

RINGKASAN EKSEKUTIF

Tugas Akhir *Project Case Improvement* (PCI) bertujuan untuk mengidentifikasi, menganalisis, serta mencari solusi terbaik guna menentukan rekomendasi yang sesuai terhadap The Akasha *Luxury Villas* Seminyak Bali, khususnya dalam mengubah citra The Akasha. Guna mendukung penyusunan dan penulisan tugas akhir *Project Case Improvement*, dijalankan observasi langsung serta observasi tidak langsung yang diantaranya merupakan wawancara dengan pihak internal The Akasha, wawancara terhadap konsumen serta *potential customer*, analisis atribut produk pesaing, analisis posisi merek The Akasha, dan keterlibatan langsung dalam melakukan riset pasar saat menjalankan program magang yang berlangsung selama tiga bulan untuk mengidentifikasi nilai pelanggan.

Berdasarkan hasil observasi dan analisis identifikasi penyebab masalah, ditemukan kesenjangan antara apa yang diberikan perusahaan dengan ekspektasi konsumen, sehingga menyebabkan ketidakpuasan pelanggan terhadap pengalaman penginapan yang diharapkan serta *sales* perusahaan mengalami penurunan. Teori yang diaplikasikan dalam pembuatan tugas akhir ini diantaranya adalah *brand management* guna menganalisis performa merek The Akasha, *Customer Based Brand Equity (CBBE)* untuk menganalisis persepsi konsumen terhadap performa merek The Akasha, *rebranding* untuk membentuk citra (*image*) atau merefleksikan perubahan identitas, *luxury brand management* guna menganalisis standarisasi luxury pada suatu vila, serta pemasaran jasa (*service marketing*) untuk menganalisis akar permasalahan melalui 7 Ps dan *service gap*.

Melalui teori yang telah disebutkan, ditetapkan tiga alternatif solusi untuk mengatasi permasalahan yaitu Ketidaksesuaian antara ekspektasi konsumen dan apa yang disampaikan perusahaan. Penentuan alternatif solusi terbaik didasarkan pada perbandingan tingkat kepentingan diskusi dengan pihak internal, serta analisis ketiga alternatif solusi dan hubungannya dengan teori yang sesuai.

EXECUTIVE SUMMARY

This Project Case Improvement (PCI) aims to identify, analyze, and to find the best solution in order to determine the appropriate recommendations for The Akasha Luxury Villas Seminyak Bali. The promise that The Akasha deliver to customer compare with customer expectation became the main observation in this project. Direct observation as well as indirect observation was performed to support of the tasks that we develop in this project improvement. Interview with Akasha's workers, Akasha's customers and potential customers were the indirect observation. Whilst, analysis of product attributes competitor, analysis the position of the brand The Akasha, and identifying Akasha's customer value were the indirect one.

The result of identification on the cause of the problem suggested that there is a gap between what the company has promise with the consumers' expectations. The gap causing customer dissatisfaction against the villa's expected experience and the company sales has decreased. The theory brand management is being used to analyze the performance of the brand The Akasha, meanwhile the theory rebranding performed as a basic theory to form the image or reflect a change of identity analyze customer's perception of the performance from The Akasha. The last theory namely theory service marketing is being used to analyze the root causes through the 7 Ps and service gap.

Through the theories that has been mentioned above, the set of three alternative solutions could overcome the problems of the gap between consumer expectations and what the company provided. Determination of the best alternative solution based on a comparison with the level of interest the internal discussions, as well as a third analysis of alternative solutions and its relationship with the corresponding theory.