and secondary sources collected through direct observation, documentation, and questionnaires. Respondents were selected using purposive sampling based on their relevance and competence in providing information related to the hotel's strategic conditions, comprising 10 respondents: six representatives of hotel management and four representatives of external hotel agencies. The questionnaire employed a four-point scale ranging from 1 (very poor) to 4 (very good) to assess the identified internal and external factors. Data analysis followed the strategic planning stages of data collection, analysis, and decision-making. Internal and external factors were assessed using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), respectively, by assigning weights and ratings to each factor and calculating the resulting weighted scores. The strategic position was subsequently determined using the Internal-External (IE) Matrix and SWOT Matrix to identify strategic alternatives based on strengths, weaknesses, opportunities, and threats.

RESULTS AND DISCUSSION

Results

The study involved 10 respondents selected through purposive sampling, consisting of six internal informants from Blue Karma Djiwa Seminyak and four external informants representing travel agents and Online Travel Agency (OTA) partners. The internal respondents included management and staff involved in marketing, reservations, revenue management, and hotel operations, while the external respondents provided perspectives on room distribution and market conditions. This composition was intended to provide complementary perspectives on the hotel's internal capabilities and external environment.

The assessment of internal factors was conducted using the seven dimensions of the service marketing mix: product, price, place, promotion, people, process, and physical evidence, which provide a framework for evaluating the hotel's marketing-related capabilities (Tjiptono, 2019). The findings indicate that Blue Karma Djiwa Seminyak possesses several internal strengths, including comprehensive wellness facilities, service quality, competitive pricing, strategic location, digital promotion through its website, OTAs and social media, competent employees, efficient reservation and check-in processes, prompt complaint handling, and a distinctive Balinese concept. The main weakness identified was the limited and inconsistent optimization of social media promotion.

Tabel 1 Internal Factor Analysis Summary (IFAS) of Blue Karma Djiwa Seminyak

Component	Score
Total Strength Score	2.64
Total Weakness Score	0.64
Total IFAS Score	3.86

Source: Primary data, processed (2026)

The total IFAS score of **3.86** indicates a strong internal strategic position. The strength score of 2.64 exceeds the weakness score of 0.64, demonstrating that the hotel's existing resources, service capabilities, location, product characteristics, and marketing activities provide a strong basis for strategy development. The IFAS assessment follows the strategic evaluation process of identifying, weighting, and rating internal factors to determine their relative contribution to the organization's strategic position (Rangkuti, 2015).

The external assessment identified several opportunities, including favorable exchange-rate conditions for international visitors, tourism-sector growth, Bali's security and stability, government support, positive community attitudes, growing interest in wellness and experience-based tourism, and the continued development of digital technology, OTAs, and social media. The identified threats include policy changes, consumer bargaining power through OTA platforms, increasingly competitive digital promotion, and competition from hotels, villas, and Airbnb accommodations in Seminyak.

Tabel 2 External Factor Analysis Summary (EFAS) of Blue Karma Djiwa Seminyak

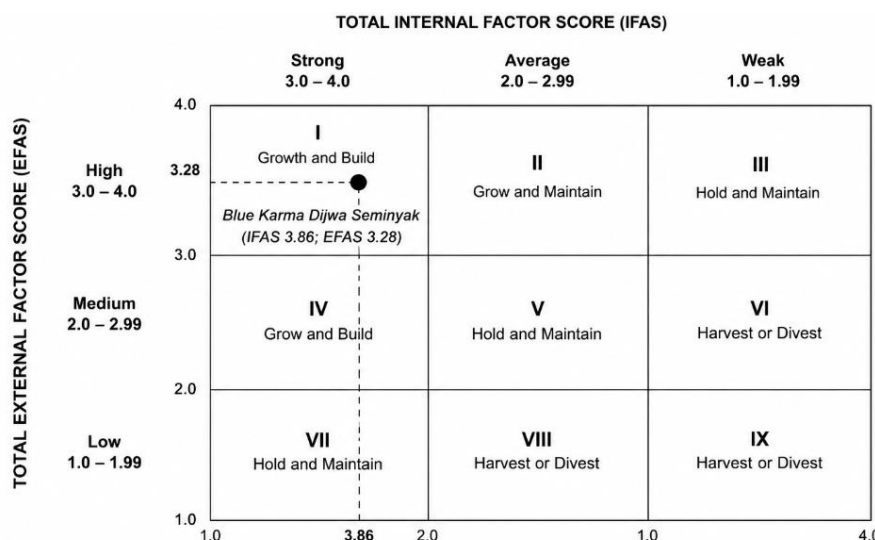
Component	Score
Total Opportunity Score	2.02
Total Threat Score	0.94
Total EFAS Score	3.28

Source: Primary data, processed (2026)

The total EFAS score of **3.28** indicates that the hotel has a favorable capacity to respond to its external environment. The opportunity score of 2.02 is higher than the threat score of 0.94, suggesting that the external environment provides greater opportunities than pressures for the development of the hotel's digital marketing strategy. The assessment of these external factors is consistent with the strategic management approach of examining environmental conditions as a basis for determining appropriate strategic alternatives (David, 2017).

The hotel's strategic position was subsequently determined by comparing the total scores of the internal and external factors. The X-axis was calculated from Strength (2.64) minus Weakness (0.64), producing a value of **2.00**, while the Y-axis was calculated from Opportunity (2.02) minus Threat (0.94), producing a value of **1.08**. The resulting coordinates of **(2.00; 1.08)** place Blue Karma Djiwa Seminyak in **Quadrant I** of the SWOT diagram.

The strategic position of Blue Karma Djiwa Seminyak was further determined using the Internal-External (IE) Matrix. The hotel obtained an IFAS score of **3.86**, indicating a strong internal position, and an EFAS score of **3.28**, indicating a high external position. The intersection of these scores places the hotel in **Cell I of the IE Matrix**, which represents a **Growth and Build** strategy. This position indicates that the hotel has strong internal capabilities and favorable external conditions, providing an appropriate basis for developing existing digital marketing activities and expanding market opportunities



(Rangkuti, 2015).

Figure 1 Internal-External (IE) Matrix of Blue Karma Djiwa Seminyak

Source: Rangkuti (2015), processed from primary data (2026).

The IE Matrix position indicates that Blue Karma Djiwa Seminyak is in a favorable strategic condition. The combination of strong internal capabilities and high external opportunities supports the development of existing marketing capabilities, particularly through digital

channels. Therefore, the IE Matrix provides an initial strategic direction toward growth and development before further refinement through the SWOT analysis.

Tabel 3 SWOT Coordinate Calculation of Blue Karma Djiwa Seminyak

Factor	Total Score	Calculation	Result
Strength (S)	2.64		
Weakness (W)	0.64	S – W	2.00
Opportunity (O)	2.02		
Threat (T)	0.94	O – T	1.08

Source: Primary data, processed (2026)

The SWOT Matrix generated four strategic alternatives: Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), and Weakness-Threat (WT). The **SO strategy** was identified as the primary alternative because the hotel's strengths can be utilized to capture available opportunities, consistent with the fundamental logic of SWOT-based strategy formulation (Rangkuti, 2015). The proposed actions include strengthening social media promotion, developing creative and consistent digital content, optimizing SEO and SEM, collaborating with influencers and content creators, developing wellness experience packages, and strengthening direct booking through the official website.

Discussion

The strong internal position reflected in the IFAS score of 3.86 suggests that Blue Karma Djiwa Seminyak has sufficient resources and capabilities to develop a more competitive digital marketing strategy. The combination of service quality, strategic location, wellness facilities, and distinctive Balinese characteristics provides a differentiated value proposition that can be communicated through digital channels. This finding supports the view that digital marketing can broaden market reach and improve communication between businesses and consumers (Ascharisa, 2018; Kannan & Li, 2017). In the hotel context, effective management of digital channels can also contribute to hotel performance by strengthening online visibility and consumer engagement (De Pelsmacker et al., 2018; Kim et al., 2015).

The identified weaknesses indicate that the hotel's digital presence has not yet been fully integrated into a direct marketing strategy. Dependence on OTAs provides market exposure but may increase distribution costs and limit the hotel's direct relationship with guests. Strengthening the official website, SEO, social media, and customer relationship management can therefore help shift digital marketing from a predominantly intermediary-based approach toward a more direct and sustainable customer acquisition model. Social media is particularly relevant because it facilitates communication, information exchange, and engagement between tourism businesses and consumers (Leung et al., 2013; Zeng & Gerritsen, 2014). Positive guest experiences can further support electronic word-of-mouth, which is an important communication mechanism in hospitality and tourism (Litvin et al., 2008).

The EFAS score of 3.28 indicates that the external environment provides meaningful opportunities for the hotel, particularly through tourism development, digital technological advancement, and increasing interest in wellness and experience-based travel. These opportunities are consistent with the hotel's existing positioning and can be translated into differentiated digital content and experience-based packages. The hotel's boutique and wellness characteristics therefore provide a strategic basis for responding to market opportunities rather than competing primarily through price. This approach is consistent with

strategic analysis in boutique and lifestyle hospitality, where distinctive positioning can be aligned with environmental opportunities through SWOT-based formulation (Xiaomei, 2016).

The SWOT position in Quadrant I, with coordinates of (2.00; 1.08), confirms that the hotel's strengths should be directed toward exploiting available opportunities. The resulting Strength-Opportunity (SO) strategy emphasizes SEO and SEM optimization, consistent social media content, collaboration with influencers and content creators, direct booking, and wellness and Balinese cultural experience packages. These strategies are expected to strengthen brand awareness and market reach while reducing dependence on OTA distribution. The emphasis on digital promotion is also relevant to the Bali hospitality context, where social media has been identified as a potential instrument for supporting hotel room occupancy (Pradana et al., 2024). Overall, the findings suggest that sustainable occupancy growth depends not simply on increasing digital exposure, but on integrating digital channels with the hotel's distinctive wellness, cultural, and service-based value proposition.

CONCLUSION

The study concludes that Blue Karma Djiwa Seminyak has a strong strategic position in implementing its digital marketing strategy, as indicated by an IFAS score of 3.86 and an EFAS score of 3.28. The hotel's main strengths include its wellness-oriented facilities, service quality, competitive pricing, strategic location, digital promotion through websites, OTAs and social media, and competent employees, while the main weakness concerns the inconsistent optimization of social media as a promotional channel. The SWOT analysis places the hotel in Quadrant I, indicating that its internal strengths can be utilized to capitalize on available external opportunities. Therefore, the recommended strategy is primarily directed toward strengthening digital promotion through more consistent and engaging social media content, website and SEO optimization, collaboration with influencers and content creators, direct booking development, and wellness and Balinese cultural experience packages. These strategies are expected to strengthen brand awareness, expand market reach, reduce dependence on OTA channels, maintain customer loyalty through service quality, and ultimately support sustainable improvements in hotel occupancy.

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