

Marketing Strategy Improvement to Acquire Walk-In-Guest and Increasing Online Presence of an Airport Lounge

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Keywords

Marketing Strategy; Marketing Management; Airport Lounge; Brand Image Gaps

Article History

Received on 12 July 2023

Accepted on 13 September 2023

Published on 31 October 2023

Cite this article

Hartono, A. F., & Hidayati, A. (2023). Marketing Strategy Improvement to Acquire Walk-In-Guest and Increasing Online Presence of an Airport Lounge, *NHI Hospitality International Journal*, 1(2), 85-97.
DOI:10.34013/nhij.v1i2.1303

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Abstract

Purpose of the study: This paper aims to understand various internal and external environmental marketing factors of Concordia Lounge Denpasar International in order to develop a marketing strategy that can increase the number of walk-in guest customers.

Design/methodology: The research conducted is descriptive qualitative research which aims to describe and understand a phenomenon or situation in depth. The research was conducted using primary and secondary data obtained through document analysis, interviews, and observation.

Findings: There are two gaps in the company's expectations and perceptions of the Concordia Lounge brand image, namely the perception of consumers who consider Concordia Lounge as an all-you-can-eat dining place compared to a waiting room and consumer perceptions stating that Concordia Lounge is no different from other lounges. Moreover, this study also found nine key success factors for marketing the Airport Lounge

Research limitations/Implications: The limitation of this research is the design of a marketing strategy for Concordia Lounge Denpasar International and its B2C segmentation (walk-in guest). This research has the role of analyzing internal and external conditions that occur, and then a marketing strategy plan will be formulated with a focus on segmenting, targeting, positioning, and marketing mix.

Novelty/Originality of the study: This research was conducted to develop an effective marketing strategy for Concordia Lounge Denpasar International that can help the management to determine and develop strategic steps in solving problems that exist in the company and can assist the company in improving its performance in the future.

INTRODUCTION

The tourism industry in Indonesia has tremendous growth potential. Based on UNWTO (United Nations World Tourism Organization), the tourism industry includes visitor accommodation, food and beverage service, passenger transportation, travel agents, cultural activities, sports and entertainment activities (Bone Tourism Office, 2019). Despite the big potential of Indonesia's tourism industry, the COVID-19 pandemic has dealt a pretty hard blow to this industry. The closure of international borders and the governments call to stay at home at the start of the pandemic caused an extreme reduction in travel rapidly (Amrita et al., 2021). In 2020 there was a decrease in the number of foreign tourists by 75.03%, and the number of local tourists decreased by 61% (EGSA UGM, 2021). In general, the number of tourists in Indonesia from 2012 to 2020 has grown positively, but there has been a significant decline from 2020 to 2021 due to COVID-19 pandemic (CEIC Data, 2022). This has caused a decrease in the number of flight passengers that has occurred since 2018 until now causing businesses at the airport to experience a decrease in sales (Badan Pusat Statistik, 2022).

The environment in airport departure lounges might be expected to offer an insight into the post-modern environment in which time and place are beginning to lose meaning (Rowley & Slack, 1999). This is due to their business location which can only be accessed by airline passengers. One of them is the Concordia Lounge owned by PT Angkasa Pura Hotel (APH) which provides executive waiting rooms in 17 locations spread across 13 airports in the PT Angkasa Pura. On the other hand, the global airport lounge market is predicted to continue to increase by 22.3% and in 2028, the airport lounge market value is predicted to reach USD 14.3 billion (Research and Market, 2023). Concordia Lounge divides its customers into five main segments, four B2B segments namely travel agents, airlines, bank loyalty and corporate which fulfil 96% of sales in 2022 and one B2C segment which

is called a walk-in guest, namely guests who are charged a published rate without using partnership facility (bank/airline/company).

This significant difference in composition of consumers is in line with the marketing efforts made by the company in promoting its products. Concordia Lounge focuses on establishing business cooperation with various companies, which in turn increases the number of B2B visitors at the Concordia Lounge. Meanwhile, promotional activities carried out for walk-in guest consumers are limited to giving coupons and price discounts at certain events such as Valentine's Day, Christmas, New Year and others. Among the 17 existing lounges, there are several business units whose sales did not reach the target and suffered losses in 2021 and 2022 due to low visitors at the airport. Regardless of the losses incurred, the business unit cannot be closed due to the need for PT Angkasa Pura I to provide lounges at its airport to fulfil the international airport standards. However, there are 3 airports with a higher amount of traffic that can provide higher sales. The three airports are Denpasar with 456,000 visitors, Surabaya with 398,000 visitors and Makassar with 250,000 visitors (Concordia Lounge Performance Report, 2022). Among the three lounges, the Concordia Lounge Denpasar International, which was just inaugurated at the end of 2022 and had 2 active competitors located right next to it. As the highest contributor to turnover every year, Concordia Lounge Denpasar International requires special treatment to remain as the highest contributor. Concordia Lounge's marketing efforts are currently focused on the B2B segment, so there is no specific marketing strategy for the B2C or walk-in guest segment. Based on the previous explanation, the B2C segment has the potential to grow. On the other hand, considering that Denpasar is one of the main tourist destinations in Indonesia, the majority of visitors' travel destinations are for personal matters, especially travel. This will cause differences in consumer behavior and needs which will lead to the need for different treatment (marketing strategies) given.

Based on the explanation above, further understanding is needed regarding various internal and external environmental factors in marketing Concordia Lounge at I Gusti Ngurah Rai International Airport, Bali, in order to develop a marketing strategy that can increase the number of walk-in guest customers. This can be realized through the application of the 7P and 4C marketing strategy theories. According to Perreault et al. (2014), it consists of the 4P or 7P marketing mix, meanwhile according to Kotler & Keller (2015) one of the principles of marketing strategy is Segmentation, Targeting, and Positioning (STP).

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is a derivative of corporate strategy related to decisions regarding market segments, product lines, advertising and media appeal, prices, and partnerships with suppliers, distributors, retailers and other agents (Mullins & Walker, 2012). The marketing strategy aims to achieve targets related to products and markets where it can intersect with other managerial functions, so that it can be said that a company's marketing strategy will have a significant influence on other companies and functionalities. According to Keller (2013), there are several stages in developing a marketing strategy. The first step is determining marketing goals and strategies: At this stage, decision makers must consider the company's strategy, because basically, the marketing strategy to be implemented is part of the company's efforts to achieve its big goals. The second step is determining the components of the marketing program, there are many components that must be considered in preparing a marketing strategy which are often referred to as the 4Ps or 7Ps, namely elements that can be controlled by the company (see figure 1).

Figure 1: Marketing Management Process



Source: (Mullins & Walker, 2012)

4C Analysis

4C analysis is a method that can be used to analyze the company's external environment, especially in the process of preparing the company's marketing strategy (Mullins & Walker, 2012). 4C analysis needs to be carried out in order to know; (1) understanding of the company's environment in general, such as social, economic, and technological trends (Sari,2020); (2) The needs, wants, and characteristics of current and prospective consumers; and (3) Strengths and weaknesses of competitors as well as the latest competition trends.

There are 4 components in the 4C analysis, the first is Context Analysis this can be done by analyzing demographic, socio-cultural, regulatory, technological and environmental aspects, by doing context analysis we can know on how macro-environmental analysis of the business being run (Mullins & Walker, 2012). This analysis is in line with the examines the Political, Economic, Social, Technological, Environmental, and Legal factors (PESTEL) in the external environment analysis and is carried out to be able to identify opportunities and threats from a macro perspective related to the industry and the company. The second analysis is Customer Analysis. It is an analysis of the microenvironment or on an industrial scale to determine market behavior, needs and desires so that companies can determine their segmentation and positioning (Mullins & Walker, 2012). Customer analysis can be carried out using the customer decision making process analysis approach or commonly known as CDM (Customer Decision Making Process). This analysis generates the opportunities and threats faced by the industry and the company but can also be used as input in determining the strengths and mitigating the company's weaknesses. The third analysis is Company Analysis. It is an internal analysis of the company that is carried out by analyzing the company's competitive advantage (Mullins & Walker, 2012). Various competitive advantages that can be possessed by companies include brand image, brand awareness, product differences, production capacity, distribution channels and so on. This analysis can be summed up into the strengths and weaknesses of the company. The fourth analysis is Competitor Analysis. It is an analysis of the external environment that is carried out by identifying the strengths and weaknesses of competitors in the industry (Mullins & Walker, 2012). Competitor analysis can be done by identifying the success factors of companies in related industries and comparing the performance of each leading company. This analysis can be summed up into the strengths and weaknesses of the company.

Segmenting

Market segmentation is dividing the market into parts consisting of a group of consumers with the same needs and wants (Kotler & Keller, 2015). There are several criteria that determine the effectiveness of segmentation as which are measurable, starting from the amount, the ability to buy, and various other measurable characteristics. Profitable, big enough to be profitable for the company. Accessible, the market can be reached and served by the company, it can be distinguished based on special characteristics from one segment to another. The last thing is actionable, companies can develop and implement marketing programs that can attract attention.

Targeting

After the company determines its segmentation with various approaches that are deemed appropriate to its market conditions, the company must determine how many segments to target. There are several approaches that can be taken in determining targeting as follows: first is full market coverage approaches, the company chooses to serve all of its market segments with a variety of products that might be needed (Kotler & Keller, 2015). This can only be done by large-scale companies with abundant resources. Second is multiple segment specialization approach, companies choose several segments that are attractive and in accordance with their capabilities (Kotler & Keller, 2015). Generally, there is little synergy or similarity of the needs and wants of each segment. By applying multiple segment specialization approach will increasing the variety of risks that company may face. The third is single segment concentration, the company only chose one segment to be its target market (Kotler & Keller, 2015). Applying this approach, the company will be able to recognize the needs and wants of its market to achieve a strong market presence. Usually applied by luxury product brands. The fourth is Individual Marketing Approach, this is the most recent approach, where the company already has sufficient data to identify each individual in its market (Kotler & Keller, 2015). Applying this approach, enables companies to customize their products and services to each consumer in order to provide a pleasant experience.

Positioning

Positioning is the activity of designing the company's offering and company image to get a special place in the minds of the target market (Kotler & Keller, 2015). The aim of positioning is to put the brand in the center of the market to get the maximum profit potential for the company. A good positioning must contain two to three differentiators and follow the "90-10" rule, namely 90% of the product owned can be represented and 10% of other products can be considered (Best, 2013).

Marketing Mix

For the marketing mix, there are seven variables used in this study, they are product, price, location, promotion, process, people, and physical evidence. Product variable in the marketing mix refers to the characteristics of the product, service, or brand (Chaffey & Ellis-Chadwick, 2019). Product determination must be based on marketing research to get feedback from the market regarding what should be developed, maintained, and eliminated from

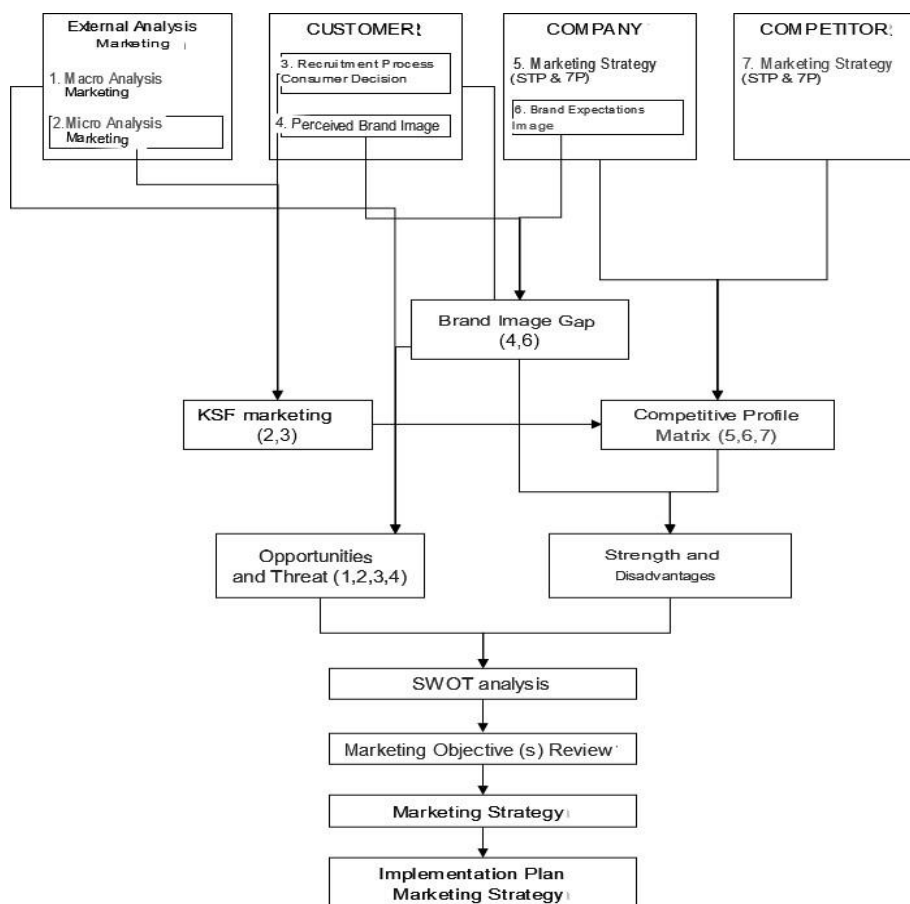
existing products. The price variable in the marketing mix refers to the pricing policy used by the company in the form of a pricing model (Chaffey & Ellis-Chadwick, 2019). There are several approaches to pricing strategies: (1) Competitive-based pricing; (2) Value-based pricing; (3) Cost-based pricing; (4) Strategy-based pricing. The location variable in the marketing mix refers to how consumers obtain goods (Chaffey & Ellis-Chadwick, 2019). Generally, companies will try to develop distribution channels that can reach their market, so that consumers can easily get their products. The distribution channels built can be either offline or online channels. The promotion variable in the marketing mix refers to how marketing communications are used to provide information to consumers and other stakeholders about a company or product (Chaffey & Ellis-Chadwick, 2019). Currently, the internet is an important and significant part of the company's marketing aspects with many digital media that can make it easier for companies to communicate their marketing activities.

The process variable in the marketing mix is part of the service element, this variable refers to the methods and procedures used by the company to achieve all marketing functions (Chaffey & Ellis-Chadwick, 2019). The arrangement of the organization and distribution channels to support the marketing process is also included in the process variable. The people variable in the marketing mix is part of the service element, this variable refers to how an employee of an organization interacts with consumers and other stakeholders before, during and after a sale (Chaffey & Ellis-Chadwick, 2019). In the online realm, this variable can be replaced with artificial intelligence that can help consumers automatically. The physical evidence variable in the marketing mix is part of the service element, this variable refers to the real form of a product and how the product can be purchased and used, physical evidence can be in the form of shops (online and offline), and offices (Chaffey & Ellis-Chadwick, 2019).

Research Framework

Based on the literature mentioned before, this study will use the framework that can be seen in figure 2.

Figure 2: Research Framework



Adapted from: (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2015; Mullins & Walker, 2012)

METHODOLOGY

The research was conducted using qualitative methods, which is a form of research where researchers collect and interpret data so that researchers become part of the research process as participants and the data provided (Strauss & Corbin, 2015). The research conducted is descriptive qualitative research which aims to describe and

understand a phenomenon or situation in depth (Cresswell, 2017). The data used in this research is cross-sectional data, namely data collected in a certain time period from different individuals, groups or populations (Cresswell, 2017). Primary data was collected from September 2022 to March 2023 from PT. Angkasa Pura Hotel, both workers and consumers. The research was conducted using primary and secondary data obtained through document analysis, interview, and observation.

The collected data is then verified. The data verification process in qualitative research is carried out to ensure the validity and reliability of the data collected. Triangulation is a method that can be used to strengthen the validity and reliability of research findings (Creswell and Creswell, 2017). Research will use some type of triangulation to verify the data. The first is source triangulation, which involves several data sources to gain a more comprehensive understanding. The second is method triangulation which is carried out by using several data collection methods to obtain information from various points of view. Several sources and data collection methods used are interviews, observation, and document analysis.

FINDINGS

Overview of PT Angkasa Pura Hotel

PT Angkasa Pura Hotel (APH) was established on January 6 2012 as a subsidiary of PT Angkasa Pura I, and the PT Angkasa Pura I itself is a subsidiary of PT Indonesian Tourism Aviation or Indonesia Journey (InJourney), a state-owned company that oversees various aviation and tourism companies. APH is engaged in hospitality services, hotels and lounges, especially those located in the airport area of Angkasa Pura I which are spread across 13 regions in Indonesia. As part of BUMN, APH implements the AKHLAK code of ethics and code of conduct (trustworthy, competent, harmonious, loyal, adaptive, collaborative) in carrying out its daily operations. Having a vision to be the best hospitality company in Asia with a touch of Indonesian experience, APH provides a safe, comfortable, and easy customer experience. The main products of APH are hotels, lounges, food and beverage outlets, inflight catering and travel management. In addition, APH also has 11 other additional services such as event management, and holding virtual events. Through its products, APH is committed to providing the best service for its customers.

Context Analysis

Context analysis was performed using PESTEL analysis and Porter's Five Forces. From a political perspective, there is an agreement that is low hanging fruit or easy to reach to support outbound investments made by the Indonesian Ministry of Foreign Affairs (Strategic Agency for Foreign Policy of the Republic of Indonesia, 2021). Outbound investment is a business strategy in which local companies expand their business abroad through various existing facilities (Ministry of Investment, 2023). In addition, the Government of Bali is also actively working with various parties to carry out various regional, national and international events in an effort to increase tourist visits to Bali (Menpan, 2023). Currently, the provincial government of Bali is trying to recover the number of Chinese tourist arrivals, as the country with the number 2 most arrivals in 2019 (before the COVID-19 Pandemic). It is hoped that these things will increase the number of visitors and transactions between countries which will help the recovery of the Indonesian tourism industry, especially in the Bali area which is one of the main destinations for foreign tourists in Indonesia. This is an opportunity for airport lounge providers because an increased amount of mobilization also means an increase in the number of potential customers.

From an economic aspect, the government is increasing the budget for updating various tourist destinations in Indonesia (Strategy Agency for Foreign Policy of the Republic of Indonesia, 2021) so that the tourist experience will improve and it is hoped that it will bring in more visitors. In addition, an increased price of the rupiah against the US dollar since the beginning of 2023 (Google Finance, 2023) can increase people's purchasing power, including for travel so as to increase the income of the tourism industry. On the other hand, there was an increase in the lending facility interest rate by 25 bps to 6.25% which could reduce the level of public consumption because saving is considered more profitable (Bank Indonesia, 2022). This is an opportunity for airport lounges because it can increase the number of tourists, both local and international. Meanwhile, an increase in interest rates can be a threat to airport lounges because it increases people's desire to save.

From a social aspect, there is a trend of Work from Bali (WFB) or work from Bali contributing to Bali's economic activities, especially in the consumption component (CNN Indonesia, 2021). In general, WFB participants come from Jakarta and it is estimated that there are 8,000 to 9,000 arrivals via air per day. Various policies and movements to prevent the spread of the COVID-19 Pandemic that have existed for the last two years have indirectly become a new culture for the community. Some of the changes that have occurred are the community's criteria in determining their tourist destinations, as well as the community's sensitivity to cleanliness has also increased. Currently tourists pay attention to the reception capacity of their destinations, where they tend to avoid places that are too crowded (CNN Indonesia, 2022). Outdoor tourism destinations are also becoming more popular because they are considered to have a lower potential for infection (Rahman et al., 2021). In addition, Bali is the most in demand city by tourists with a variety of natural beauty and tourist areas that have their own charm can invite visitors by itself (Holidify, 2023). The combination of the above can increase the number of visits

to Bali, Indonesia. This is an opportunity for airport lounges located in Denpasar, Bali because they can increase the amount of airport traffic regardless of the purpose of the trip.

From a technological aspect, the COVID-19 pandemic has increased the amount of internet use (We Are Social, 2022) and has accelerated digitization in Indonesia in various aspects, so that the internet has become one of the primary needs of modern society. Technology makes it easy for humans to disseminate and obtain information. The internet allows sellers to provide information about their products anytime and anywhere that can be accessed instantly by potential customers. This development is an opportunity for airport lounges to be able to disseminate and obtain information easily and instantly.

From an environmental perspective, waste in tourist areas tends to be more than residential areas, based on a survey local resident produce an average of 500 grams of waste per day, while tourists produce 1,700 grams of waste per person per day, this figure is three times more than residents locally (Siddharta, 2019). In 2015 study, Indonesia was ranked 2nd in the world with the worst waste management, one reason being that around 50% of the waste ends up in the sea. So, various businesses in the tourism industry must think about adequate waste management to maintain sustainability while at the same time applying the various SDGs principles set by the United Nation. As part of the economic ecosystem of Indonesia, Bali and the businesses in it must be able to create a sustainable business environment and concept to be able to participate in realizing the SDGs. This is both a threat and an opportunity for airport lounges. An opportunity because the SDGs program will make various businesses related to airport lounges contribute together in creating sustainable business processes (Goffman, 2020). It becomes a threat because there are various adjustments that must be made by companies to be able to realize the SDGs.

From a legal perspective, the Ministry of Tourism and Creative Economy of the Republic of Indonesia carried out the 2023 Indonesian Tourism Village Award (Kemenparekraf, 2023). This is expected to improve the quality of tourist destinations in Indonesia so as to increase interest in visiting local and foreign tourists. Various accommodations around the tourist area must be able to adjust and increase their capacity and quality in order to maximize the opportunities that exist. In addition, at the high level coordination meeting (Rakor HL) the Joint Secretariat for the Acceleration of Tourism Sector Development (Sekber Wisata) agreed on 10 (ten) strategic steps to accelerate the recovery and strengthening of national tourism (Haryono, 2022) which are expected to increase community mobility in tourist areas so that can accelerate the recovery of various businesses in the tourism and hospitality industry. On the other hand, on May 31 2023, the Governor of Bali issued a circular which regulates various obligations and prohibitions for foreign tourists regarding visits to several places of worship, the use of clothing while at places of worship, several rules regarding the implementation of buying and selling activities, traffic, and behavior. These rules were issued to increase the safety and comfort of Balinese tourists as a whole. These two regulations are an opportunity for airport lounges because they will have an impact on the level of arrivals of local and international tourists to Bali.

Furthermore, using Porter's five forces analysis on the potential entry of new competitors factor the tourism industry has a high attractiveness which is a threat to players in the airport lounge industry. The key marketing success factors that need to be considered are consumer loyalty, brand image perception, and product innovation to be a differentiator from competitors (David & David, 2017). The potential development of substitutes for the tourism industry is relatively high which is an opportunity for players in the airport lounge industry. The key factor for success in airport lounge marketing that must be considered is product innovation that makes the products offered cannot be replaced by substitute products. The bargaining power of supplier tourism industry has low attractiveness which is an opportunity for players in the airport lounge industry. So that the key factors for successful airport lounge marketing that must be considered are good supplier relations and the existence of clear cooperation documents to be able to avoid the various risks that exist, the company also needs to have several backup suppliers who can replace current suppliers at any time. The bargaining power of buyers in the tourism industry tends to have high bargaining power which is a threat to players in the airport lounge industry. The key factors for success in airport lounge marketing that must be considered are reviews given by consumers, prices, facilities, and promotions offered. Rivalry among competing firms in the airport lounge industry is considered attractive which is a threat to players in the airport lounge industry. The key factors for success in airport lounge marketing that must be considered are product innovation, price, and the facilities offered.

Customer Analysis

Consumer analysis is carried out by analyzing the consumer decision making process and brand image perceptions. The first step in consumer decision making is problem formulation. Based on interviews conducted with 5 informants, two main problems were found. The first problem is the airport waiting room facilities which are felt to be incomplete and uncomfortable, especially for those who are waiting for their flight for more than two hours. Some of the facilities that have not been found in waiting rooms provided by airports are comfortable chairs, smoking areas, fast and stable internet connections, work areas that provide laptop tables, massage chairs, and various other additional facilities. The second problem is the noise, 100% of the interviewees stated that the waiting area provided by the airport was too noisy, so they needed an exclusive waiting room at the airport with various facilities offered. After realizing the problem, they are experiencing, consumers start to seek

information about what is the best solution for the problems they are experiencing. The informant already knows the existence of airport lounges and then uses external information sources such as search engines, social media, friend recommendations, and various e-commerce sites to find information about prices, promotions, locations, and facilities offered by airport lounges.

After obtaining sufficient information, consumers will enter the evaluation and selection stages of alternatives (Hawkins et al., 2019). Consumers make their choices using attribute-based choices, where consumers prioritize product features and advantages in making their choices. Based on the results of the interviews, it was found that several factors were used by the informants in evaluating their choices, namely price, facilities, promotions, and location which are the types of information that are indeed sought at the information search stage. After carrying out the selection evaluation process, the next stage is selecting outlets and purchasing. Before, during, and after the consumer searches for information and chooses a brand, the consumer will choose which store he will get the product he wants (Hawkins et al., 2019). It can be concluded that from the airport lounge products, consumers will choose outlets that are at the wherever airport they are currently in. While the brands to be selected are based on a combination of price, facilities, promotions, and locations that best suit their needs. The buying process is followed by several processes including use, evaluation, and response to the level of satisfaction felt by consumers (Hawkins et al., 2019). Based on the results of interviews with the corporate lounge manager of APH, post-purchase behavior carried out by the company, one of which is collecting visitor data and asking several visitors to fill out a lounge feedback form which will then be used by the company to improve its services.

Next is the analysis of Brand image perceptions identified from the 7 main attributes selected by Concordia Lounge in measuring their brand image. Based on the analysis of the Customer Satisfaction Index conducted by the company, it can be concluded that Concordia Lounge Denpasar has met visitor expectations except for indicators of the quality of the food and drinks served. This was further confirmed by the results of interviews with the Corporate Lounge Manager of APH as the person in charge of all Concordia Lounge units who expressed concern about the perception of Concordia Lounge products. Based on the results of a survey conducted by Concordia Lounge, it was found that guests focused more on the food and drinks served, instead of the lounge facilities as a whole. Consumers see Concordia as a waiting Lounge room provider as all you can eat place that can be enjoyed while waiting for their flight departure.

Company Analysis

Company analysis is done by analyzing the current marketing strategy segmenting, targeting, and positioning (STP), the 7P, and brand image expectations. Currently there are two groups of Concordia Lounge customers, namely business partners (B2B) such as banks, airlines and travel agents as well as direct consumers who come to the Lounge individually (B2C) or commonly known as walk-in guests (Rifka, 2021). More than 80% of Concordia Lounge's income comes from cooperation with other businesses, especially banks and airlines. APH divides its business partners into 3 main categories, namely Banks and Companies, Airlines, and Travel Agencies. In addition, APH also divides B2C Concordia Lounge Denpasar consumers (domestic and international terminals) into 2 groups, namely business travelers and tourist travelers. Given its location on the island of Bali which is a tourist destination for local and international residents. The main target of Concordia Lounge is the segmentation of business travelers. Meanwhile, the positioning of Concordia Lounge is as a waiting room with first-class facilities for airport visitors.

Concordia Lounge Denpasar is included in group A lounge, which is a lounge with the most complete facilities and the widest area offered at a higher price than the other groups. The rate offered for walk-in guests is IDR 500,000/pax. The fee is determined based on the cost factor, both fixed costs and variable costs taking into account the prices offered by competitors. Concordia Lounge Denpasar International is located at the International Departure Terminal at I Gusti Ngurah Rai International Airport, Bali, to be precise, one floor above the check-in area which can be accessed via various stairs in the airport area.

In an effort to increase its sales, Concordia Lounge cooperates with various debit and credit card provider companies. The collaboration is in the form of providing special prices for card users or for companies as well as an opportunity to get additional exposure for Concordia Lounge because it is displayed on partner communication media. In addition, on holidays such as Christmas, New Year, Valentine, Chinese New Year, Idul Fitri and other holidays, it is not uncommon for the Concordia Lounge to offer special prices or special events for consumers who come to the Lounge. In general, the promotions carried out are specifically for B2C consumers or those who do not use debit/credit card facilities. In order to promote the lounge during Christmas and New Year 2023, the Concordia lounge is holding a promotional program called '*Joy with Concordia*' in the form of a discount coupon that is valid from 25 December 2022 to 1 January 2023. In addition to the various discounts given, the Concordia sales team Lounge Bali also often conducts sales canvassing by placing several Ambassador members in strategic locations to attract consumers to visit the Lounge. Ambassador is also in charge of promoting Concordia Lounge at various events at Denpasar Airport by opening booths or distributing printed brochures.

In the process aspect, there are 6 stages of receiving guests at the Concordia Lounge, that is: (1) Preparation Before Arrival; (2) Arrival and Welcome of Guests; (3) Guest Registration and Lounge Access; (4) Orientation and Facilities; (5) Personalized Services and Assistance; (6) Farewell and Departure. From the people aspect, in general there are 9 positions in each business unit: Lounge Manager, Back Office, Supervisor, Food & Beverage Attendant, Engineering, Housekeeping, Head Chef, Cook and Cook Helper. The lounge manager is tasked with overseeing the running of the business as well as acting as a bridge between business units and the head office. Finally, on the aspect of physical evidence, Concordia Lounge Denpasar International as a lounge with classification A with complete facilities offers the following: VIP room; sitting area; meeting room; smoking areas; prayer room; visual displays; television; co-working spaces; toilets and bathrooms; buffets; magazines and newspapers; children play area; coffee bars; and dining area.

Next is the analysis of brand image expectations. Based on the results of discussions with the Corporate Lounge of APH, it was found that the Concordia Lounge was expected to function as an exclusive waiting room at the airport. So that various supporting facilities are provided such as a prayer room, smoking area, sitting area, and various other things that will complement the waiting room including a snack buffet. Based on the results of an interview with the Corporate Lounge Manager of the Concordia Lounge, it was found that the marketing objectives of the Concordia Lounge in 2023 are as follows: Increase sales, at least able to gain profit just like pre-Covid-19, which is IDR 5.3 billion or as much as 35,000 pax per year, or an increase in sales of 47% from 2022. Increase online presence using social media and official sites. The social media that will be used is Instagram with a follower growth of 10% every month and an engagement level of at least 20%. The official website to be used is aph.co.id, with an increase in the number of visitors of 5% each month and has an average visit duration of 60 seconds.

Being an exclusive airport waiting room with quality food and beverage buffet facilities as measured by achieving at least 4.82/5.00 on the evaluation results of the quality of food and beverages obtained from the calculation of the customer satisfaction index conducted by the internal audit team of PT. Angkasa Pura Hotel. Currently, Concordia Lounge's use of digital marketing is limited to having an official website that is updated infrequently and using multiple sites to receive consumer reviews. On the other hand, Concordia Lounge's effort has not yet been found to match the consumer's brand image with the expected brand image. It can be concluded that Concordia Lounge has not yet achieved its marketing objectives. As for the expected sales growth, the realization can be considered possible by the trend of growth in flights in Bali which continues to increase every month.

Competitor Analysis

Table 1: Denpasar International Airport Lounge Competitive Profile Matrix

Key SuccessFactors (KSF)	Weight	Concordia Lounge		Premier Lounge		T/G Lounge	
		Rating	Score	Rating	Score	Rating	Score
Brand Image Perception	0.286	3	0.858	4	1.140	2	0.572
Customer Reviews	0.285	4	1.140	3	0.858	2	0.572
Price	0.143	4	0.572	3	0.429	3	0.429
Promotion	0.143	2	0.286	2	0.286	3	0.429
Facilities	0.143	3	0.429	3	0.429	2	0.286
Total	1.00		3.285		3.142		2.288

Source: Authors analysis

Based on the competitor analysis in table 1, there are two main competitors for Concordia Lounge Denpasar International. The first competitor is the Premier Lounge which provides waiting room rental services offered to tourists. Premier Lounge in Bali is a business unit of PT Jasa Angkasa Semesta (JAS). PT JAS is a company that provides ground handling services for international airlines. Based on reviews on Jobstreet (2023a), in general PT JAS gets a score of 4.4 / 5 with 95% agreeing that the pay provided by the company is high and 86% of respondents would recommend a friend to work at PT. JAS. The process of receiving guests at Premier Lounge Bali is no different from Lounges in general. When coming to the Lounge, guests will be greeted by a receptionist who will help guests to register according to their status and needs. This includes amenities such as comfortable seating, free food and drinks, WIFI access, entertainment options, and possible additional services such as spa facilities and reflexology. The lounge focuses on providing a premium and exclusive experience with 24-hour, operating hours to differentiate itself from other lounges in the market. The rate offered for walk-in guests over 2 years old is IDR 580,000 excluding alcoholic beverages, reflexology and spa services. Premier Lounge Denpasar is located at Bali Ngurah Rai International Airport (Denpasar). New International Terminal, Airside, Mezzanine

Level. The location is only accessible to passengers departing for international flights. To promote its Premiere Lounge products, it uses content marketing on the Lounge Buddy, World Traveler, Traveloka, Sleeping in Airports, Lounge Index sites, and uses Search Engine Optimization (SEO) in collaboration with the baliairportlounge.com website. After the registration process, guests are escorted to the available seating area as well as informed about the lounge facilities. Then the guest is offered assistance and told about additional services available, such as spa treatments, showers or business facilities. Before leaving the location, the guest service offers assistance in monitoring the departure time and gate and will provide the necessary information and be reminded of their departure time. Physical evidence owned by Premiere Lounge are full air conditioning lounge; children's rooms; access for disabled people; faxes; flight information monitors and tv monitoring flight schedules; Free internet/Wi-Fi; newspapers/magazines; printers and copiers; reflexology therapy; showers; spas; IDD telephone; television; business center facilities equipped with computers); comfortable exclusive sofa; all you can eat food & beverages; and exclusive toilets.

The second competitor is the T/G Lounge which is an exclusive waiting room that provides 24-hour service for all tourists who will make international flights. In general, T/G Lounge customers are business class passengers. However, economy class passengers can enjoy the existing facilities by making a reservation at least 1 day before their arrival. T/G Lounge provides waiting room facilities with more comfortable seating and a variety of food, drinks and snacks included in the package. The rate set by the T/G lounge is IDR 375,000 per person aged over 5 years and free for children under 5 years. The T/G Lounge is located at the International Departure Terminal at I Gusti Ngurah Rai Airport, Bali. Precisely above the departure terminal floor, close to Garuda Business Lounge and Premiere Lounge. To promote its products, T/G Lounge uses Instagram and Facebook social media; content marketing through the sites of TripAdvisor, Taurus Gemilang, Wander Indonesia, Be Free Tour, and Four Square; and Search Engine Optimization (SEO) Using the T/G Lounge keywords in each upload. T/G Lounge is a business unit owned by PT. Taurus Gemilang which has been engaged in the field of Airport Lounges in Indonesia since 1989. Based on reviews on Jobstreet (2023b) in general, PT. Taurus Gemilang gets a score of 4.4 / 5 with 63% agreeing that the pay provided by the company is high and 47% of respondents would recommend a friend to work at PT. Taurus Gemilang. Considering that the T/G Lounge only serves certain groups and only serves general guests with reservations, the initial process is carried out by guests making reservations or buying premium lounge access tickets. The guest then receives a personalized welcome email or message which includes details about the lounge location, amenities, and any additional services available. Then the next process is the arrival of the guest to the lounge, the procedure is guest are greeted by a receptionist who will assist with the registration process as well as confirm preferences or requests that have been previously arranged and they will deliver the request or services required by the guest.

DISCUSSION

Brand Image Gaps

Based on our findings, there are two brand image gaps identified in the company's expectations and perceptions of the Concordia Lounge brand image, namely the perception of consumers who consider Concordia Lounge as an all you can eat dining place compared to a waiting room and consumer perceptions stating that Concordia Lounge is no different from other lounges. Moreover, based on the Key Success Factors (KSF) analysis obtained from the results of micro marketing analysis and analysis of consumer decision making processes. There are nine key success factors for marketing the Airport Lounge. First is consumer loyalty, this is related to the customer behaviour that shows long-term loyalty to a brand or product that can be measured through repeated purchases, the formation of word of mouth, and various other indicators. Second is perceived brand image, the image or mental picture that a consumer has of a brand or product that can be measured through perceived quality, brand reputation, and various other indicators. Third is product innovation, the development and implementation of new ideas regarding design, technology or features in a new or existing product. It can be measured through uniqueness, performance excellence, customer satisfaction and various other indicators. Fourth, is good relations with suppliers, the existence of mutually beneficial partnerships and collaborations between a company and its suppliers, can be measured through effective collaboration and communication, service quality and compliance, reliability and various other indicators. Fifth, is having backup from the suppliers, the company has several alternatives to be able to meet its needs if the main supplier has unexpected problems or unavailability. Sixth is consumer reviews, including opinions, comments or ratings given by consumers after consuming a product. It can be written for companies directly or using various digital platforms such as Google Reviews. Seventh is price, the rate offered to consumers. Eighth is promotion, the marketing communications used to provide information to consumers and other stakeholders about a company or product. The last is facilities, including places, rooms or buildings used by a company to carry out its business.

Based on the 4C and CPM analysis that has been done previously, the SWOT analysis results of Concordia Lounge Denpasar International shows the Strengths, Weaknesses, Opportunities, and Threats from the lounge itself. Starting from the Strengths, Concordia Lounge Denpasar International has received positive responses from various digital platforms such as Google Reviews, Lounge Buddy, TripAdvisor. It also has competitive rates, and also gets a good consumer perception regarding the quality of services, facilities, and food and beverages

offered by the Concordia Lounge. For the Weaknesses itself, Concordia Lounge has not been maximizing its implementation of Digital Marketing. Not only that, Concordia Lounge also gets various perceptions from the consumers that regard Concordia Lounge as an all you can eat place compared to a waiting room.

The opportunities that Concordia Lounge has is the increase of people's purchasing power, increased the number of visits by local and international tourists, and the increased amount of airport traffic due to increased visits to Bali both for work and vacation. Not only that, technological developments make it easier for companies to disseminate information about their products instantly. There is also an SDGs program that was created by the United Nations which makes it easier for companies to create sustainable business processes, and the increased security and comfort of tourist attractions in Bali can also increase tourist visits to Bali. Concordia Lounge has low substitute product development potential and high bargaining power of buyers. Not only that, the needs for a waiting room with more comfortable and complete facilities also become one of many factors for Concordia Lounge's opportunities.

Lastly, the threats that Concordia faced. Firstly, there was an increase in lending facility interest rate by 25 bps to 6.25% which could reduce the level of public consumption. There is also a demand to implement a better waste management system, it is easy for consumers to compare prices, facilities, locations, and promotions offered using the internet. The other factors are the High Potential Entry of Newcomers, the high competition between companies in the same industry, and lastly, the perceptions of consumers that Concordia Lounge is no different from other Lounges.

Marketing Strategic Recommendation

Based on our findings, it was found that to understand the dynamics of airport lounges in Bali, some intriguing insights emerged. A striking observation was the ambiguous perception of Concordia Lounge. While the brand envisions itself as an exquisite waiting room, some visitors see it more as a dining haven. This gap in brand perception and reality is a compelling point of introspection. Delving into the essence of what makes airport lounges thrive, several factors surfaced. Our findings painted a picture of tourists with evolving tastes, a trend that the Concordia Lounge must navigate. In this ever-changing landscape, fostering genuine, long-lasting consumer loyalty is more challenging yet rewarding. The tourist's inclination towards less congested spaces, as revealed in our research, also hints at a need to reevaluate the brand's image. It's not just about the physical space but the ambiance, the ethos, and the story the brand tells (Varley et al., 2020).

Towards the competition, for example T/G Lounge as the competitors more focus on the business class is noteworthy. However, this a silver lining for Concordia Lounge lies an opportunity, a chance to cast a wider net, to embrace not just the elite but travellers of all hues. Based on the analysis that has been done, there are several suggestions for improving the marketing strategy of Concordia Lounge Denpasar International as follows: Dividing the segmentation of tour operators into individual and group tour operators; adding targeting to the business travel segment, individual travel and group travel. Clarify the positioning by adding a special concept description for the Concordia Lounge Denpasar International to become "*As a waiting room with first-class facilities for airport visitors with a creative, fun, thoughtful and sophisticated concept*". By adding several aspects of the product such as building a communication design before and after the arrival of guests, focusing on the quality of food and drinks rather than variety, and building a play area for young adults. Complementing the Concordia Lounge arrival process by adding pre-arrival booking confirmation processes and post-arrival communications to solicit reviews and ensure guest satisfaction. Completing the facilities of the play area for young adults with board games, card games, graphic games, and using the concept of a semi-private room.

Lastly, our findings placed a spotlight on the undeniable power of digital transformation. In today's digital age, being online is not a luxury; it's a necessity. With more tourists flocking to Bali, the digital realm offers a canvas to paint the brand's story, to resonate, connect, and engage. In essence, the insights offer not just a mirror to see the present but a compass to navigate the future. Enriching digital media used in marketing products by ensuring the availability of Lounge vouchers on Traveloka and Lounge Buddy, working with various travel-related review platforms such as TripAdvisor, Wander Indonesia, and various other platforms to be able to increase online awareness and add detailed ordering information and contact person on the APH official website to make it easier for potential consumers to contact the lounge they want to visit. Complementing the promotional mix using five digital social media (Facebook, YouTube, WhatsApp, Instagram, TikTok), increasing Concordia Lounge's personal selling and direct marketing efforts by utilizing WhatsApp Business media. Add social media admin staff to maintain communication with consumers and manage social media.

CONCLUSION

Based on the discussion previously described, it can be concluded that to increase the number of walk-in guest customers at Concordia Lounge Denpasar International, it is necessary to design an effective marketing strategy. The formulation of a marketing strategy using the 4C theory by understanding marketing macro factors, marketing micro factors, consumer decision-making processes, perceived brand image, current marketing strategy, brand

image expectations, and competitors' marketing strategies can be formulated a new marketing strategy by formulating segmenting, targeting, positioning and marketing mix that have been adapted to the analysis that has been done.

The first discussion of 4C is context or marketing environment analysis which is carried out using PESTEL analysis and Porter's Five Forces. Based on PESTEL's analysis, several opportunities and threats were found for airport lounges, including an increase in mobilization and the number of tourists to Bali, both for work and vacation, which increased the number of potential airport lounge markets. Increasing people's purchasing power, the SDGs program created by the United Nations makes it easier for companies to create sustainable business processes, but on the other hand, companies need to make some adjustments that can affect company identity and reduce company efficiency. Based on micro-marketing analysis, it was found that the airport lounge industry has high potential for new entrants, low potential for the development of substitute products, low bargaining power of suppliers, high bargaining power of buyers, and high competition between companies.

The second discussion of 4C is the customer. Based on the analysis of the consumer decision making process, it was found that several factors were considered in making the decision, namely price, location and airport lounge facilities. Based on the analysis of brand image expectations, it was found that the Concordia Lounge Denpasar International was considered to provide good facilities and services, even though the quality of the food and drinks provided was not good.

The third discussion from 4C is the company, currently the Concordia Lounge is targeting business travelers and has a positioning as a waiting room with first-class facilities for airport visitors. Concordia Lounge has standard class A lounge facilities. The price offered is based on costs and competitors, so what is offered is IDR 500,000/pax. Concordia Lounge Denpasar International is located at the International Departure Terminal at I Gusti Ngurah Rai International Airport, Bali, exactly 1 floor above the check-in area. Promotional efforts focused on using the official website, sales promotion, direct marketing, and personal selling.

The final discussion from 4C is competitors, it was found that the competitors for Concordia Lounge Denpasar International are Premiere Lounge and T/G Lounge which are in the same area. Based on micro-marketing analysis and consumer decision-making analysis, several key success factors for airport lounge marketing were obtained which were then compared using pairwise comparison to obtain 5 KSFs, namely perceived brand image, consumer reviews, price, promotion, and facilities. The KSF obtained is used to create a competitive profile matrix that places Concordia Lounge at rank number one with the best consumer reviews, prices and facilities.

Concordia Lounge's marketing objective is to increase sales of walk-in guest consumers, increase online presence, and meet the company's CSI standards in terms of food and beverage quality. The next step is to determine a new marketing strategy that is adjusted to the results of the 4C analysis and predetermined company marketing objectives (Bjerke & Renger, 2017), to formulate a new marketing strategy (STP and 7P). The limitation of this research is the design of a marketing strategy for one of the subsidiaries of PT. Angkasa Pura 1, namely PT Angkasa Pura Hotel, especially in the Concordia Lounge Denpasar International business unit which is engaged in providing exclusive waiting room services at airports. This research will focus on B2C segmentation or what is called a walk-in guest. This research has the role of analyzing internal and external conditions that occur, then a marketing strategy plan will be formulated with a focus on segmenting, targeting, positioning, and marketing mix. The results of the strategy formulation will be implemented in Q4 of 2023 and 2024.

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