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Marketing Mix Strategy to Increase Wedding Package Sales at Six Senses Uluwatu, Bali

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Abstract :*The wedding industry in Bali is developing as a strategic opportunity for hotels to increase wedding package sales, but Six Senses Uluwatu, Bali experienced a decline in sales from 100 events in 2024 to 87 events in 2025. This study aims to analyze the 7P marketing mix strategy to increase wedding package sales. The study used a descriptive qualitative method. The population and numerical sample were not determined because informants were selected by purposive sampling, namely the Assistant Director of Wedding & MICE as the key informant and the Assistant Manager of Wedding & MICE and Wedding & MICE Coordinator as supporting informants. Data were obtained through unstructured interviews, observation, and documentation, then analyzed thematically using NVivo 15 through data reduction, data display, and conclusion drawing. The results showed that Product, Place, People, Process, and Physical Evidence were the main strengths, while Price and Promotion and several operational aspects still had weaknesses. In conclusion, increasing sales requires the development of intimate wedding packages, strengthening sales calls, consistent digital storytelling, cross-training, simplifying the approval process, and preventive maintenance.*

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Introduction

Bali has been recognized as Asia's Leading Wedding Destination 2025 by the World Travel Awards (WTA), demonstrating its strong appeal as a wedding destination and creating opportunities for the hotel industry to develop wedding packages and related services (Chaniago & Prodjo, 2025). A wedding package is a hotel service designed to accommodate various needs of couples planning their wedding, including event venues, dining facilities, photography areas, decorations, catering, documentation, and entertainment. These packages provide convenience and added value for couples while strengthening a hotel's image as a wedding destination. Wedding events also offer economic opportunities for hotels through increased consumption, utilization of hotel facilities, and

accommodation requirements. The growing demand for weddings and MICE activities therefore provides opportunities for hotels to develop these services as potential sources of revenue (Angellyna & Djunaid, 2024; UTAMA et al., 2025).

To capitalize on these opportunities, hotels need marketing strategies that address not only the promotion of wedding packages but also the overall value and quality of the services offered. One relevant approach is the service marketing mix, which consists of seven elements: Product, Price, Place, Promotion, People, Process, and Physical Evidence. These elements help organizations design service offerings, achieve marketing objectives, and influence consumer purchasing decisions (Agustin & Maranisya, 2022; Salsabila et al., 2024). In the wedding industry, product characteristics and pricing shape the value proposition, while location and promotional activities influence customer awareness and venue preferences. Furthermore, employee competence, service procedures, and the physical environment contribute to the customer experience and the perceived quality of the wedding service. Consequently, evaluating all seven elements provides a broader basis for examining wedding package sales than focusing exclusively on pricing or promotional activities. The integrated management of the marketing mix is also relevant to sales performance and business sustainability in an increasingly competitive wedding industry (Ayuni & Kristianto, 2025).

This issue is relevant to Six Senses Uluwatu, Bali, which positions wedding services as part of its strategic product portfolio. The hotel offers a distinctive setting on the cliffs of Uluwatu, panoramic views of the Indian Ocean, privacy, and a wellness and sustainability-oriented concept. Its exclusive venues, flexible event arrangements, and personalized coordination contribute to its positioning as a luxury wedding destination. The hotel also offers eight types of wedding packages, with reported prices ranging from IDR 288,000,000 to IDR 4,588,000,000 and varying venue capacities. These product and physical characteristics provide a foundation for attracting couples seeking exclusive wedding experiences. However, having differentiated products and a distinctive location does not necessarily ensure that sales targets will be achieved, making it important to examine how the hotel's overall marketing strategy is implemented.

The sales data presented in this study indicate a gap between the hotel's wedding package sales target and actual performance. The hotel achieved 100 wedding events in 2024, meeting its annual target, but the number declined to 87 events in 2025. Reported wedding package revenue also decreased from IDR 57,568,137,000++ in 2024 to IDR 35,379,000,000++ in 2025. These developments indicate that the hotel's wedding business experienced a decline in both the number of events and reported revenue during 2025. Nevertheless, these figures alone do not establish the causes of the decline. Instead, they provide a basis for investigating the marketing and operational conditions that may be associated with the hotel's sales performance. Before publication, the sales and revenue figures should be verified against the original internal records, and the revenue notation should be standardized to clarify what the "++" designation represents.

Preliminary interviews conducted on February 6, 2026, with the Assistant Director of Wedding & MICE as the key informant, together with the Assistant Manager of Wedding & MICE and the Wedding & MICE Coordinator as supporting informants, identified several strengths and weaknesses across the seven marketing mix elements. In the Product element, the cliff-view ceremony, luxury brand identity, wellness and sustainability concept, and variety of wedding packages represent key strengths. However, venue capacity restrictions and sustainability requirements may limit some forms of event personalization. In the Price element, value-based pricing, contract rates, and commissions for wedding organizers support the hotel's premium positioning and business partnerships, but high prices may restrict market reach, particularly among price-sensitive domestic customers. In the Place element, the panoramic ocean view and private resort environment offer distinctive advantages, while distance from the airport and traffic congestion in South Bali may create accessibility challenges.

The preliminary findings also indicate opportunities to improve the Promotion element through more frequent sales calls to local wedding organizers and more consistent digital storytelling and cinematic content. In the People element, dedicated wedding specialists and emotional hospitality support personalized service, but dependence on key individuals may affect coordination when those employees are unavailable. In the Process element, pre-event briefings and service rehearsals help maintain operational consistency, whereas limited negotiation flexibility and lengthy approval procedures may delay responses to special customer requests. In the Physical Evidence element, luxury

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private villas, signature altar setups, and panoramic views strengthen the wedding experience, but facility maintenance and restrictions on external decorations require further attention. Taken together, these preliminary findings suggest that wedding package sales may be associated with multiple interconnected marketing and operational considerations. Therefore, examining only promotion or pricing would provide an incomplete understanding of the issues identified at Six Senses Uluwatu, Bali. A comprehensive analysis of all seven elements is needed to identify both existing competitive strengths and areas requiring improvement.

Previous studies have examined marketing strategies for wedding packages and related hotel services, providing a foundation for the present research. Sabudi et al. (2020) examined the wedding package marketing mix at Discovery Kartika Plaza Hotel, while Sri et al. (2021) discussed marketing mix strategies for increasing meeting package revenue at Melia Bali. Saputri (2021) examined marketing strategies for increasing wedding package sales at The Ritz-Carlton, Bali, and Santanu et al. (2022) investigated the implementation of the marketing mix in wedding package sales at The Apurva Kempinski Bali during the COVID-19 pandemic. Agustin and Maranisya (2022) also examined the wedding package marketing mix at JS Luwansa Hotel. These studies provide relevant insights into marketing practices in wedding and hotel event services. However, their differing hotel contexts and research focuses indicate the value of further examining how the complete 7P framework can be used to map the strengths and operational constraints of wedding package marketing in a luxury resort setting. In particular, the present study considers Product, Price, Place, Promotion, People, Process, and Physical Evidence together rather than examining only selected marketing elements.

The relevance of this integrated approach is also supported by broader research on the marketing mix and consumer purchasing decisions. Agustin and Maranisya (2022) and Salsabila et al. (2024) discuss the application of marketing mix strategies in service and purchasing contexts, while Ayuni and Kristianto (2025) examine the 7P marketing mix in relation to consumer loyalty. Nevertheless, the findings and contexts of previous studies should not be assumed to establish the causes of the sales decline at Six Senses Uluwatu, Bali. The present study addresses a context-specific research need by combining a 7P-based examination with descriptive qualitative analysis of interviews, observations, and internal documentation. NVivo 15 is used to organize and code qualitative data and to support the visualization of relationships among themes. This software-assisted approach is intended to make the mapping of strengths and weaknesses across the seven marketing mix elements more systematic; it is not, by itself, claimed as a wholly novel analytical method. The contribution lies in applying this integrated framework to the specific sales conditions and operational context of a luxury wedding destination.

Based on this background, this study aims to analyze the implementation of the 7P marketing mix strategy and identify relevant strategies to increase wedding package sales at Six Senses Uluwatu, Bali. By examining the strengths and weaknesses of Product, Price, Place, Promotion, People, Process, and Physical Evidence, the study seeks to provide practical recommendations that respond to the hotel's sales conditions while maintaining its luxury, wellness, and sustainability positioning.

Research Methods

This study uses a descriptive qualitative method to analyze the marketing mix strategy in increasing wedding package sales at Six Senses Uluwatu, Bali. The selection of this approach is adjusted to the research objective which focuses on an in-depth understanding of the implementation of the marketing mix in real conditions in the field. The object of the study is the marketing mix strategy applied in wedding package sales at Six Senses Uluwatu, Bali. The study was conducted at Six Senses Uluwatu, Bali, located on Jalan Goa Lempeh, Uluwatu, Badung Regency, Bali, with a research period from July 2025 to May 2026 and using wedding activity data from January 2021 to December 2025. The use of the research object is in accordance with the definition of a research object as an attribute, trait, or value of a person, object, or activity that has certain variations to be studied and then drawn conclusions (Sugiyono, 2013).

The research data consists of quantitative and qualitative data. Quantitative data includes the

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number of wedding events held at Six Senses Uluwatu, Bali, from January 2021 to December 2025. Meanwhile, qualitative data includes interviews with management or the sales team regarding the 7P marketing mix strategy and an overview of the hotel's facilities, services, and physical condition. Data sources consist of primary and secondary data. Primary data was obtained directly through interviews with the Sales Department, while secondary data was obtained from documents, internal reports, and references relevant to the research object. The use of these data sources follows the classification of primary data as information obtained directly from primary sources and secondary data as information obtained indirectly through documents or other relevant sources (Sulung & Muspawi, 2024).

The data collection instruments and techniques used in this study were interviews and documentation studies. Interviews were conducted in an unstructured manner using a list of questions related to promotional strategies, operational coordination, obstacles to wedding package sales, and other aspects of the marketing mix. The interviews were aimed at obtaining more in-depth information from the Wedding & MICE Sales Department personnel. Informants were selected using purposive sampling based on their direct involvement in wedding package marketing and their ability to provide comprehensive information consistent with the research focus (ME Saputri, 2021; Asrulla et al., 2023). Documentation studies were conducted by collecting reports on the number of wedding events and room occupancy rates from January 2021 to December 2025 to provide supporting information regarding the hotel's sales and activity conditions.

The research analysis instrument used the 7P service marketing mix framework, which includes Product, Price, Place, Promotion, People, Process, and Physical Evidence. Interview data and documents were then analyzed thematically using NVivo 15 software. NVivo is used to help systematically manage, analyze, and visualize qualitative data through coding, querying, and visualization processes. Interview transcripts with Wedding & MICE Sales staff were entered into NVivo and grouped based on coding tailored to the indicators of each marketing mix element. Furthermore, relationships were used to examine the interconnections between codes and the relationship between operational implementation and marketing constraints. Project maps were used to visually present data relationships so that the complexity of qualitative data could be more easily understood (Allsop et al., 2022).

The data analysis technique was conducted descriptively and qualitatively with the help of NVivo through three main stages: data reduction, data display, and conclusion drawing. In the data reduction stage, the researcher summarized and selected the main information from the results of interviews and field observations and eliminated information that was not related to the marketing mix. The data display stage was carried out by presenting the reduced data in the form of descriptive narratives and a 7P marketing mix table so that the real conditions at Six Senses Uluwatu, Bali could be understood systematically. Next, the conclusion drawing stage was carried out by drawing conclusions based on the overall analysis results to produce recommendations for the most appropriate marketing mix strategy in an effort to increase wedding package sales at Six Senses Uluwatu, Bali.

Results and Discussion

Product

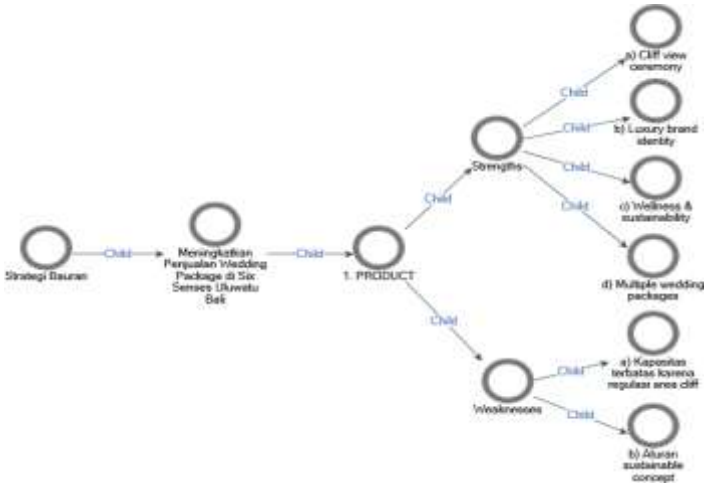


Figure 1. Project Map Product

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Figure 1 shows that the product aspect is a key strength in the wedding package marketing strategy at Six Senses Uluwatu, Bali. Based on NVivo analysis, this strength is dominated by product characteristics that offer high differentiation value compared to competitors. One of its main advantages is the cliff view ceremony, which offers panoramic views of the Indian Ocean as a key attraction for weddings. This unique location provides an exclusive experience and serves as a unique selling proposition that is difficult to find at other hotels in the Bali region.

In addition to its prime location, Six Senses' reputation as an international luxury hotel chain further enhances the value of its offerings. The brand's reputation for luxury, wellness, and sustainability creates a high-quality perception for prospective brides and grooms. This value is further bolstered by the wide selection of wedding packages designed to accommodate customers with varying event concepts and guest sizes. These package variations provide flexibility for prospective brides and grooms in selecting services that suit their preferences and budget.

However, the NVivo analysis also identified several product weaknesses. The main obstacle relates to the limited capacity of the wedding venue, particularly at the clifftop location. These restrictions are implemented as part of safety standards, requiring the number of guests and activities to be adjusted to the area's capacity. Furthermore, the implementation of the sustainability concept, which is the hallmark of Six Senses, prohibits the use of certain environmentally unfriendly decorations. This situation limits the flexibility of prospective brides and grooms to personalize their wedding concepts, resulting in some customers being unable to fully meet the expectations of specific decoration concepts.

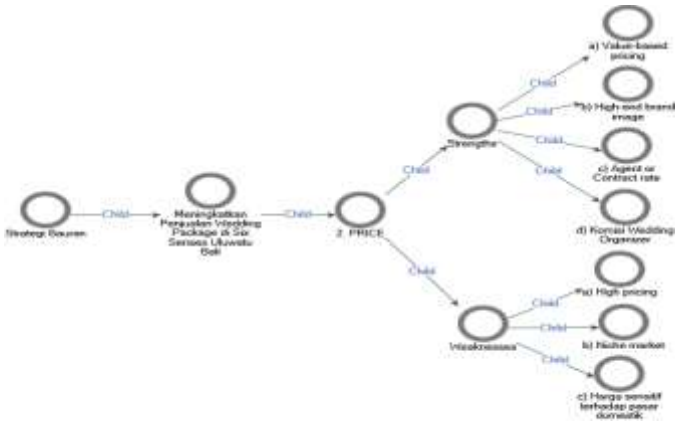
Based on these findings, it can be concluded that the product aspect has strong advantages through product differentiation, international brand reputation, wellness and sustainability concepts, and the diversity of wedding packages offered. However, implementing regulations regarding venue capacity and sustainability concepts presents challenges that must be managed to continue to provide the best experience for every prospective bride and groom without compromising the core characteristics of Six Senses Uluwatu, Bali.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the characteristics of the product's strengths and weaknesses as follows.

"The product we highlight the most is definitely the cliff view ceremony. So, the wedding venue is on a cliff with a view of the ocean, which really makes the luxury brand identity at Six Senses stand out. We also consistently bring the concept of wellness & sustainability, and the package options are quite diverse because we have multiple wedding packages from intimate to quite crowded. But honestly, the weakness is the limited capacity due to cliff area regulations, so we can't force over capacity for cliff safety reasons. Furthermore, the sustainable concept rules from central management are also very strict, such as not allowing the use of fireworks or plastic confetti. Well, that's what sometimes makes prospective brides and grooms feel a bit limited in personalizing the event concept to their wishes."
Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

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Price



***Picture* 2. Project Map Price**

Figure 2 shows that price is a crucial element in positioning the Six Senses Uluwatu, Bali wedding package as a luxury wedding destination. Based on the analysis using NVivo software, the main strength of the price aspect lies in the implementation of a value-based pricing strategy, namely setting prices based on value, service quality, exclusive experiences, and benefits received by customers, rather than solely based on operational costs. This strategy strengthens Six Senses' image as an international-class hotel targeting the premium market segment, so that the price offered is perceived as commensurate with the quality of the facilities, services, and experience obtained by the prospective bride and groom.

In addition to implementing value-based pricing, the analysis also shows that Six Senses Uluwatu, Bali has a pricing strategy that supports sustainable sales through collaborations with various business partners. The hotel offers contract rates to collaborating travel agents and wedding organizers, and offers a commission scheme for partners who successfully attract customers. This policy not only strengthens business relationships with strategic partners but also serves as one of the company's efforts to sustainably expand its wedding package marketing network.

In addition to these advantages, NVivo's analysis also identified several weaknesses in the pricing aspect. The main obstacle relates to the implementation of premium pricing, which limits market reach to certain consumer segments with high purchasing power. The relatively high price is often a consideration for prospective brides and grooms, particularly in the domestic market, who tend to compare prices with other hotels or venues offering similar facilities. This situation results in a longer purchasing decision-making process as potential customers weigh the balance between the price paid and the benefits received.

Based on these findings, it can be concluded that the pricing strategy implemented by Six Senses Uluwatu, Bali, has successfully built a perception of exclusivity and strengthened the hotel's image as a luxury wedding venue. However, the premium pricing characteristic also presents challenges, limiting market reach and increasing consumer sensitivity to the value proposition. Therefore, the company needs to continuously communicate product excellence and the customer experience to ensure that perceived value remains commensurate with the price.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the pricing aspect as follows.

"In terms of pricing, we actually use value-based pricing. Considering we're selling a high-end brand image, our prices are tailored to the value and exclusivity our clients receive. To support back-to-back sales, we have an agent or contract rate scheme, and we also offer a fairly attractive commission allocation for wedding organizers. However, due to this high pricing structure, our market is very niche. The challenge is when we encounter price sensitivity in the domestic market, which is a bit challenging because local clients often compare prices with similar competing venues."

Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

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Place

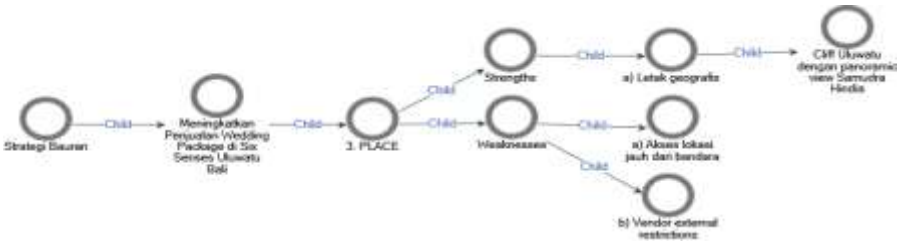


Figure 3. Project Map Place

Figure 3 shows that the place aspect is one of Six Senses Uluwatu, Bali's competitive advantages in marketing wedding packages. Based on the analysis using NVivo software, the main strength of the place aspect lies in the hotel's location on the Uluwatu cliffs with panoramic views of the Indian Ocean. This geographical characteristic provides added value that is difficult for competitors to imitate, making it a major attraction for couples seeking a destination wedding concept with exclusive natural views. Its location in the premium tourism area of South Bali also further strengthens Six Senses' image as an international-class luxury wedding destination.

In addition to its prime location, the resort's tranquil, secluded environment also provides a more private setting for weddings. This added value, enabling a more intimate and exclusive experience for the bride and groom and their guests. Thus, the venue serves not only as a venue but also as part of the experience offered to customers.

Despite its numerous advantages, NVivo's analysis also identified several weaknesses in the venue aspect. The main obstacle relates to access to the hotel, which is relatively far from I Gusti Ngurah Rai International Airport, resulting in longer travel times, especially during heavy traffic in South Bali. This situation could be a consideration for prospective brides and grooms and guests, especially those from outside the region or abroad.

In addition to accessibility, interviews also revealed a hotel policy regarding the use of external vendors, which requires them to adhere to operational procedures and standards established by management. This policy aims to maintain the security of the resort area, maintain service quality, and maintain the hotel's facilities during the event. However, some prospective brides and grooms felt that this policy limited their flexibility in selecting vendors according to their individual preferences, thus posing a challenge in organizing wedding packages.

Based on these findings, it can be concluded that the place aspect is one of the main advantages of Six Senses Uluwatu, Bali, through its strategic location, exclusive natural panoramas, and resort atmosphere that support luxury destination weddings. However, accessibility to the location and the implementation of operational policies for external vendors remain challenges that need to be managed to avoid compromising customer comfort and experience during the event.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the place aspect as follows.

"Our main attraction is clearly the hotel's location on the Uluwatu cliffs. The hotel's position directly facing the Indian Ocean provides a view that is a major attraction for prospective brides and grooms. However, on the other hand, the biggest operational challenge is access to the location, which is quite far from the airport, especially when traffic conditions in the South Bali area are congested. Furthermore, we also have a policy regarding the use of external vendors who must comply with hotel regulations to ensure the safety, quality of facilities, and comfort of all guests in the resort area."
Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

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Promotion

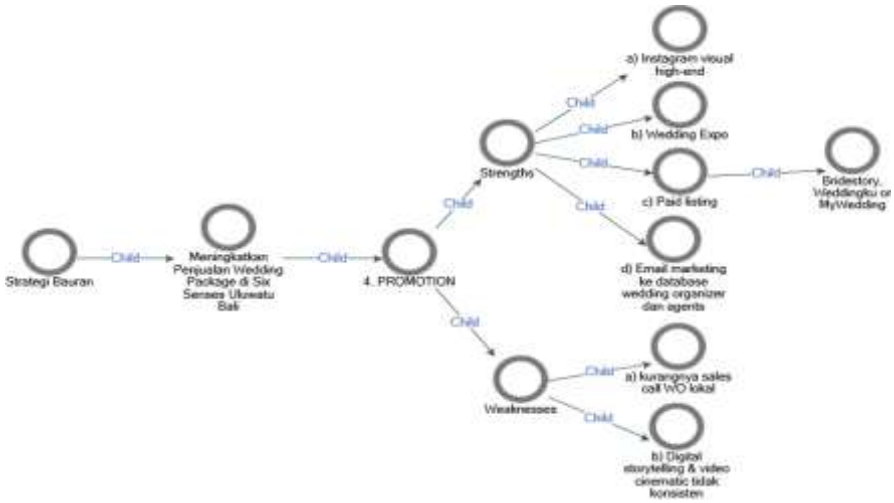


Figure 4. Project Map Promotion

Figure 4 shows that the promotional aspect is a key strategy in introducing the Six Senses Uluwatu, Bali wedding package to potential customers. Based on analysis using NVivo software, the hotel's promotional activities are dominated by the use of digital media combined with direct marketing activities. This approach aims to expand market reach while strengthening Six Senses' image as a luxury wedding destination in Bali.

The main strength of the promotional aspect is evident in the optimization of social media, particularly Instagram, as a marketing communication tool that displays high-quality visuals of the venue, decor, and wedding atmosphere at Six Senses Uluwatu, Bali. Presenting content that emphasizes the luxury concept, natural panoramas, and exclusive experiences helps build positive perceptions and increase prospective brides and grooms' interest in the wedding packages offered. Furthermore, the hotel utilizes paid listings on wedding information platforms such as Bridestory, Weddingku, and MyWedding as a promotional medium to reach consumers planning their weddings.

This promotional strategy is strengthened through active participation in various wedding expos, which provide the company with opportunities to interact directly with potential customers and expand its network with wedding organizers, travel agents, and other business partners. Furthermore, utilizing email marketing to wedding organizer and travel agent databases is a form of ongoing marketing communication to maintain business relationships and increase sales opportunities.

However, NVivo's analysis also revealed several weaknesses in the promotional aspect. One major obstacle is the limited frequency of sales calls to local wedding organizers, thus underutilizing opportunities to build stronger business relationships. Less intensive relationships with local wedding industry players could potentially reduce recommendations given to prospective brides and grooms searching for wedding venues in Bali.

Furthermore, digital marketing activities still face challenges in presenting digital storytelling that can build emotional engagement with potential customers. The inconsistent production of cinematic video content means that the exclusivity and luxury wedding experience are not fully conveyed optimally. This situation indicates that companies still have an opportunity to improve the effectiveness of digital marketing communications by developing more creative, consistent, and customer-experience-oriented content.

Based on these findings, it can be concluded that the promotional strategy implemented by Six Senses Uluwatu, Bali, has utilized a combination of digital and in-person promotions quite effectively in building its brand image and attracting prospective brides and grooms. However, improving relationships with local wedding organizers and strengthening digital content marketing strategies are still needed to further enhance promotional effectiveness and reach a wider market.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the promotional aspect as follows.

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"For promotion, so far the most effective is the Instagram display with visuals that show the luxury resort concept. In addition, we also regularly participate in wedding expos and use paid listings such as Bridestory, Weddingku, and MyWedding. We also periodically send marketing emails to wedding organizers and travel agents as a form of marketing communication. However, upon further evaluation, there are still shortcomings, especially the intensity of sales calls to local wedding organizers which is not optimal. On the other hand, the development of digital storytelling and cinematic video content on social media also still needs to be improved so that the message about the luxury wedding experience can be conveyed more powerfully."
Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

People

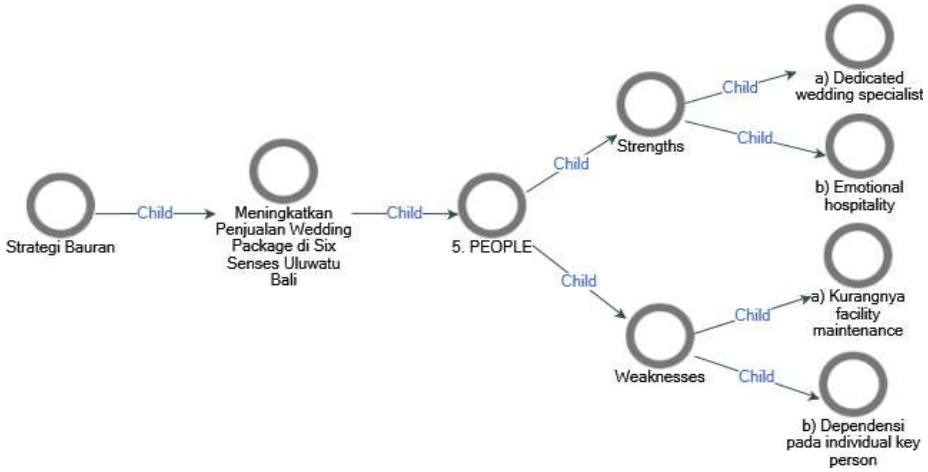


Figure 5. Project Map People

Figure 5 shows that the people aspect plays a crucial role in supporting the successful marketing of wedding packages at Six Senses Uluwatu, Bali. Based on analysis using NVivo software, the primary strength of this aspect lies in the quality of the human resources involved in organizing the wedding. The competence of a professional team is a key factor in creating a service experience that meets the standards of a five-star hotel and the expectations of prospective brides and grooms.

The analysis shows that Six Senses Uluwatu, Bali has a dedicated wedding specialist who is specifically responsible for assisting prospective brides and grooms from the initial consultation stage, through event planning, coordination with various parties, to the implementation of activities on the wedding day. This ongoing assistance makes it easy for customers to obtain information and ensures that every need is handled appropriately. This excellence is further strengthened by the implementation of the concept of emotional hospitality, namely a service approach that prioritizes empathy, attention to customer needs, and the ability to build more personal relationships. This approach is one of the added values that differentiates Six Senses Uluwatu, Bali's services from competitors in the luxury wedding segment.

In addition to these advantages, NVivo's analysis also identified several weaknesses in the people aspect. The main obstacle relates to the high dependence on several key individuals in operational processes. This situation results in less than optimal coordination and decision-making processes when staff with critical roles are absent or unable to attend. Dependence on specific individuals also has the potential to impact service consistency if not supported by an adequate system for task allocation and knowledge transfer to all team members.

Furthermore, human resource capacity building through ongoing training and competency development is still necessary to maintain consistent service quality in line with Six Senses' international standards. Strengthening inter-team collaboration is also crucial to ensure every service process remains effective, even with personnel changes or an increase in the number of events held within a given period.

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Based on these findings, it can be concluded that the people aspect is one of the main strengths in the Six Senses Uluwatu, Bali wedding package marketing strategy through employee competence, the presence of a dedicated wedding specialist, and the implementation of emotional hospitality that can create an exclusive and memorable service experience. However, dependence on individual key persons remains a challenge that needs to be anticipated by strengthening teamwork systems, developing competencies, and standardizing services to ensure consistent service quality.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the people aspect as follows.

"From a team perspective, we do have a dedicated wedding specialist who specifically handles wedding events from the initial stages to the actual event itself. The service we provide also prioritizes emotional hospitality, ensuring each couple receives more personalized attention. However, a challenge we still face is our dependence on several key individuals. When staff members with important roles are not present, the coordination process can sometimes be less than optimal, requiring stronger teamwork to maintain service quality."

Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

Process

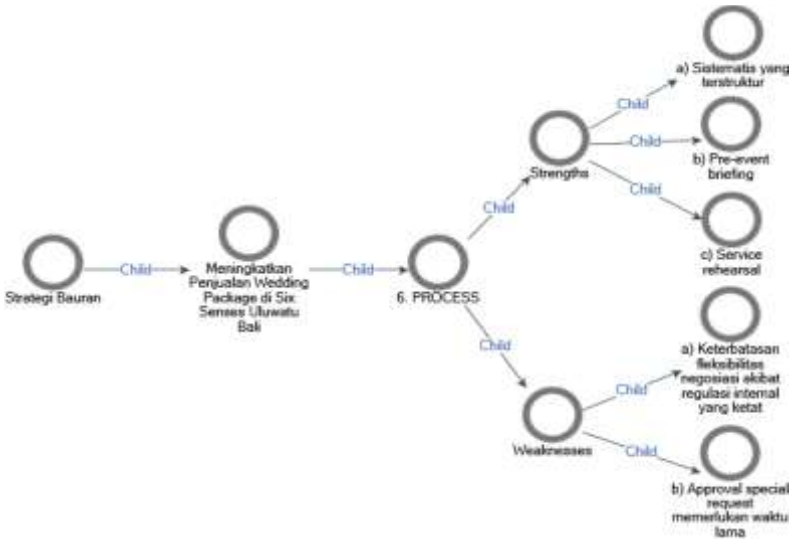


Figure 6. Project Map Process

Figure 6 shows that the process aspect is a crucial factor in supporting the quality of wedding package delivery at Six Senses Uluwatu, Bali. Based on the analysis using NVivo software, the main strength of the process aspect lies in the implementation of standardized operational procedures, allowing each stage of service to be carried out systematically, consistently, and in accordance with five-star hotel service standards. This process standardization serves as the basis for maintaining service quality while minimizing the potential for errors during the event.

The analysis shows that prior to the event, the hotel routinely held pre-event briefings involving all relevant departments to align perceptions regarding tasks, responsibilities, and the flow of the event. Following the briefing, the team also conducted a service rehearsal as a form of operational simulation to ensure each event sequence ran according to plan. Implementing these two stages improved interdepartmental coordination, clarified task allocation, and reduced the likelihood of technical issues during the event.

In addition, Six Senses Uluwatu, Bali also implements strict operational procedures in the coordination process with external vendors. Every vendor involved in organizing an event is required to comply with operational regulations established by hotel management. These procedures aim to maintain service quality standards, resort area security, and the sustainability of facilities used during the wedding event. This ensures that all operational processes can proceed in an orderly manner without disrupting the comfort of other guests staying at the hotel.

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However, NVivo's analysis also identified several process weaknesses. The main obstacle relates to limited flexibility in negotiating with potential customers due to internal company regulations that all staff must adhere to. This situation prevents the operational team from directly addressing some special customer requests, as they require management approval. Consequently, the decision-making process becomes lengthier, resulting in longer response times to customers in some situations than expected.

Based on these findings, it can be concluded that the process aspect is one of Six Senses Uluwatu, Bali's strengths through the implementation of systematic operational procedures, pre-event briefings, service rehearsals, and standardized coordination with various parties involved in organizing the event. However, the tiered approval procedures and limited flexibility in the negotiation process remain challenges that need to be managed so that the company can provide more responsive service without compromising established operational standards.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the process aspects as follows.

"In terms of the wedding process, the system we implement is actually quite structured. Before the event begins, a pre-event briefing and service rehearsal are always held with the entire team involved to ensure the event runs according to plan. However, the challenge we still face is limited flexibility in the negotiation process due to internal company regulations. Furthermore, if there is a special request from the client, the approval process must go through several management stages, so it takes a relatively longer time before a decision can be made to the customer."

Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

Physical Evidence

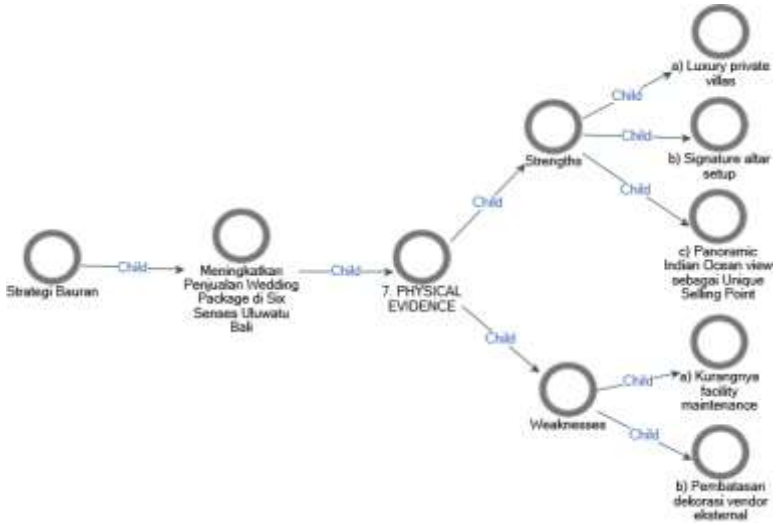


Figure 7. Project Map Physical Evidence

Figure 7 shows that the physical evidence aspect is one of the main advantages of Six Senses Uluwatu, Bali in building the perception of quality and exclusivity of the wedding packages offered. Based on the results of the analysis using NVivo software, the main strengths in this aspect are dominated by the completeness of the facilities, the design of the resort environment, and the beautiful natural panorama that is the main identity of the hotel. The presence of luxury private villas, a signature altar setup, and panoramic Indian Ocean views provide a strong visual experience while strengthening the image of Six Senses as a luxury destination wedding destination in Bali.

In addition to comprehensive physical facilities, the resort's architectural concept, which blends with the natural environment and incorporates wellness and sustainability principles, creates a comfortable, exclusive, and sophisticated atmosphere. The combination of building design, natural landscape, and quality facilities creates an attractive atmosphere that enhances the first impression of

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prospective brides and grooms upon their visit or upon viewing the hotel's promotional materials. This demonstrates that physical evidence not only supports service but also forms part of the customer experience throughout the wedding process.

Despite its numerous advantages, the NVivo analysis also identified several weaknesses in the physical evidence aspect. The main challenge relates to facility maintenance, particularly in several outdoor facilities directly exposed to coastal weather conditions. Exposure to sunlight, humidity, wind, and sea salt content causes some parts of the facility to experience a decline in quality, requiring regular maintenance to maintain a five-star hotel standard. If not optimally addressed, these conditions have the potential to impact customer perceptions of the quality of the available facilities.

Furthermore, the hotel's policy regarding the use of decorations by external vendors is also part of an effort to maintain the resort's physical condition. Any decorations used must meet operational standards and not cause damage to the building or the natural landscape that characterizes Six Senses Uluwatu, Bali. While this policy aims to maintain the quality of the resort's facilities and aesthetics, some prospective brides and grooms feel the restrictions reduce the flexibility to implement decoration concepts according to personal preferences.

Based on these findings, it can be concluded that the physical evidence aspect is one of the main strengths of Six Senses Uluwatu, Bali, through the quality of the facilities, resort design, natural panoramas, and physical environment that can create an exclusive wedding experience. However, ongoing facility maintenance and management of the use of decorations by external vendors remain important concerns to ensure the quality of the resort's physical environment can be maintained in accordance with the service standards expected by customers.

To confirm the project map visualization results, researchers conducted an in-depth interview with a key informant, the Assistant Director of Wedding & MICE at Six Senses Uluwatu, Bali. He explained the strengths and weaknesses of the physical evidence aspect as follows.

"Physical evidence is the first thing prospective clients see when considering a wedding venue. We have luxury private villas, signature altar setups, and panoramic Indian Ocean views, which are the main attractions of Six Senses Uluwatu. However, because the resort is located in a coastal area, some outdoor facilities require regular maintenance to maintain their quality. Furthermore, we also implement regulations regarding decorations from external vendors to ensure that all elements used do not damage the building or the natural aesthetic of the resort."

Source: Interview Results with Deputy Director of Wedding & MICE, Aris Budiman, February 6, 2026.

Discussion

Product

Based on NVivo's product analysis, Six Senses Uluwatu, Bali, found significant advantages in the form of cliff-view ceremonies, a luxury brand identity, a wellness and sustainability concept, and a variety of wedding packages. However, capacity is still limited by cliff-side area regulations and the implementation of sustainable concept rules that restrict certain elements.

To overcome this obstacle, hotels can develop alternative packages that still emphasize the value of sustainability without reducing the personal and dramatic impression of the wedding moment, for example by offering eco-friendly substitution decoration elements such as the use of local flower arrangements and decorations instead of plastic decorations, cold spark effects as an alternative to fireworks that are free from air pollution and noise, drone light shows as a substitute for fireworks to create a different experience, this is also useful as part of the unique selling point itself so it is not just a limitation.

This approach is in line with the views of previous researchers who emphasized the importance of product variation in marketing mix strategies to respond to dynamic market preferences without sacrificing the hotel's core values.(Sabudi et al., 2020).

Price

ResultsData processing shows strengths in the pricing element, supported by the implementation of value-based pricing, which strengthens the high-end brand image, as well as the existence of agent contract rates and wedding organizer commissions, which expand the distribution

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network. Meanwhile, the main weakness lies in high pricing, which limits market segmentation to niche markets and is less adaptable to non-high-end domestic markets.

To address the issue of price inadequacy in the domestic market, hotels need to develop intimate wedding package variants with smaller capacities, for example for 20 to 30 people, as a complement to existing main packages. With fewer guests, components such as catering, beverage credit, and venue setup naturally result in a more affordable total price without the need to change or break down the existing package structure. This approach aligns with the micro-wedding trend, which is increasingly popular with modern couples who prioritize intimacy over large guest numbers while maintaining the main published rate as a representation of the brand's exclusive value, thus maintaining the hotel's luxury brand image.

StrategyThis is in line with previous research which states that breaking down product components into separate elements allows companies to offer more competitive base prices while maintaining premium options for segments that want full added value, so that the main publish rate is maintained as a representation of the brand's exclusive image.(Stremersch & Tellis, 2002).

Place

ResultsNVivo's analysis of the place element revealed strengths in the hotel's geographic location on the Uluwatu cliffs with panoramic views of the Indian Ocean, a significant added value in attracting prospective brides and grooms. However, two major weaknesses were identified: the location's distance from the airport and restrictions on external vendors involved in the event. These two constraints have the potential to reduce the comfort of invited guests and the bride and groom's ability to choose vendors according to their preferences.

The solution thatWhat can be implemented is the provision of a scheduled shuttle service from the airport as part of the wedding package and the preparation of a more varied list of preferred vendors but still adjusted to hotel standards so as not to limit the choices of prospective brides and grooms too much.

MatterThis is in line with previous research which confirms that the choice of venue and servicescape greatly influences customer experience, so ease of access and operational flexibility need to be managed well without sacrificing hotel quality standards.(Cartas et al., 2025).

Promotion

ResultsData analysis revealed strengths in the promotional elements, supported by the use of Instagram with high-end visuals, participation in wedding expos, paid listings on platforms like Bridestory, Weddingku, and MyWedding, and email marketing to wedding organizer and agent databases. In addition to these strengths, NVivo's results also identified weaknesses in the promotional aspect. The main obstacle found in the field was the lack of sales call intensity with local wedding organizers, resulting in a reliance on existing relationships without efforts to expand new networks. This could risk limiting the potential for market expansion to other local wedding organizers who have not yet been reached, so that wedding package sales growth tends to be within the same client circle. This condition is exacerbated by digital marketing activities that are considered minimal in digital storytelling and inconsistent production of cinematic video content, resulting in a lack of emotional luxury messages and becoming a challenge in maintaining the interest of prospective brides and grooms on an ongoing basis.

The solution thatOne solution that can be implemented is the preparation of a regularly scheduled sales call program with wedding organizers who have collaborated and also those who have not collaborated. This helps expand relations with new wedding organizers outside the old network while maintaining the quality of relationships with existing long-term partners. In addition, a solution that can be done is to prepare a consistent content calendar focused on guest storytelling narratives and regular cinematic video production on various social media that highlight the emotional moments of the wedding at Six Senses Uluwatu, Bali.

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MatterThis is supported by previous research which states that building and maintaining relationships with new clients remains an important part of the sales team's responsibilities, even when the company already has a fairly strong partner network, even in the midst of the shifting role of modern salespeople, so that new relationship development activities remain an important thing to do even though the hotel is supported by an established partner network.(Elhajjar et al., 2023). And research states that a consistent storytelling-based social media marketing strategy can significantly increase brand awareness, especially for wedding organizers and wedding service providers.(Nabila & Suksmawati, 2024).

People

ResultsNVivo's analysis of the people element revealed strengths in the form of a dedicated team of wedding specialists and an emotional hospitality approach, which added value to the service experience. Weaknesses also included a lack of facility maintenance and a high dependency on key operational personnel, which could lead to instability if they are unavailable.

The solution thatOne approach that can be implemented is by implementing a cross-training program within the Wedding & MICE team so that work execution isn't dependent on a single individual. This program can be implemented through a structured job rotation system, ensuring each staff member has the ability to perform various job functions. This way, the workload can be distributed more evenly, and several staff members are available to cover each other's roles when needed, ensuring operations continue to run effectively and sustainably.

MatterThis is supported by previous research which states that implementing cross-training in hotels can improve service quality, employee retention, and work performance, while reducing the risk of organizational dependence on certain individuals.(Salem & Abdien, 2017).

Process

ResultsData processing on the process element revealed strengths in the form of systematic bureaucratic flows, pre-event briefings, and consistent service rehearsals to maintain service quality. However, weaknesses were identified, including limited negotiation flexibility due to strict internal regulations and a lengthy approval process for special requests.

The solution thatWhat can be implemented is the simplification of the approval process for certain low-risk special request categories so that decisions can be taken more quickly at the operational level without having to wait for tiered approvals and the establishment of clear standard response times for the sales team in the negotiation process.

MatterThis is in line with previous research which states that the quality of internal hotel services is greatly influenced by the efficiency of bureaucratic processes and the speed of response between departments in handling customer requests.(Wu et al., 2021).

Physical Evidence

ResultsNVivo's analysis of physical evidence elements revealed strengths in the form of luxury private villas, signature altar setups, and panoramic Indian Ocean views, which are the hotel's main unique selling points. However, weaknesses were found in the lack of regular property maintenance. This problem was also exacerbated by internal communication gaps, where many physical damages such as cliff floors, venue walls, or defects were often handled slowly, which became a frequent complaint during site inspections. Another issue was the restriction of external vendors' freedom of movement in arranging event decorations.

The solution thatWhat can be implemented is the preparation of a periodic preventive maintenance schedule for physical facilities and also the maintenance team should not wait for damage reports from other parties in the hotel but should routinely carry out daily minor repairs, especially before the site inspection schedule, as well as providing clearer decoration guidelines for external vendors so that they still have room for creativity within the hotel's standard limits.

This statement is supported by previous research which states that the condition of the venue is an important factor in creating a positive wedding experience, so that site inspections and routine maintenance of the wedding venue area need to be carried out to maintain the quality of service.(Cartas et al., 2025).

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Conclusion

The findings indicate that the implementation of the 7P marketing mix at Six Senses Uluwatu, Bali has several strong aspects that support the positioning and marketing of wedding packages, particularly Product, Place, People, Process, and Physical Evidence. The hotel offers differentiated products through cliff view ceremonies, luxury brand identity, wellness and sustainability concepts, and multiple wedding packages. Its location, dedicated wedding specialists, emotional hospitality, standardized operational procedures, luxury private villas, signature altar setup, and panoramic Indian Ocean views further strengthen its competitive value. However, weaknesses remain in Price, Promotion, and several operational aspects, including premium pricing that limits the domestic market, insufficient sales calls to local wedding organizers, inconsistent digital storytelling and cinematic content, dependence on individual key persons, limited flexibility in special request approvals, and inconsistent facility maintenance. These conditions are reflected in the decline in wedding package sales from 100 events in 2024 to 87 events in 2025 and the decrease in revenue during the same period. The study is limited by its qualitative descriptive design and focus on a single luxury hotel, which limits the generalizability of the findings to other hotel segments or destinations.

Future research should involve multiple hotels, broader informant groups, and comparative or mixed-method approaches to examine the effectiveness of specific marketing strategies more comprehensively. Further studies may also evaluate customer perspectives and quantitatively assess the relationship between individual 7P elements and wedding package purchase decisions. Practically, Six Senses Uluwatu, Bali should develop smaller intimate wedding packages, strengthen scheduled sales calls with both existing and prospective wedding organizers, implement a consistent digital content calendar and cinematic storytelling strategy, establish cross-training to reduce dependence on individual key persons, simplify approval procedures for low-risk special requests, and implement proactive preventive maintenance schedules. These measures can improve market adaptability, responsiveness, operational continuity, and customer experience while maintaining the hotel's luxury, wellness, and sustainability positioning.

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