

Implementation of Competitive Strategy to Maximize The Value

by

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ABSTRACT

The development of the hotel industry today has seen to be uncontrolled. Every year the new hotels, especially five stars hotels are built. On the other hand, the total number of tourist who come to Bali is not increase as many as the hotels built. The decrease of our money currency, Rupiah, encourage many tourists come to Indonesia especially Bali. The investors saw this condition and bring into the opportunity to build many hotels in Bali. We could see that more supply rather than demand in this circumstances. This condition is also impacted to the Competition between those hotels especially the five stars hotel as the object of this Research. On the other hand, the market evolution is also bring the firm to visualize the path as it is impacted by new needs, competitors, technology, channels and other development.

Padma Resort Legian is in the Market for approximately 25 years. The competition is changing year by year and bring this hotel into the high competition. The hotel need to have a good Competitive Strategy to win the competition as we know that the other 14 new five stars International brand hotels are building until 2019 and will contribute about 2.040 rooms. Addition information from STR Global, a company located in USA that provide a service of Market Information for Global Hotel Industry said that the Growth of the hotels will impact the Occupancy. The data said that the Occupancy decreased 6.3% compare to the last year in the first quarter. A special attention to January 2016 that the Occupancy in Bali decrease 14.7% become 55.8%.

Padma Resort Legian make their Competitive Strategy by maximizing the Value. The Competitive Strategy of this hotel consist of Differentiation (Product Development) and Focus (Quality of Service and Customer Relationship Management), these went to Value which consist of Functional Benefit and Emotional Benefit. All this variables go to achieve the Guest Satisfaction. Again, digital technology is used to this situation especially in the Customer Relationship Management as well as the measurement of their Guest Satisfaction by using Media System and Trip Advisor Website.

Researcher bring this study to clearly see how Padma Legian Resort Bali implement their Competitive Strategy to maximize the Value. How they implement the competitive strategy to maximize the value and how they measure the guest satisfaction and bring this strategy into succeed to get the guest or customer satisfaction.

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