

Developing Tejas Spa to Enhance Service Quality and Maximize Hotel Revenue at Adiwana Suweta Ubud

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ABSTRACT

This study aims to analyze the development and operational performance of Tejas Spa Suweta as a strategic wellness facility within Adiwana Suweta, with a focus on enhancing service quality and maximizing revenue generation, as well as to propose an applicable project outcome model for spa operations in similar hospitality settings. The project implementation is guided by the POAC (Planning, Organizing, Actuating, and Controlling) management framework, supported by the SERVQUAL model to assess service quality, the Marketing Mix 4P for strategic positioning, and the Triple Bottom Line concept to ensure sustainability. From a financial perspective, the spa demonstrates strong revenue performance, generating approximately IDR 1.46 billion within six months, with an outlet income margin of approximately 71.65%. These results confirm that high service quality and operational integration contribute significantly to revenue generation. This study proposes a Project Outcome Model consisting of three interconnected layers: input (service quality), operational integration system (interdepartmental coordination), and output (service excellence and revenue generation). The model highlights the reciprocal relationship between service excellence and financial performance, forming a continuous improvement cycle. This research contributes to the hospitality and wellness industry by providing practical insights and an applicable model for spa development, demonstrating how the integration of service quality, operational systems, and strategic management can enhance both guest satisfaction and financial performance.

INTRODUCTION

Bali tourism is currently dominated by culturally based tourism. Several studies indicate that tourism development in certain areas of Bali is driven by culture and attractions (Pageh et al., 2022; Pratama et al., 2024; Sihombing & Suastini, 2024; Supartini et al., 2024). Research findings from Sutiarmo et al. (2018) show that Selumbung Village has the potential to develop cultural tourism products. These products could include a series of tourism activities packaged into tour packages (Cozzio et al., 2023; Muliani & Krisnawati, 2022; Ruano & Huang, 2023; Solihin et al., 2024). Cultural activities in Selumbung Village include trekking, weaving, honey harvesting, tapping palm sap (*tuak*), tree planting, carving, making clay statues, dancing, observing religious activities, cooking classes, and sightseeing.

Another study by Widya Darmayanti et al. (2022) reveals that the management of the Biaung tourism village promotes cultural heritage as a unique attraction because of its distinct potential. This tour package is integrated with the natural beauty of the rice fields and is designed as a trekking tour through lush green landscapes (Huang et al., 2025; Mahadewi et al., 2025). Promoting cultural heritage as the identity of village tourism is appropriate, as few other tourist villages offer similar cultural heritage as a primary attraction, and it shows that

tourism in Biaung heavily relies on culture. In Ubud, while tourism has traditionally relied on its rich culture and scenic destinations, there is now a growing shift toward wellness tourism (Arida et al., 2025; Choe et al., 2025; Hubner et al., 2025; Liestiandre et al., n.d.; Utama & Krismawintari, 2025). Increasingly, visitors are drawn not only to cultural heritage but also to wellness-focused experiences that blend with local traditions. Research from Meikassandra et al. (2020) explains that wellness in Ubud focuses on balancing the body, mind, and spirit, which are essential to achieving overall well-being. Wellness encompasses five dimensions—physical, emotional, social, intellectual, and spiritual—that interconnect to support optimal health. Ubud’s wellness offerings have become more diverse, with popular options including yoga retreats, meditation, spiritual retreats, detox programs, and spa resorts. Yoga and meditation retreats cover all three wellness aspects (body, mind, and spirit), while detox programs and spas mainly focus on the body and mind. These wellness experiences in Ubud align closely with Balinese Hindu customs and incorporate traditional Balinese herbal knowledge, enhancing their authenticity (Arida et al., 2025; Choe et al., 2025; Hubner et al., 2025; Laskara et al., 2025; Maheswari et al., 2025). Despite its early start, Ubud’s wellness tourism remains in the development phase, with continued high demand and competitive offerings among providers, indicating robust interest in wellness tourism as an alternative travel option. Nowadays, accommodations in Ubud typically feature wellness centers or, at the very least, spa facilities. These additions cater to the rising demand for wellness tourism, allowing guests to enjoy a holistic experience that complements the cultural and natural allure of Ubud (Arida et al., 2025).

Adiwana Suweta, located in tranquil Ubud, Bali, offers a luxurious retreat where Balinese charm meets modern comfort. Set amidst lush greenery and rice fields, this boutique resort provides an oasis close to Ubud’s cultural attractions. Adiwana Suweta features a range of accommodations, from stylish rooms to private pool villas. The Suweta Suite offers a spacious escape with a balcony or terrace overlooking serene gardens or the pool, blending warm wood tones with Balinese décor. For added privacy, the Adiwana Pool Villa includes a plunge pool surrounded by tropical gardens, ideal for couples or honeymooners seeking intimacy and relaxation. Resort facilities include an infinity pool with scenic views and the renowned *Tejas Spa*, which offers traditional Balinese treatments using natural ingredients. Yoga classes are also available, inviting guests to connect the body and soul within this peaceful setting. Adiwana Suweta combines cultural immersion and indulgence, creating a memorable stay in the heart of Ubud.

Based on government standardization as outlined in *Peraturan Menteri Pariwisata dan Ekonomi Kreatif Republik Indonesia Nomor PM.53/HM.001/MPEK/2013*, which details the standards for star-rated hotels, alongside several platform-based measurement criteria used to achieve five-star hotel status as part of the management’s goals, hotels are required to provide not only essential services such as rooms, food and beverage, and general services, but also additional offerings. These include room service, guest relations, concierge services, and the operation of an on-site wellness center. In recent years, the hospitality industry has seen a notable shift in consumer preferences as guests increasingly seek holistic experiences centered on relaxation, rejuvenation, and well-being. Hotels are responding by incorporating spa and wellness services to meet these evolving demands. Offering on-site wellness experiences such

as massages, yoga, and meditation allows guests to enjoy a more fulfilling and relaxing stay, aligning with the trend of maintaining a healthy lifestyle even while traveling.

The rise of wellness tourism has created a competitive landscape for hotels, where integrating wellness facilities helps set them apart. By investing in a comprehensive range of wellness services, hotels can attract guests seeking unique, health-oriented experiences. This competitive edge encourages longer stays, repeat visits, and positive reviews, ultimately enhancing the hotel's reputation and guest satisfaction. Spa resorts are increasingly focusing on wellness services to cater to the growing demand from health-conscious travelers, offering a range of treatments such as herbal massages, yoga, detox programs, and Ayurvedic rejuvenation therapies. By hiring experts such as nutritionists and physical therapists, these resorts are expanding beyond traditional offerings to enhance guest experiences. Wellness tourism, especially in the Asia-Pacific region, is rapidly growing, with an emphasis on relaxation, emotional well-being, and stress management. Factors such as ambiance and professionalism are critical in creating positive guest experiences, leading to higher satisfaction and repeat business. To position India as a top wellness tourism destination, effective marketing strategies through social media, government policies, and traditional media are needed. Additionally, understanding and exceeding guest expectations are key to the success of spa resorts, while future research should explore technology's role in promoting wellness destinations such as Himalayan spa resorts (Manhas et al., 2019).

Additionally, spa and wellness offerings significantly contribute to revenue generation. Beyond accommodation, services such as spa treatments, wellness consultations, and the sale of related products provide additional income streams. Hotels can also capitalize on wellness events, workshops, and retreats, attracting both guests and external participants. These offerings not only boost revenue but also foster guest loyalty, leading to long-term customer relationships and a sustainable business model.

The research by Julisman and Tirtadidjaja (2024) delves into the potential for wellness tourism development at Heavenly Spa, located within the prestigious The Westin Resort & Spa Ubud, Bali. By examining the spa's unique selling points, such as its integration with the natural surroundings, diverse treatment offerings, and emphasis on holistic wellness, the study aims to identify key factors contributing to its popularity among wellness-seeking travelers. Furthermore, the research explores opportunities for future growth, including the development of specialized wellness programs, enhancement of service quality through staff training, and the use of technology to improve customer experiences. The findings of this study have significant implications for the broader tourism industry, highlighting the growing demand for holistic wellness experiences and the importance of customization and sustainability in the spa and wellness sector. In future research, the authors aim to expand the focus of wellness tourism beyond spa services alone toward a broader exploration encompassing the entire hotel experience, strategies for improving service quality, and the contribution of spa facilities to hotel revenue generation. This approach would examine how wellness can be integrated throughout the hotel environment.

Based on preliminary observations and short non-structured interviews conducted by the researcher, Adiwana Suweta Ubud has demonstrated excellent service delivery, showcasing a high standard of hospitality that has contributed positively to guest satisfaction. However, there remains an opportunity to further elevate the overall guest experience and the hotel's

competitive positioning by enhancing its facilities, specifically through the introduction of dedicated wellness amenities, which are currently absent. Adding wellness facilities, such as a spa and fitness center, could not only enrich the guest experience but also align with Ubud's appeal as a wellness destination. This investment could provide guests with a holistic experience that complements their stay, transforming Adiwana Suweta into a more comprehensive wellness retreat. From a management perspective, the addition of wellness facilities would also open new avenues for revenue generation, attracting a wider market of wellness-focused travelers and encouraging longer stays. Moreover, enhancing the property with wellness amenities would elevate the hotel's perceived value, making it more competitive within Ubud's hospitality landscape. This strategic enhancement aligns with current trends in wellness tourism and could significantly contribute to the long-term growth and profitability of Adiwana Suweta, positioning it as a top choice for guests seeking both relaxation and wellness in the heart of Ubud.

In 2023, although Adiwana Suweta was already performing well in terms of revenue generation, it still experienced a substantial revenue shortfall of approximately IDR 1.4 billion year-to-date, primarily caused by the absence of wellness and spa facilities, despite these facilities having already been included in the annual budget plan. The demand for wellness experiences among travelers has grown exponentially, especially in Bali, where the hospitality landscape is increasingly defined by holistic offerings that go beyond traditional luxury. Guests visiting Adiwana Suweta frequently mention in their reviews that spa and wellness facilities would greatly enhance their stay, pointing to the appeal of a more integrated approach to relaxation, health, and rejuvenation. Many guests highlight that such additions would not only improve their personal experiences but also elevate the hotel's overall reputation, adding substantial value in their perception.

This absence does not only affect guest satisfaction; it also limits the hotel's partnership potential with certain travel agents and group bookings. Wellness amenities such as spas have become essential for many tour operators catering to travelers with health-, relaxation-, and rejuvenation-focused preferences. Without these facilities, Adiwana Suweta has been unable to meet the criteria of some travel agents and groups that require comprehensive wellness services to attract their clientele, particularly those planning retreats or wellness-focused group stays. This situation effectively restricts Adiwana Suweta from capturing a large and lucrative market segment.

Adding a spa or similar wellness facilities could provide Adiwana Suweta with a compelling competitive edge, attracting more individual travelers, group bookings, and partnership opportunities that require these services. Incorporating wellness amenities could significantly boost the hotel's attractiveness to a wider audience, increase booking rates, and expand its appeal among international guests seeking a comprehensive wellness experience. Moreover, these facilities could support premium pricing, generating not only increased occupancy but also higher revenue per guest. Given the strong guest interest, evolving market demands, and potential revenue benefits, investing in wellness facilities presents a clear pathway to addressing the revenue shortfall and aligning Adiwana Suweta with current hospitality trends, thereby reinforcing its position as a leader in Bali's luxury resort scene.

Drawing from this context, the author proposes that incorporating a well-standardized spa can significantly enhance a hotel's value. Adiwana Suweta, a resort hotel in Ubud, has

recognized this opportunity by planning the introduction of *Tejas Spa Suweta*. In addition to elevating the hotel's overall value, the spa is projected to generate additional revenue and create new employment opportunities, thereby supporting the local economy. This decision also addresses the revenue shortfall experienced in 2023, when the hotel did not meet its financial targets. By introducing a wellness center, particularly the spa, the goal is to boost guest satisfaction, expand the hotel's appeal, and establish an additional revenue stream. As such, the development of a comprehensive business plan for *Tejas Spa Suweta* is crucial to ensure its successful implementation and long-term sustainability, contributing to the hotel's growth and profitability. In conclusion, this background has inspired the title: "*Developing Tejas Spa to Enhance Service Quality and Maximize Hotel Revenue at Adiwana Suweta Ubud.*"

Based on the background provided, this study formulates two main research problems. First, how can *Tejas Spa* be developed and integrated into the overall operational framework of Adiwana Suweta Ubud in order to enhance service quality and maximize revenue generation? Second, what operational model is most appropriate for establishing *Tejas Spa Suweta* so that it can optimally contribute to increasing hotel revenue?

This research aims to examine the process of establishing a spa business at Adiwana Suweta Ubud, including the preparation stages from project initiation to completion, with the goal of increasing revenue and improving service quality. Furthermore, this study seeks to analyze how *Tejas Spa Suweta* can be integrated into the hotel's operational framework and assess its impact on service quality, guest experience, and overall brand positioning. In addition, the research aims to design the most appropriate operational model for the establishment of *Tejas Spa Suweta* to maximize hotel revenue generation. Beyond its practical contribution, this study is also expected to serve as an academic reference for students and institutions in the field of hospitality business expansion and strategic project planning.

Theoretically, this research contributes to expanding knowledge and understanding of project development applications, particularly in the establishment of spa businesses such as *Tejas Spa Suweta*. Practically, this study provides several benefits. For students and researchers, it serves as a reference and learning resource related to the development of spa businesses and operational models that support both readiness and profitability. For Politeknik Negeri Bali, this thesis can be utilized as academic material and as a reference for further research or business plan development. Meanwhile, for the related industry, this research offers insights and references regarding spa development models, both as integrated hotel facilities and as standalone business units, which can support strategic decision-making in hospitality operations.

METHOD

The *Tejas Spa Suweta* project was a comprehensive initiative aimed at developing a luxury wellness facility at Adiwana Suweta Resort to enhance the guest experience, respond to the growing demand for wellness tourism, and strengthen the resort's competitive positioning in Ubud. The project emphasized feasibility analysis, stakeholder identification, and strategic planning, including market benchmarking and return on investment (ROI) evaluation. The design integrated Balinese traditions with modern luxury by utilizing sustainable materials and incorporating facilities such as treatment rooms, saunas, and relaxation areas. Operational readiness was ensured through vendor selection, quality-controlled construction, technology

integration (e.g., booking systems and customer relationship management [CRM] systems), and intensive staff recruitment and training focused on service excellence and Balinese wellness practices. Marketing strategies included social media campaigns, influencer collaborations, and pre-launch promotions, followed by performance evaluations through guest feedback and operational metrics to ensure continuous improvement and long-term success.

The project design adopted a holistic approach that blended functionality, aesthetics, and cultural authenticity. It prioritized guest comfort through spatial planning, natural elements, and sensory enhancements such as lighting, acoustics, and signature scents, while also incorporating operational efficiency through the design of staff workstations and storage areas. The implementation followed the POAC framework (Planning, Organizing, Actuating, and Controlling), ensuring systematic execution from feasibility studies and organizational structuring to construction, staff training, and performance monitoring. Operationally, the project was structured using the 5W+1H approach, detailing aspects such as the location in Ubud, the timeline (2024–2025), stakeholder involvement, and a projected budget of IDR 3.7 billion, with a targeted 7% contribution to resort revenue. Continuous monitoring through financial analysis, guest satisfaction evaluations (via TripAdvisor and Google Reviews), and KPI tracking ensured alignment with service quality standards and Total Quality Management (TQM) principles, reinforcing the spa's role in enhancing profitability, customer loyalty, and brand reputation.

RESULTS AND DISCUSSION

Project Result

Building Project result

The building project result reflects the successful transformation of conceptual planning into a fully operational wellness facility. The spa infrastructure has been developed to align with both technical requirements and luxury hospitality standards, ensuring that the physical environment supports the delivery of high-quality wellness services. The construction incorporates key features such as dedicated treatment rooms, wet and dry areas, relaxation spaces, and supporting facilities designed to accommodate a wide range of spa treatments. The spatial design follows a logical zoning system that enhances both operational efficiency and guest experience. Treatment rooms are categorized based on service types, including massage therapies, body treatments, and bath rituals, ensuring that each service can be delivered in an appropriate and well-equipped environment. In addition, the integration of natural materials, ambient lighting, and Balinese-inspired architectural elements reinforces the spa's positioning as a luxury wellness destination.

From a technical perspective, the building has been designed to meet operational requirements such as proper drainage systems, humidity control, and safety standards. These elements are critical in spa environments, particularly for wet treatment areas, where maintenance and hygiene play a significant role in service quality. The availability of adequate storage, preparation areas, and therapist movement space further supports operational efficiency. The building project result demonstrates that the spa has been successfully developed as a functional, aesthetically aligned, and operationally efficient facility that supports both guest experience and service delivery.



Figure 1. Project actualisation

Integration into operational Adiwana Suweta Framework

Following the completion of the physical development, the spa has been effectively integrated into the broader operational framework of Adiwana Suweta. This integration ensures that the spa operates not as an isolated unit, but as a fully embedded component that complements and enhances the hotel's overall service ecosystem. The presence of the spa strengthens the hotel's positioning as a holistic wellness destination, where accommodation, relaxation, and personalized services are seamlessly interconnected within a single guest journey. Operationally, the spa is aligned with the hotel's core systems, including reservation processes, guest service protocols, and interdepartmental coordination mechanisms. Spa services are incorporated into every stage of the guest journey, beginning from pre-arrival communication, where guests are informed about available treatments, to on-site engagement during check-in and throughout their stay. The Front Office plays a critical role as the primary

point of contact, acting as a key information channel by recommending spa services, confirming bookings, and promoting ongoing offers to in-house guests. This integration ensures that spa services are consistently visible and accessible, thereby increasing the spa capture rate and encouraging guest participation.

In addition, collaboration with the Sales and Reservation teams allows spa services to be bundled into room packages and promotional offers. This strategic bundling enhances perceived value for guests while simultaneously increasing revenue opportunities. The spa is therefore positioned not only as an ancillary service but also as a core component of the hotel’s product offering, contributing to both guest satisfaction and financial performance. The integration is further reinforced through structured Standard Operating Procedures (SOPs), which standardize service delivery and ensure consistency across therapists and service encounters. These SOPs are aligned with the hotel’s overall service philosophy, emphasizing personalization, professionalism, and attention to detail. By adopting the same service standards and cultural values as the hotel, the spa ensures that guests experience a seamless transition between different service touchpoints, from accommodation to wellness treatments. Beyond guest-facing operations, the integration of the spa into the hotel framework is also supported by strong interdepartmental collaboration.

The Front Office serves as the primary source of information and booking coordination for in-house guests, ensuring that guest preferences and schedules are accurately communicated to the spa team. Housekeeping plays a crucial role in maintaining cleanliness and hygiene standards within the spa environment, including the preparation of treatment rooms, linen management, and overall facility upkeep. This support is essential in maintaining the tangibles dimension of service quality, which directly influences guest comfort and satisfaction. Furthermore, the Engineering department contributes to the operational reliability of the spa by ensuring that all equipment, water systems, and technical installations function properly. Preventive maintenance and timely troubleshooting are critical in avoiding service disruptions, particularly for treatments that rely on specialized equipment and wet-area facilities.

This interdepartmental integration can be conceptualized as an operational support system in which the spa functions as a central service unit supported by key hotel departments:

Table 1.

Department	Role in Spa Integration	Operational Contribution	Impact on Spa Performance
Front Office	Acts as the main point of contact for guests and spa information	Promotes spa services during check-in, handles reservations, communicates guest preferences to spa team	Increases spa capture rate, enhances guest awareness, supports personalized service
Housekeeping	Maintains cleanliness and hygiene standards of spa facilities	Prepares treatment rooms, manages linen, ensures room readiness and hygiene compliance	Improves guest comfort, supports tangibles dimension, ensures operational readiness
Engineering	Ensures technical functionality of spa facilities and equipment	Maintains HVAC, water systems, and spa equipment; conducts preventive maintenance	Enhances reliability of service delivery, minimizes service disruption

Department	Role in Spa Integration	Operational Contribution	Impact on Spa Performance
Sales & Marketing	Promotes spa services and drives external and internal demand	Develops campaigns, creates packages, manages digital and in-house promotions	Increases revenue, strengthens brand positioning, attracts target market
Human Resources	Manages recruitment, training, and staff development	Ensures qualified therapists, conducts SOP training, monitors performance	Improves service quality, enhances staff competency and consistency
Accounting	Controls financial performance and budget management	Tracks revenue, monitors OPEX, prepares financial reports and analysis	Ensures financial sustainability, supports decision-making and profitability
Marketing (Operational Activation)	Executes in-house promotional strategies during guest stay	Displays promotions, coordinates real-time offers, supports upselling activities	Enhances guest engagement, increases ATV (Average Treatment Value)

Through this integrated framework, the spa is able to operate efficiently while maintaining high service standards and operational reliability. From a financial and managerial perspective, the spa is fully incorporated into the hotel's budgeting and performance monitoring systems. Revenue, cost, and profitability are tracked alongside other departments, allowing management to evaluate the spa's contribution to overall business performance. The use of budget planning and Key Performance Indicators (KPIs) ensures that spa operations remain aligned with financial targets and strategic objectives. This level of integration reinforces the role of the spa as both a service enhancement and a strategic revenue center within Adiwana Suweta. The integration of Tejas Spa Suweta into the hotel's operational framework demonstrates a holistic approach to hospitality management, where multiple departments work collaboratively to deliver a seamless and high-quality guest experience. From a researcher's perspective, this integration is a critical success factor, as it ensures that the spa not only functions efficiently as an operational unit but also contributes significantly to guest satisfaction and organizational performance.

Project Output Assessment

The effectiveness of Tejas Spa Suweta is evaluated through a comprehensive assessment of both service quality performance and financial performance outcomes, as these dimensions represent the primary objectives of the spa development project. This evaluation is based on the implementation of operational systems, guest feedback, and financial results over the six-month operational period. From an operational perspective, the spa demonstrates a well-structured management system that integrates planning, organizing, actuating, and controlling functions into daily service delivery. The use of Standard Operating Procedures (SOPs), combined with clearly defined workflows and resource allocation, enables the spa to maintain consistency in service execution while allowing flexibility for personalization. This structured approach reduces operational variability and ensures that service standards are consistently applied across therapists and service encounters. From a service quality standpoint, the spa has successfully established a service delivery model that aligns with the expectations of luxury wellness travelers. The integration of physical environment, therapist competence, and

personalized service contributes to a holistic guest experience. In addition, interdepartmental collaboration strengthens operational efficiency, ensuring that all supporting functions such as room readiness, booking coordination, and equipment maintenance are effectively managed.

Enhance Service Quality

The enhancement of service quality at Tejas Spa Suweta can be comprehensively assessed using the SERVQUAL framework, which evaluates service performance across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The findings indicate that the spa demonstrates strong performance across all dimensions, supported by both structured operational systems and positive guest perceptions reflected in online reviews. From the tangibles dimension, Tejas Spa Suweta exhibits a high standard of physical quality through its well-designed treatment rooms, premium equipment, and nature-integrated ambiance. As identified in the analysis, the spa features double treatment rooms with in-room bathtubs, natural views, and a tranquil jungle setting, which aligns with luxury wellness standards.

This physical environment directly contributes to guest satisfaction, as evidenced by reviews stating that *“the spa area was so nice”* and *“the spa area itself is beautiful and quiet, perfect to disconnect.”* These findings confirm that the tangible elements not only meet operational expectations but also create a strong emotional and sensory impact on guests. The alignment between physical design and guest perception demonstrates that the spa successfully delivers a luxury wellness atmosphere.

The collected guest feedback indicates a consistently high level of satisfaction with both service quality and the spa experience at Adiwana Suweta. Guests frequently described the service as excellent, warm, attentive, and personalized, highlighting staff friendliness, responsiveness, and professionalism as key strengths. The spa experience emerged as a major highlight of their stay, with many guests emphasizing the relaxing ambiance, skilled therapists, and the use of high-quality, soothing, and luxurious products. Several responses also noted that the spa exceeded expectations, contributing significantly to overall guest satisfaction and reinforcing the hotel’s positioning as a wellness-oriented destination .

In addition, the presence of spa facilities plays a critical role in influencing guest decision-making and loyalty. Many guests stated that they expected spa services at a hotel of this category and would reconsider or even choose another hotel if such facilities were not available. The introduction of the spa is therefore perceived as a valuable enhancement, especially by guests who were previously unaware or experienced the hotel before its availability. Furthermore, behavioral intention is strong, with most guests expressing willingness to return for future treatments, driven by factors such as promotions, package deals, and expanded treatment options. Overall, the findings clearly support the argument that spa services significantly enhance guest experience, satisfaction, and potential repeat visitation

From the reliability dimension, service consistency at Tejas Spa Suweta is strongly supported by the implementation of comprehensive Standard Operating Procedures (SOPs). As outlined in your analysis, SOPs standardize every stage of the service process, including guest handling, treatment execution, and post-treatment care, ensuring that each service follows a consistent and predictable sequence. This structured approach reduces variability among therapists and ensures that service delivery remains dependable. The consistency of positive guest reviews, such as *“everything was just perfect”* and *“completely relaxed and refreshed,”* indicates that the spa is able to deliver reliable service outcomes across different guest

experiences. From a research perspective, this demonstrates that the operational system effectively minimizes service gaps and maintains quality standards.

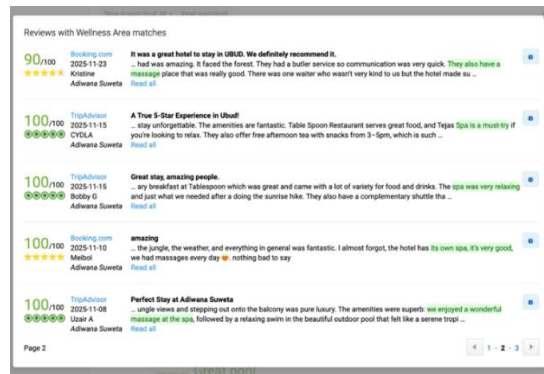


Figure 2.

From the responsiveness dimension, the spa demonstrates strong operational agility supported by interdepartmental integration and efficient communication systems. As identified in your research, responsiveness at Tejas Spa Suweta extends beyond speed to include anticipatory service and operational synchronicity. The integration with Front Office as a single point of contact (SPOC) reduces information gaps, while coordination with Housekeeping and Engineering ensures that supporting elements such as room readiness and equipment functionality are maintained. Guest feedback indicating smooth and comfortable experiences suggests that service delivery is timely and well-coordinated. However, the analysis also identifies potential areas for improvement, particularly in reducing booking latency through digital integration, which could further enhance responsiveness.

From the assurance dimension, therapist competence and professionalism are key strengths of the spa. Your findings highlight that therapists are trained to follow SOPs while maintaining effective communication with guests, supported by pre-treatment consultations that ensure safety and personalization. This is strongly validated by guest reviews such as “*the therapists were very professional and kind*” and “*massage therapist was just perfect.*” These statements indicate that guests perceive a high level of trust, confidence, and professionalism, which are critical in wellness services. The consistency of such feedback across multiple platforms reinforces the effectiveness of training and operational standards in delivering assurance.

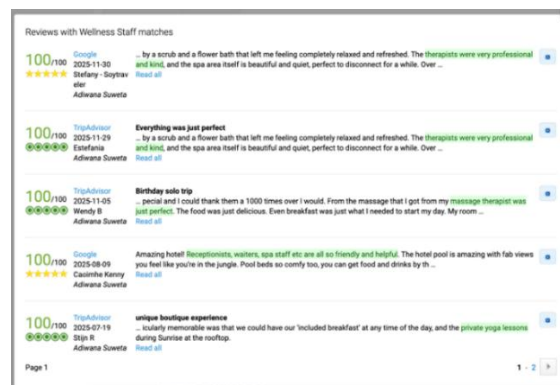


Figure 3.

From the empathy dimension, Tejas Spa Suweta demonstrates a strong ability to deliver personalized and guest-centered services. Therapists adapt treatments based on individual preferences, creating a more meaningful and customized experience. Guest reviews highlighting staff friendliness and attentiveness, such as “*spa staff are all so friendly and helpful,*” indicate that emotional engagement is successfully achieved. This dimension is particularly important in wellness services, where guest satisfaction is closely linked to emotional and psychological outcomes, such as relaxation and comfort.

In addition to the SERVQUAL dimensions, the integration of spa services within the broader wellness ecosystem of the hotel further enhances service quality. Guest references to complementary experiences, such as spa facilities, gym access, and wellness activities, indicate that the spa contributes to a holistic guest experience rather than functioning as a standalone facility. This reinforces the strategic positioning of Adiwana Suweta as a wellness-oriented destination. From a critical perspective, while the overall service quality performance is strong, there are still opportunities for enhancement. The reliance on manual booking processes may limit responsiveness during peak periods, and further integration of digital systems could improve operational efficiency. Additionally, continuous training and service innovation are necessary to maintain consistency and adapt to evolving guest expectations. Overall, the findings indicate that Tejas Spa Suweta successfully enhances service quality through the integration of high-quality physical facilities, standardized operational systems, skilled human resources, and effective interdepartmental collaboration. The strong alignment between operational design and guest feedback provides robust evidence that the spa meets and, in many cases, exceeds guest expectations. From a research perspective, this demonstrates that the SERVQUAL framework is effectively operationalized within the spa, resulting in a high level of perceived service quality.

The role of online reviews is critically important in the early development stage of Tejas Spa Suweta, as they serve as a primary source of credibility, trust-building, and market validation. For a newly established spa, where brand recognition is still developing, positive reviews function as a powerful form of electronic word-of-mouth that directly influences potential guest decision-making. The strong review performance across major platforms indicates that service quality and guest experience are not only well delivered but also effectively perceived by customers.

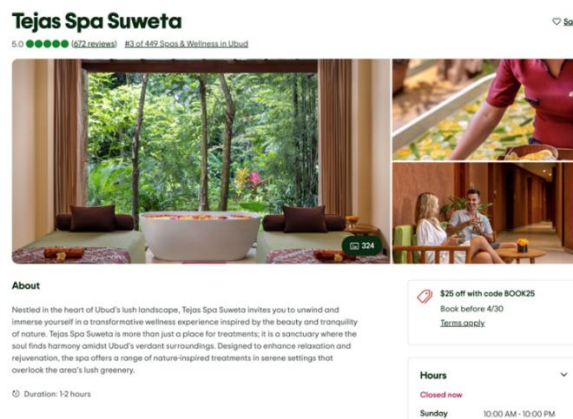


Figure 4. TripAdvisor Tejas Spa Suweta

Based on the data shown, Tejas Spa Suweta has achieved a perfect rating of 5.0 with over 672 reviews on TripAdvisor, ranking #3 out of 449 spas and wellness providers in Ubud. This ranking is particularly significant, as TripAdvisor is widely recognized as a global benchmark for travel-related service quality. The high volume of reviews combined with a perfect rating suggests strong consistency in service delivery and high guest satisfaction. Furthermore, TripAdvisor users typically provide detailed experiential feedback, indicating that guests perceive the spa as delivering not only functional service quality but also emotional and experiential value. For a new spa, achieving such a high ranking within a competitive market reflects effective operational execution and strong alignment with guest expectations.

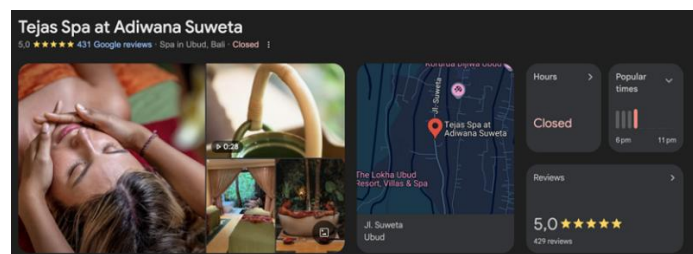


Figure 5. Google Business Tejas Spa Suweta

In addition, Tejas Spa Suweta demonstrates excellent performance on Google Reviews, with a 5.0 rating from more than 400 reviews. Google Reviews play a crucial role in influencing real-time customer decisions due to their integration with search engines and map services. High ratings on this platform enhance the spa's online visibility and increase the likelihood of spontaneous bookings, particularly from in-destination travelers searching for nearby wellness services. The consistency of positive feedback across both TripAdvisor and Google Reviews indicates that service quality is reliably delivered across different guest segments and touchpoints.

Overall, the strong performance across these platforms demonstrates that online reviews are not only an outcome of service quality but also a strategic asset for business growth. For Tejas Spa Suweta, these reviews validate the effectiveness of its service delivery model while simultaneously acting as a key driver for brand awareness, customer trust, and revenue generation.

Maximize Revenue Generation

From a financial perspective, the spa demonstrates strong performance, achieving total revenue of approximately IDR 1,775.138.058 over the seven-month period from June until December 2025. The high gross profit margin of approximately 95.10%, combined with an outlet income margin of approximately 74.23%, indicates that the spa operates with high efficiency and profitability. These results confirm that the spa has successfully transitioned from a conceptual project into a financially viable business unit. However, despite these positive outcomes, the analysis also reveals opportunities for further optimization. Variations in monthly performance suggest that demand has not yet reached its full potential. While the spa demonstrates strong operational capability, further improvements in marketing strategies, internal sales techniques, and capacity utilization are required to maximize performance. Therefore, while the implementation can be considered effective, it remains in a growth and optimization phase.

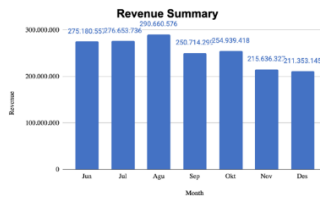


Figure 6. Revenue summary

The month-to-month revenue growth of Tejas Spa Suweta, as illustrated in Figure 4.17, demonstrates a positive and consistent upward trend, indicating increasing demand and improved operational performance over time. This growth reflects the effectiveness of implemented strategies, including service quality enhancement, promotional activities, and internal sales efforts. Furthermore, Figure 4.18 presents the monthly summary of total expenses, providing insight into the spa's cost structure and operational efficiency throughout the same period. The analysis shows that expenses are managed in alignment with revenue growth, indicating controlled operational spending. In addition, Figure 4.19 illustrates the monthly departmental income, highlighting the spa's profitability and its contribution as a revenue-generating unit within the hotel. Together, these figures provide a comprehensive overview of the financial performance of Tejas Spa Suweta, demonstrating a positive balance between revenue growth, cost management, and income generation.

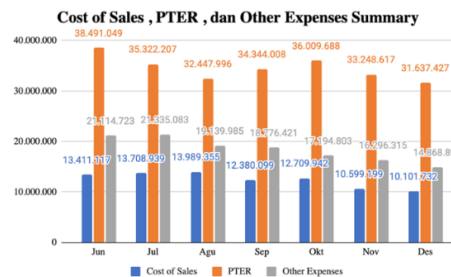


Figure 7. Cost, PTER, and Expenses summary



Figure 8. Departmental income summary

The financial performance of Tejas Spa Suweta demonstrates that the spa has successfully established itself as a significant revenue-generating unit within Adiwana Suweta. Based on the seven-month operational data, the spa achieved total revenue of approximately IDR 1,317,770,460, indicating a stable and consistent contribution to the hotel's overall financial performance. The spa operates with a highly efficient cost structure, as reflected in all diagram above. Revenue generation is further supported by internal sales strategies,

particularly upselling and cross-selling techniques. Therapists and Front Office staff play a key role in encouraging guests to upgrade treatments, extend durations, or add complementary services such as body scrubs or bath rituals. These strategies increase the Average Treatment Value (ATV) and maximize revenue per guest.

In addition, the integration with Front Office and Sales departments enables effective promotion of spa services to in-house guests. Spa packages are offered during check-in and throughout the guest stay, increasing visibility and accessibility. This contributes to the improvement of Spa Capture Rate, which reflects the proportion of hotel guests utilizing spa services. The spa menu also plays a strategic role in revenue generation by offering a diverse range of treatments with varying price points and durations. This allows the spa to cater to different market segments, from short treatments to premium wellness packages, thereby increasing revenue opportunities. Despite these positive outcomes, the analysis indicates that revenue potential has not yet been fully maximized. Fluctuations in monthly performance suggest that demand is still influenced by external factors such as occupancy levels and seasonality. In addition, opportunities remain to further enhance marketing effectiveness, improve upselling techniques, and optimize therapist productivity. To support continuous improvement, financial performance is monitored using Key Performance Indicators (KPIs) within the Balanced Scorecard framework. These include revenue achievement, departmental profit, and cost control indicators, which provide measurable benchmarks for evaluating performance. From a researcher's perspective, the findings indicate that Tejas Spa Suweta has successfully achieved strong financial performance while maintaining operational efficiency. However, further optimization in demand generation and revenue strategies is required to fully realize its potential as a leading revenue centre within the hotel.

Discussion

Strategic Discussion on Project Development

The development of Tejas Spa Suweta represents a strategic transformation initiative rather than merely an additional hotel facility. In the modern hospitality industry, guests no longer evaluate hotels solely based on room quality and food services, but increasingly through holistic experiences that combine accommodation, wellness, personalization, and emotional satisfaction. Therefore, the introduction of Tejas Spa should be interpreted as a response to evolving consumer behaviour and changing tourism demand patterns. Ubud has positioned itself globally as a destination strongly associated with spirituality, healing, wellness retreats, yoga programs, mindfulness journeys, and nature-based rejuvenation. This destination image creates strong expectations among visitors that hotels in Ubud should offer wellness-related facilities. As a result, hotels without spa or wellness products may be perceived as incomplete in comparison to competitors.

For Adiwana Suweta, which already possesses strong accommodation quality, scenic surroundings, and premium service reputation, the absence of a spa represented a strategic gap. This gap potentially limited competitiveness, reduced upselling opportunities, and weakened market positioning among travelers specifically seeking wellness experiences. Thus, the Tejas Spa project should be viewed as a strategic repositioning effort. The hotel is no longer selling only rooms and hospitality, but also relaxation, wellbeing, healing experiences, and lifestyle value. This shift is consistent with global trends in experiential tourism where guests purchase meaningful experiences rather than physical products.

Furthermore, strategic diversification through spa operations reduces overdependence on room revenue. Hospitality businesses that rely solely on occupancy are more vulnerable to seasonality, price wars, and external disruptions. By developing additional revenue streams such as spa treatments, wellness packages, retail products, and bundled offers, the hotel improves financial resilience. Therefore, Tejas Spa contributes simultaneously to brand enhancement, guest satisfaction, revenue diversification, and long-term sustainability.

Planning Discussion

Planning served as the cornerstone of the entire project. Effective planning minimizes uncertainty, allocates resources efficiently, and creates measurable objectives. In this project, planning involved feasibility study, market opportunity analysis, budgeting, concept creation, stakeholder alignment, operational forecasting, and implementation scheduling. One of the strongest planning considerations was market demand. The wellness tourism segment in Bali continues to grow, particularly among European, Australian, Asian premium travelers, honeymooners, and health-conscious guests. These travelers often seek accommodation integrated with wellness services. Recognizing this trend allowed management to align the project with market realities rather than assumptions.

Another major planning factor was financial opportunity. Prior to Tejas Spa, guest spending opportunities inside the resort were relatively concentrated on rooms and food & beverage. The spa introduced a new monetization channel capable of increasing total guest spend per stay. In hospitality economics, increasing spend per guest often creates stronger profitability than relying solely on occupancy growth. Planning also required realistic budgeting. Capital expenditure included renovation, treatment beds, interiors, oils, linen, uniforms, systems, recruitment, training, and marketing activation. A disciplined investment framework was required to ensure reasonable payback period and sustainable operational cost structure.

The concept planning stage was equally significant. Tejas Spa was designed not as a generic massage outlet but as a branded wellness sanctuary reflecting Balinese healing heritage. This strategic identity differentiates the spa from ordinary market competitors. Operational planning further included opening timeline, SOP drafting, pricing strategy, therapist productivity targets, room utilization forecasting, and integration with hotel booking channels. These planning components reduced operational confusion during launch. Hence, the planning process demonstrated professional project management practice and significantly increased the likelihood of successful implementation.

Organizing Discussion

After planning, organizing became the bridge between ideas and execution. Organizing focuses on structuring people, systems, authority, workflow, and resources so that the project can operate efficiently. The launch of Tejas Spa required creation of a dedicated departmental structure. Typical positions included Spa Manager, Spa Receptionist, Therapist, Spa Attendant, and supporting cross-functional roles. Establishing hierarchy and reporting lines helped maintain accountability. Human resources were among the most critical organizing elements. Spa operations are labor-intensive and highly experience-driven. Unlike physical products, service quality depends directly on employee competence, attitude, consistency, and emotional engagement. Therefore, recruitment had to consider both technical treatment skills and hospitality personality.

Cross-department integration was another vital success factor. Spa reservations may originate from Front Office, Concierge, WhatsApp inquiries, OTA add-ons, in-room promotions, or guest walk-ins. Coordination with Finance is needed for billing control, Housekeeping for linen support, Engineering for facility maintenance, and Marketing for promotions. Without coordination, guest experience becomes fragmented. The development of Standard Operating Procedures created service consistency. SOPs covered reservation confirmation, welcome rituals, consultation procedures, treatment setup, sanitation standards, therapist grooming, post-treatment recommendations, and complaint recovery systems. Inventory organization also played a significant role. Oils, herbal products, amenities, towels, robes, candles, and retail items require stock monitoring to avoid shortages or waste. Organized inventory management directly supports profitability.

Communication systems such as morning briefings, daily reports, and performance meetings strengthened alignment among employees. These systems are especially important in the pre-opening stage where adjustments occur rapidly. Thus, organizing transformed the project into a functional operational entity ready to deliver luxury wellness experiences.

Actuating Discussion

Actuating is where managerial intention becomes visible reality. This phase includes leadership, motivation, execution discipline, problem solving, and operational launch. The physical completion of Tejas Spa was one of the clearest outcomes of actuating. Construction and interior design had to transform planned drawings into emotionally appealing guest spaces. In wellness operations, atmosphere is inseparable from product value. Guests often evaluate the experience from first impression, scent, sound, lighting, and cleanliness before treatment begins. Staff activation was equally important. Even excellent facilities cannot compensate for poor human interaction. Therefore, therapist training focused on treatment quality, consultation etiquette, pressure customization, guest privacy, hygiene, empathy, and upselling professionalism.

The opening phase required managerial leadership. Managers had to coordinate final readiness, inspect standards, motivate staff confidence, and respond immediately to unexpected operational issues. Effective leadership during launch often determines team morale for months afterward. Marketing execution was another major actuating component. Awareness campaigns through Instagram, hotel websites, in-room collateral, reception recommendations, influencer visits, and promotional bundles were necessary to generate initial traction. Soft opening operations functioned as live testing laboratories. Through real guest interaction, management could evaluate treatment duration accuracy, therapist allocation, booking flow, pricing acceptance, and guest reactions.

The grand opening also had symbolic value. A formal launch signals market readiness, internal pride, and brand confidence. In Bali, ceremonial openings may also strengthen cultural authenticity and emotional resonance. Overall, the actuating stage demonstrated that strategic ideas only create value when translated into disciplined operational execution.

Controlling Discussion

Controlling ensures that operational performance remains aligned with business objectives. Many hospitality projects fail not during opening, but after opening due to weak monitoring systems. For Tejas Spa, financial controlling required monthly review of gross revenue, net contribution, treatment room utilization, therapist productivity, average

transaction value, package conversion rate, and labor cost ratio. If a therapist has low productivity, management may adjust scheduling or training. If room utilization is low, promotional tactics may be revised. If guest spending is below target, upselling programs may be strengthened.

Guest satisfaction controlling is equally essential. Spa guests are highly sensitive to atmosphere, punctuality, cleanliness, therapist skill, privacy, and emotional comfort. Even minor service failures can significantly affect review sentiment. Therefore, management should systematically collect feedback through post-treatment surveys, QR review requests, TripAdvisor monitoring, Google Review responses, and direct follow-up from guest relations. Quality controlling also includes hygiene inspection, scent consistency, linen freshness, music volume, room temperature, stock condition, therapist grooming, and treatment protocol compliance.

Human resource controlling should involve coaching rather than punishment only. Service teams perform best when feedback is constructive, measurable, and motivating. Strategic controlling further includes competitor benchmarking. Prices, treatment trends, new wellness products, and competitor reviews in Ubud should be monitored regularly to maintain relevance.

Revenue Management Discussion

One of the strongest justifications for Tejas Spa lies in total revenue management. Modern hotels increasingly move beyond RevPAR orientation toward Total Revenue Per Available Guest.

A spa increases guest monetization in several ways:

1. Direct treatment sales
2. Couple packages
3. Honeymoon add-ons
4. Wellness retreats
5. Retail product sales
6. Room + Spa bundles
7. Extended stay motivation
8. Premium brand positioning enabling stronger ADR

When guests perceive a hotel as complete and more luxurious, they may accept higher room rates. Therefore, spa value often extends beyond direct department revenue. Additionally, spa revenue can be less seasonal than room demand because in-house guests remain potential buyers regardless of occupancy fluctuations. The spa also creates internal cross-selling opportunities between restaurant detox menus, romantic setups, yoga sessions, and villa experiences. Tejas Spa should be measured not only as a department, but as a revenue ecosystem contributor.

Guest Experience Discussion

Luxury hospitality today is increasingly experience-centered. Guests remember feelings more than facilities. A spa contributes strongly to emotional memory because treatments involve relaxation, personal care, healing touch, and private moments. Such experiences create memorable highlights during a stay. For honeymooners, couples massages enhance romance. For stressed executives, massage creates recovery. For leisure travelers, spa rituals symbolize indulgence. This emotional dimension often translates into positive reviews, stronger

recommendation intention, and repeat visits. Additionally, a spa can rescue weaker moments in guest journeys. For example, if weather conditions reduce outdoor activities, spa options maintain satisfaction. Therefore, Tejas Spa contributes significantly to experiential value creation beyond simple service transactions.

Brand Positioning Discussion

Brands in hospitality are built through consistent promises and delivered experiences. Without wellness facilities, Adiwana Suweta risked being seen primarily as accommodation provider. With Tejas Spa, the brand expands into wellness luxury positioning. This matters because modern travelers often search by experience category: spa resort, honeymoon resort, wellness retreat, healing stay, romantic villa, luxury relaxation. Tejas Spa helps Adiwana Suweta appear in these mental categories. Moreover, branded spa imagery creates powerful marketing content. Treatment rooms, flower baths, oils, rituals, and serene ambience are highly visual assets for digital promotion.

Focus Group Discussion (FGD)

Table 2. Record of FGD Operational and Q3 2025 Target

Title	Focus Group Discussion Operational Tejas Spa Suweta & Q3 2025 Target
Date	30 May 2025
Venue	BOH Meeting room
Chairperson	Project Manager or Resort Manager
Participants	Spa Manager, Front Office Manager, Executive Housekeeper, Chief Engineering, Sales and Marketing Team, Human Relation Manager
Agenda	Evaluation of operational integration within the Adiwana Suweta Ubud and coordination of service delivery
Summary	Scheme of operational inmtegration the Tejas Spa into the Adiwana Suweta Ubud and approved Q3 2025 target
Decision	Promotional integration into hotels operation and promotion channels, assuring the service and products quality is as set on SOP
Time	15.00 – 17.00 (2 hours)

CONCLUSION

This study concludes that the development and operational performance of Tejas Spa Suweta as a strategic business unit within Adiwana Suweta have effectively enhanced both service quality and revenue generation. The spa demonstrated strong performance across all SERVQUAL dimensions—tangibles, reliability, responsiveness, assurance, and empathy—supported by high-quality facilities, a relaxing ambience, consistent SOP implementation, and competent therapists delivering personalized services, resulting in high guest satisfaction and positive reviews. Financially, the spa generated approximately IDR 1.46 billion in revenue within six months, with a profit margin of around 71.65% and well-controlled operational costs, although revenue optimization remains limited due to fluctuating monthly performance and reliance on in-house guests. The findings support the Service-Profit Chain theory by showing that high service quality contributes to customer satisfaction and improved financial outcomes, while the proposed Project Outcome Model further integrates service quality, operational systems, and financial performance. Overall, Tejas Spa Suweta has successfully positioned itself as both a service enhancement facility and a strategic revenue center with

strong growth potential. Future research is recommended to explore long-term financial sustainability, the impact of digital marketing and wellness trends on spa performance, and comparative studies between hotel-integrated spas and standalone wellness businesses in Bali's hospitality industry.

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