



## Mandala Self-Healing: The Blue Ocean Strategy at The Vasini Smart Boutique Hotel

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Received on 12 October 2023	Revised on 2 November 2023	Accepted on 21 November 2023
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### Abstract:

**Purpose:** The Vasini Smart Boutique Hotel is a hotel that is trapped in the saturation of the hotel business in Denpasar City. This saturation is known as the red ocean condition, so a blue ocean strategy is needed as a solution. The purpose of this research is to develop a marketing strategy for Mandala Self-healing as the implementation of the blue ocean strategy. The test method used is Structural Equational Model Partial Least Square (SEM PLS).

**Research methods:** This method is used to determine the effect of blue ocean strategy and customer satisfaction on customer loyalty. Qualitative analysis method is used to produce a marketing strategy model.

**Findings:** The research results show that the hotel offers Mandala Self Healing service products. The marketing strategy of Mandala Self Healing can be implemented by creating customer satisfaction. Customer satisfaction is needed to encourage customer loyalty so that there will be repeat purchases of Mandala Self Healing service products.

**Implication:** The marketing model design shows that Mandala Self Healing deserves to be a superior product by taking into account several factors that can hinder the success of the product.

**Keywords:** Blue ocean strategy, customer satisfaction, customer loyalty, self-healing.

### INTRODUCTION

Data from the Denpasar City Tourism Office shows very tight business competition from tourism accommodation service businesses. These competitive conditions lead to saturation of the hospitality business in the city of Denpasar. This saturation is known as the red ocean condition. Ismail (2019) states that the Blue Ocean Strategy is a strategy that can be used by companies to get out of increasingly fierce competition (red ocean) and create new markets that have not been touched by other companies, therefore a company must be able to conquer the market that has been controlled by old players who are certainly more

experienced by offering certain value innovations that are then accepted by customers.

Utami (2020) states that in the era of globalization, people tend to live in urban life which is quite busy, fast-paced and instantaneous. This fast-paced life puts pressure and demands on work and daily activities. These demands and pressures can increase the risk of stress so that they indirectly affect people's lifestyles and increase the risk of various diseases. Psychologist Robert Ader (1975), shows that mental and emotional can affect the body's systems. This raises concerns, thus indirectly forcing people to continue to manage a healthy lifestyle by exercising, recreation or relaxing themselves by doing self-healing. Self-healing itself is a self-healing method that can be achieved with the power of the mind. The conditions presented by Utami (2020) in social reality are responded to by the emergence of a lifestyle, namely self-healing. The phenomenon of self-healing which is currently becoming an awareness for many people can be an opportunity in designing the right marketing strategy for The Vasini Hotel.

Self-healing literally means self-healing, because the word healing itself is defined as "a process of healing". Self-healing is intended as a process of treatment or healing that is carried out by oneself through a process of one's own beliefs and is also supported by the environment and supporting external factors (Crane & Ward, 2016). Self-healing is closely related to belief because self or self context is an important element in motivating one's self-confidence. In addition, self-healing is also related to intrapersonal communication because there is an internal dialogue process that occurs within the self space itself. The self itself can be limited as an "individual known to individual" which contains a number of identifiable components and processes such as cognition, perception, memory, feeling/desire, motivation, awareness, and conscience (Aisa et al. 2021). Self-healing is a term that uses a principled process that actually the human body is something that is capable of repairing and healing itself scientifically in certain ways (Bahrien & Ardianty 2017). The application of self-healing can be in the form of individual practice or through structured guidance such as training (Hongo et al., 2018).

Customer satisfaction is the achievement target of a marketing strategy. Kotler & Keller (2006: 65) reveals that consumers who are satisfied with the

company's performance have the following characteristics (indicators): (1). Service quality is needed in the hotel industry. (2). Guests who stay overnight feel comfortable. Customer satisfaction becomes difficult to achieve when hotels try new product innovations. This is considering that hotels generally only focus on accommodation services.

Customer loyalty is a customer's commitment to a product or company that causes these customers to make repeated purchases (Sofiani et al, 2021). Commitment can be created because there is a feeling of satisfaction after consuming a product or service so as to create an interesting and enjoyable experience. With the creation of this loyalty, consumers will continue to choose products provided by manufacturers even though there are many other marketing efforts that can make consumers change their minds. Gremler and Brown (Yuliawan & Weather, 2016) stated that customer loyalty is a positive attitude shown by customers through repeated purchases of a product or service and will only choose the product when they need a related product.

The implementation of the blue ocean marketing strategy at The Vasini Smart Bou-tique Hotel is to create a new product called Mandala. Curry & Kasser, (2005) stated that Mandala is a color therapy that combines elements of art and psychological therapy. The benefits of this therapy in addition to physical relaxation can also help reduce psychological stress so as to improve mental health. The application of this therapy is expected to build the image of the hotel as a hotel that provides physical and psychological relaxation services. Dellios (2019) said that Mandala is a unique knowledge from a tradition that is widespread in Southeast Asia. Mandala as a knowledge tradition in Southeast Asia combines two mandala concepts: (1) a Hindu-Buddhist religious diagram; with (2) the traditional Southeast Asian doctrine of 'international relations', which derives from ancient Indian political discourses. The Mandala shape is a religious diagram used as a meditation aid.

The phenomenon of self-healing which is currently becoming an awareness for many people can be an opportunity in designing the right marketing strategy for The Vasini Hotel. This design can be started by knowing the impact of Mandala as self-healing on guest satisfaction and loyalty to the hotel. The knowledge that will be obtained can be used to create an appropriate marketing strategy when people are increasingly aware of their psychological

health. Ginting (2021) said that to win the competition, hotels must provide customer satisfaction and build customer loyalty. Building customer loyalty is a strategic policy for the company because the company views customer loyalty as part of the company's strategy.

RESEARCH METHODS

The location of this research is at The Vasini Smart Boutique Hotel which is located at Jl. WR Supratman No.288, Kesiman Kertalangu, East Denpasar District, Denpasar City, Bali 80237. This hotel has a strong desire to get out of the red ocean condition in the hotel business in Denpasar City. This hotel is designing a superior product as the implementation of the blue ocean strategy. This service product is called Mandala Self Healing.

The research data was collected from 50 guests of The Vasini Smart Boutique Hotel. All guests are customers who have stayed at The Vasini Smart Boutique Hotel at least twice. Research respondents will receive Mandala Self Healing services and will then fill out the provided questionnaire. The questionnaire contains questions about respondents' perceptions of Mandala Self Healing as the Implementation of Blue Ocean Strategy (X), Customer Satisfaction (Z) and Customer Loyalty (Y). The research concept framework used is as follows.

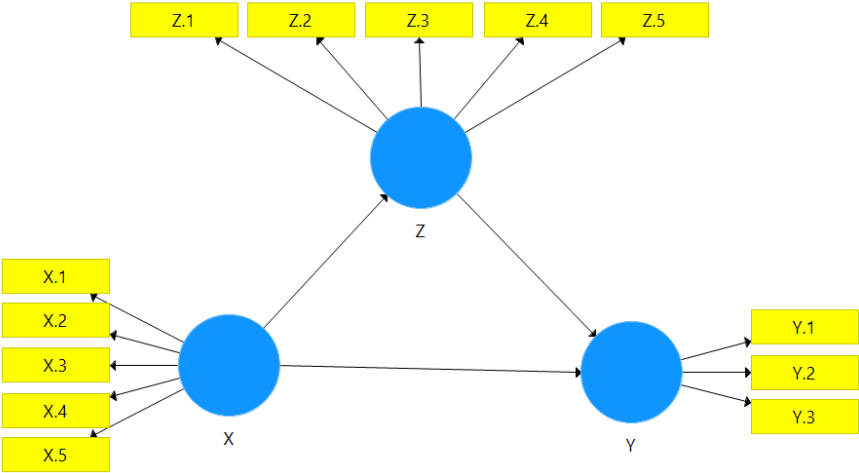


Figure 1. Research Framework

The conceptual framework of this research is based on previous studies. Research by Ningrum et al., (2019) states that blue ocean strategy is the best solution to get out of competition in a homogeneous business saturation. Riasari

et al., (2020) succeeded in proving that the blue ocean strategy is very effectively implemented in the hospitality business. This strategy can be used to create new market space so that it can win the competition amidst the saturation of the hospitality business. Kusnita (2019) in his research shows that implementing a blue ocean strategy with the best service will be able to increase customer satisfaction and hotel customer loyalty.

The data analysis technique used in this study is the Structural Equational Model Partial Least Square (SEM-PLS). SEM-PLS analysis is used because this analysis is able to analyze variables that cannot be measured directly and is able to estimate the model simultaneously (Solihin & Ratmono, 2021: 3). The results of this quantitative analysis will then be discussed in a Focus Group Discussion (FGD) forum. FGDs were conducted to formulate an appropriate marketing strategy for Mandala Self Healing. This marketing strategy considers hotel customer satisfaction and loyalty. The FGD involved hotel owners, leaders and employees who were involved from the production process to marketing.

## FINDINGS

### Results

Respondents involved in this study were 50 people with the following characteristics. The data in Table 1 shows that most of the respondents in this study were of productive age and only two people were over 60 years old. Most of the respondents had higher education starting from Diploma to Postgraduate levels. The work of the respondents is dominated by the self-employed. Most of the respondents earn between Rp. 5,000,000 to more than Rp. 10,000,000.

Table 1. Characteristics of Respondents

Characteristics	Classification	Total of respondents	Percentage (%)
Age	< 30 years old	4	8.00
	30 - 35 years old	11	22.00
	36 - 40 years old	10	20.00
	41 - 45 years old	9	18.00
	46 - 50 years old	7	14.00

	51 - 55 years old	3	6.00
	56 - 60 years old	4	8.00
	> 60 years old	2	4.00
Last education	SMA	3	6.00
	Diploma	9	18.00
	Bachelor	26	52.00
	Postgraduate	12	24.00
Profession	PNS/TNI/POLRI	5	10.00
	Swasta	7	14.00
	Entrepreneur	24	48.00
	Free worker	14	28.00
Income per month	< 5.000.000	4	8.00
	5.000.000 - 10.000.000	23	46.00
	> 10.000.000	23	46.00

The variables used in this study are Blue Ocean Strategy (X), Customer Satisfaction (Z) and Customer Loyalty (Y). The description of the respondent's perception of each variable after receiving the Mandala Self Healing service is as follows.

Table 2. Description of Respondents' Perceptions on the Blue Ocean Strategy

Statement	Frequency of Respondent Answers					Total Score	Average	Description
	1	2	3	4	5			
X.1 The "Mandala" self-healing can be a mainstay for The Vasini Hotel to create new market space without	0	6	6	23	15	197	3.94	High

significant  
competition.

X.2	The "Mandala" self-healing has great benefits for consumers so it is not relevant to other competitors who also provide similar services.	0	7	6	16	21	201	4.02	High
X.3	The benefits of the "Mandala" self-healing will be able to create and capture new requests from other consumers.	0	3	9	9	29	214	4.28	High
X.4	The great benefits of the "Mandala" self-healing have made me not think about the costs I have to pay for the service.	0	4	9	19	18	201	4.02	High
X.5	The "Mandala" self-healing is different from	0	4	10	15	21	203	4.06	High

similar services without making me question the price that must be paid for this service.

Value of average variable	4.06	High
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The average value of the Blue Ocean Strategy variable is 4.06 which can be categorized as High. So the respondent's perception of Mandala Self Healing as the implementation of the Blue Ocean Strategy is good.

Table 3. Description of Respondents' Perceptions on Customer Satisfaction

Statement	Frequency of respondent answers					Total of score	Average	Description
	1	2	3	4	5			
Z.1 I am satisfied with the quality of the "Mandala" self-healing.	0	5	9	14	22	203	4.06	High
Z.2 The price set for the "Mandala" self-healing is in line with the benefits I expected.	0	5	10	17	18	198	3.96	High
Z.3 The quality of service provided by the officers providing self-healing	0	5	8	19	18	200	4.00	High



"Mandala" is good enough to create satisfaction.

Z.4	I feel proud after receiving the "Mandala" self-healing.	0	5	7	15	23	206	4.12	High
Z.5	I found it easy to get the "Mandala" self-healing.	0	4	10	16	20	202	4.04	High
Value of average variable								4.04	High

The average value of the Customer Satisfaction variable is 4.04 which can be categorized as High. This means that the respondent's level of satisfaction with the Mandala Self Healing service he has received is high.

Table 4. Description of Respondents' Perceptions of Customer Loyalty

Pernyataan	Frekuensi Jawaban Responden					Total Skor	Rata-rata	Ket.
	1	2	3	4	5			
Y.1 I will buy the self-healing service "Mandala" continuously when I need this service.	0	1	13	22	14	199	3.98	High
Y.2 I was not influenced by various similar services offered by other hotels.	0	4	10	20	16	198	3.96	High

Y.3 I am willing to recommend and promote the service to other parties because I am satisfied with the “Mandala” self-healing.

Value of average variable	3.99	High
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The average value of the Customer Loyalty variable is 3.99 which can be categorized as High. This means that the respondent's loyalty to the Mandala Self Healing service he has received is high.

The Partial Least Square Structural Equational Model used consists of testing the outer model and inner model.

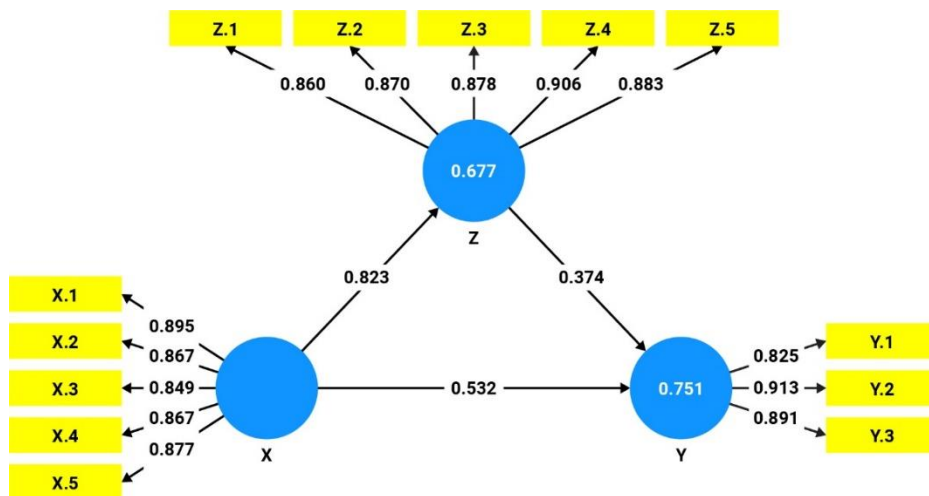


Figure 2. Outer Model Testing

Convergent validity in this study was evaluated using outer loading values and average variance extracted (AVE). The outer loading of an indicator must be > 0.7 and the AVE value > 0.5 (Hair et al., 2017: 137). The results of the outer loading value of the convergent validity test can be seen in Table 5.

Table 5. Outer Loading Test Results

Variabel	Indikator	Outer Loading
Blue Ocean Strategy (X)	X.1	0.895
	X.2	0.867
	X.3	0.849
	X.4	0.867
	X.5	0.877
Customer satisfaction (Z)	Z.1	0.860
	Z.2	0.870
	Z.3	0.878
	Z.4	0.906
	Z.5	0.883
Custome royalty (Y)	Y.1	0.825
	Y.2	0.913
	Y.3	0.891

The output results of the Outer Loading test meet the criteria indicating the validity of the model, because all variable indicators have an outer loading value above 0.7. Apart from being able to assess the outer loading value, there are also other methods that can assess convergent validity, namely the Average Variance Extracted (AVE), the valid AVE value is above 0.5 (Hair et al. 2017). The results of the Average Variance Ex-tracted test in this study can be seen in Table 6.

Table 6. Average Variance Extracted Test Results

Variabel	Average Variance Extracted (AVE)
Blue Ocean Strategy (X)	0.759
Customer satisfaction (Z)	0.773
Customer loyalty (Y)	0.770

Based on Table 6 it can be explained that the Blue Ocean Strategy, Customer Satisfaction and Customer Loyalty variables have an AVE value of more than 0.5, so the data in this study has a good convergent validity value.

Discriminant validity of indicators can be assessed from cross loading values and Fornell-Larcker criteria. The results of the cross loading test in this study can be seen in Table 7.

Table 7. Discriminant Validity Test Results

Variabel	Average Variance Extracted (AVE)	Square Root of Average Variance Extracted
Blue Ocean Strategy (X)	0.759	0.871
Customer satisfaction (Z)	0.773	0.879
Customer loyalty (Y)	0.770	0.877

The results of the discriminant validity test in Table 7 show that the AVE measurement value for all variables is greater than 0.5 and the square root of average variance extracted (AVE) value is greater than the AVE value. So it can be stated that the model has good discriminant validity. Thus the indicators in this study are valid.

Besides being able to assess the value of cross loading, there is also another method that can assess discriminant validity, namely the Fornell-Larcker criteria. The results of the Fornell-Larcker criterion test show that the square root of each AVE construct is greater than the correlation with other constructs, so the data in this study have good discriminant validity.

The construct reliability of the measurement model can be measured by looking at the value of the composite reliability and will also be strengthened by looking at the value of Cronbach's alpha. The results of the composite reliability test in this study can be seen in Table 8.

Table 8. Composite Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Blue Ocean Strategy (X)	0.921	0.940

Customer loyalty (Z)	0.927	0.945
Customer loyalty (Y)	0.849	0.909

Based on Table 8 it can be explained that the composite reliability and cronbach's alpha of the Blue Ocean Strategy variable, guest satisfaction and guest loyalty have a Cronbach's alpha value of 0.849 - 0.927 and composite reliability of 0.909 - 0.945, the variables in the model have a good reliability value.

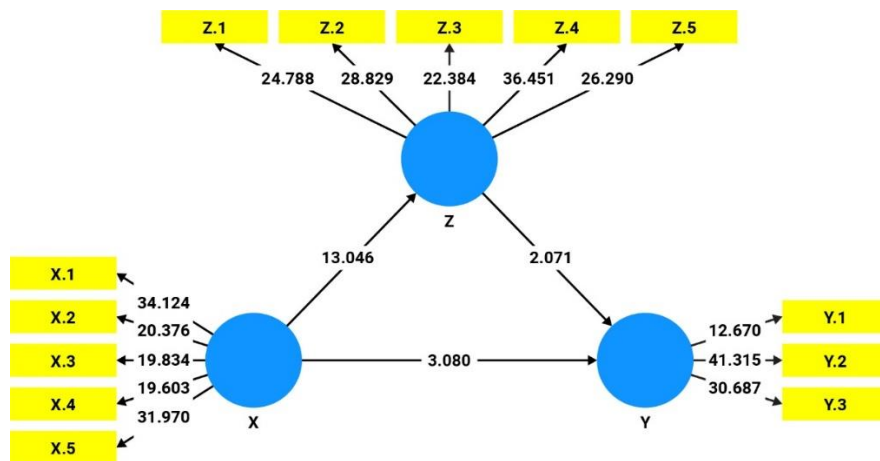


Figure 3. Inner Model Testing

The results of the coefficient of determination (R<sup>2</sup>) from the variables Customer Satisfaction (Z) and Customer Loyalty (Y) are presented in Table 9.

Table 9. Results of R square values

Variabel	R-square
Customer loyalty (Y)	0.751
Customer loyalty (Z)	0.677

Based on the data presented in Table 9, the R-square value of the Customer Satisfaction variable is 0.677 which means that 67.7 percent of Customer Satisfaction is explained by the Blue Ocean Strategy while 32.3 percent is explained by variables outside this study. The R-square value of the Customer Loyalty variable is 0.751 which means that 75.1 percent of Customer Loyalty is explained by Blue Ocean Strategy and Customer Satisfaction while 24.9 percent is explained by variables outside this study.

Inner model testing can also be done by measuring the Q-square value, if the Q-Square value is greater than zero it will indicate that the model has predictive relevance, whereas if the Q-Square value is less than zero, it will indicate that the model has no predictive relevance . Based on Table 9, the Q-square value in this study is calculated using the following formula:

$$\begin{aligned}
 \text{Q-square} &= 1 - (1-R12) (1-R22) \\
 &= 1 - (1-0.677) (1-0.751) \\
 &= 1 - (0.323) (0.249) \\
 &= 1 - 0.081 \\
 &= 0.919 \\
 &= 91.9\%
 \end{aligned}$$

The calculated Q-square value shows a value of 0.919 which can explain the high predictive relevance value, so the resulting model is feasible to use for predictions.

Table 10. Results of the Direct Influence Test between Variables (Path Coefficients)

Variabel	Koefisien jalur	T-statistics	P-values	Keterangan
X -> Z	0.823	13.046	0.000	Diterima
Z -> Y	0.374	2.071	0.039	Diterima
X -> Y	0.532	3.080	0.002	Diterima

Table 10 shows the direct effect between variables which can be explained as follows. Blue Ocean Strategy on Customer Satisfaction has a p-value of 0.000 which is less than 0.05 and the t-statistic value of 13.046 is greater than the value of 1.960 and the coefficient is 0.823. These results indicate that the Blue Ocean Strategy has a significant direct and positive influence on Customer Satisfaction. This explains that the higher the Blue Ocean Strategy, the higher The Vasini Hotel Customer Satisfaction, the lower the Blue Ocean Strategy, the lower The Vasini Hotel Customer Satisfaction. This result is supported by the results of Ningrum's research (2019) which states that the blue ocean strategy is the right solution to increase customer satisfaction and is a solution to win the competition. Customer satisfaction with guest loyalty has a p-value of 0.039 which is less than 0.05 and the t-statistic value of 2.071 is greater than the value of 1.960 and the coefficient is 0.374. These results indicate that customer satisfaction has a significant direct

and positive effect on customer loyalty. This explains that the higher the customer satisfaction, the higher the customer loyalty to The Vasini Hotel, the lower the customer satisfaction, the lower the customer loyalty to The Vasini Hotel. These results are in accordance with the results of research from Safitri (2021). Safitri stated that if the hotel is able to provide the best service, customer satisfaction will be created and encourage customer loyalty to the service products provided by the hotel. The Blue Ocean Strategy on customer loyalty has a p-value of 0.002 which is less than 0.05 and the t-statistic value of 3.080 is greater than the value of 1.960 and the coefficient is 0.532. These results indicate that Blue Ocean Strategy has a significant direct and positive effect on Customer Loyalty. This explains that the higher the Blue Ocean Strategy, the higher the Customer Loyalty of The Vasini Hotel, the lower the Blue Ocean Strategy, the lower the Customer Loyalty of The Vasini Hotel. This significant effect is in accordance with the research results of Riasari et.al. (2020). The research states that the blue ocean strategy can create new market space with consumers who will be very loyal to the superior products of this strategy.

Table 11. Indirect Effect Test Results

Variable mediation	Impact		<i>Total Effect</i>	<i>P values</i>	Description
	<i>Direct</i>	<i>Indirect</i>			
X -> Z -> Y	0.532	0.308	0.840	0.035	Partial mediation

The data in Table 11 shows that the p value (0.035) is less than 0.05. So it can be stated that the Blue Ocean Strategy can have an indirect effect on Customer Loyalty through Customer Satisfaction. The results of this study indicate that the hotel has provided the best service for Mandala Self Healing so that customer satisfaction and customer loyalty are created. This analogy is produced by Dewi's research (2021). Dewi (2021) states that hotels must try to provide good service to customers, so that they are satisfied with the services provided so that consumers will become loyal customers of the hotel.

**Discussion**

This research focuses on assessing the implementation of the Blue Ocean Strategy. This assessment is very important for The Vasini Smart Boutique Hotel. This implementation will be able to help hotels to win the competition in the hotel business in the city of Denpasar. The implementation of this new strategy clearly requires superior products. This excellent product is Mandala self-healing which needs to be tried first to find out hotel customer satisfaction and loyalty. Quantitative test results on 50 respondents. These respondents are hotel customers who have stayed at least twice. All respondents have received Mandala self-healing services. Respondents' perceptions showed good results.

The test results on the influence of the variables used in this study also show that there is a significant effect either directly or indirectly. Blue Ocean Strategy is proven to be able to significantly increase Customer Satisfaction and guest loyalty. Guest satisfaction with Mandala self-healing services is also proven to increase customer loyalty. Customer satisfaction can also significantly mediate the effect of the Blue Ocean Strategy.

The results of the analysis on respondents' perceptions are then used as a basis for developing marketing strategies.

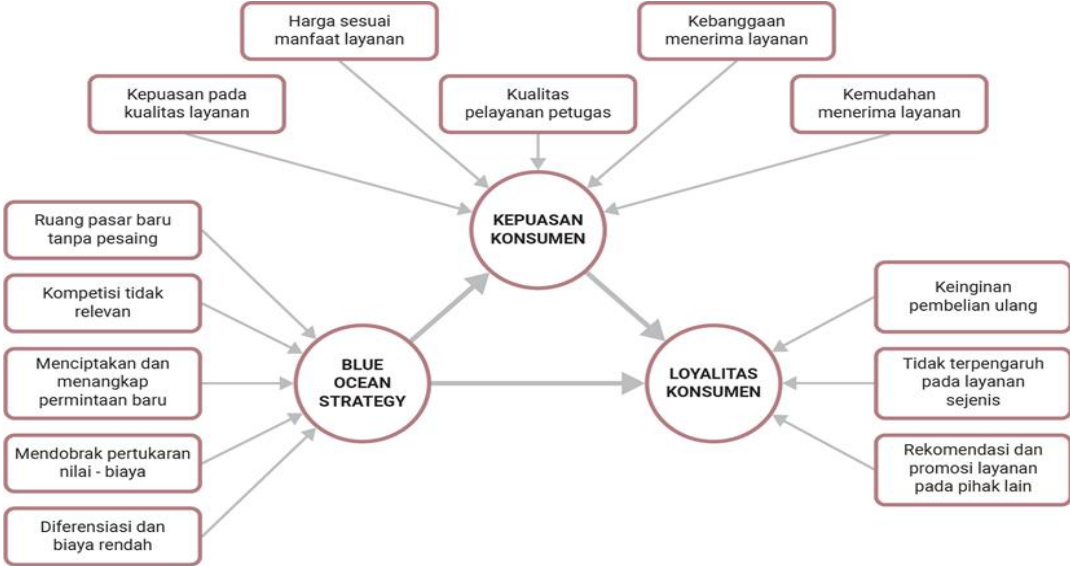


Figure 4. Model Mandala Self Healing as Implementation of Blue Ocean Strategy at The Vasini Smart Boutique Hotel



The Vasini Smart Boutique Hotel sees the need for a new product as a solution to the saturation of the hospitality business (Red Ocean Paradigm) in Denpasar City. New products that are suitable to be a solution to business saturation are products that are in accordance with the blue ocean concept (Blue Ocean Strategy). The requirements for this product according to Chan (2013) are as follows.

First, create a new market space that has no competitors. Mandala self-healing based on respondents' statements shows that this service provides a new experience. This new experience provides benefits for the improvement and improvement of the mental quality of the respondents. Several respondents had received self-healing services elsewhere. This mandala service has very different service characteristics. The main difference is in the effectiveness of the service which only takes a short time. All respondents have a very high level of activity so they need psychological therapy which is very short, effective and can be accessed quickly from the activity location.

These positive statements from the respondents became an opportunity to create new markets. So it is certain that the market for Mandala self-healing will be seized by this service. The Vasini Hotel should be able to take advantage of this potential as the beginning of a marketing strategy. Opinions from research respondents can be positive testimonials to convince potential customers.

Second, making the competition irrelevant. Respondents' statements stating that Mandala self-healing services had never been found elsewhere meant that this service had no competitors. Competitors will certainly appear when this service is launched into the market. This phenomenon can be anticipated by The Vasini Hotel by improving the quality of service from the officers.

Characteristics of services that can effectively improve and increase the psychological quality of respondents can be maintained. The effectiveness of such a service is so specialized that it will be very difficult for competitors to imitate. The Vasini Hotel should be able to maintain these characteristics so that the competition becomes irrelevant.

Third, creating and capturing new requests. The location of The Vasini Hotel in Denpasar City provides an advantage for the future marketing of Mandala self healing. City dwellers with very high levels of activity and work stress certainly

have a need to always maintain their psychological quality. The marketing strategy that needs to be done is to continue to do promotions to city residents. Promotion is not only conventional. The use of social media to upload various testimonials regarding the effectiveness of Mandala self-healing services in overcoming the psychological problems of urban residents. If this promotion model can be applied then market confidence in the effectiveness of services can continue to be fostered. This confidence can be used to continuously create and capture new demand.

Third, break the value-cost exchange. Mandala self-healing services in the production process certainly require financing so The Vasini Hotel will set a price as a service fee. This price will certainly burden consumers who will receive this service. This burden must be exchanged with good service quality. This quality should be directed at service effectiveness in improving and enhancing the psychological quality of consumers. This is very likely to happen considering the huge benefits that consumers will receive after receiving this service.

Fourth, integrating the entire system of enterprise activities in the pursuit of differentiation and low costs. Efforts to achieve product differentiation at low cost are efforts that require work synergy from all the components involved. The component in question is not only internal service staff at The Vasini Hotel. Suppliers or suppliers who are responsible for providing raw materials to support Mandala self-healing services. Consistency in the availability of raw materials in the form of printing and quality food ingredients is needed. The price set by the supplier should be maintained by the hotel so that service costs do not increase.

The results of the quantitative analysis and FGD show that the Mandala self-healing service meets the Blue Ocean Strategy (BOS) requirements. Based on the results of the FGD, this service was deemed fit to be marketed to consumers who are residents of the city of Denpasar. The marketing strategy that needs to be thought about and pursued after this service meets BOS requirements is an effort to create customer satisfaction both when receiving service and post-service.

Customer satisfaction as a major part of the marketing strategy for Mandala self-healing services from The Vasini Hotel needs to pay attention to several satisfaction points as mentioned below.

First, satisfaction on service quality. The Vasini Hotel should be able to improve the quality of service to Mandala self-healing consumers. This is because this service is different from the services that hotels have been providing so far. The Vasini Hotel so far only sells rooms and supporting facilities like hotels in general. The characteristics of Mandala self-healing consumers are also different from hotel consumers in general. These characteristics are based on their needs. Mandala self-healing consumers demand healing for their psychological problems, while hotel consumers generally only need a place to rest or hold meetings for business matters.

Second, the price is according to the benefits of the service. Every consumer will first look at the price compared to the benefits he will receive. This consumer characteristic is reasonable considering that everyone always wants the money spent to provide greater benefits. So The Vasini Hotel should be able to provide guarantees to potential customers that the service benefits they will receive will be in accordance with the price paid. The Mandala self-healing service is a service that prioritizes consumer confidence so that the benefits can be received to the fullest. Efforts to build consumer confidence must begin before consumers receive this service.

Third, the quality of service officers. The Mandala self-healing service is a very unique service that requires the support of officers with special abilities. So special training is needed so that officers can provide the best service to consumers. Officers with special abilities are needed to be able to help consumers benefit from this service.

Fourth, pride in receiving service. Mandala self-healing services must be able to give a sense of pride (prestige) to its consumers. The Vasini Hotel must build an image or brand image that every consumer will get the best service. This service promises not only benefits, but the opportunity to experience extraordinary experiences that can be shared with colleagues or families of consumers. The role of social media is very vital to drive the success of this marketing strategy.

Fifth, ease of receiving services. The very high level of activity and work stress experienced by prospective customers certainly has consequences for service providers. The consequence of the service in question is the ease of receiving services. The ease of ordering services is very important to note.

Schedule certainty without delays or shifts is the second factor that needs attention. Another important factor that is demanded by consumers is the availability of service schedules that can adjust to the busy schedules of consumers.

Customer satisfaction is not enough to maintain Mandala self-healing services as a superior product from The Vasini Hotel. If the hotel wants to maintain this service for a long time, a marketing strategy is needed to build customer loyalty. Quantitative test results and FGDs show that Mandala self-healing as an implementation of BOS and Customer Satisfaction can increase Customer Loyalty. These results should be followed up by pouring into a marketing strategy.

The marketing strategy that can be implemented should pay attention to the three aspects that form Customer Loyalty. First, the desire to repurchase. Consumers who are satisfied with the Mandala self-healing service will have the potential to make repeat purchases of this service. If this potential is not followed up, it will certainly not be realized. The Vasini Hotel must proactively establish communication with consumers. This service cannot only be done once, but must be continuous. The characteristics of services like this clearly require good communication between service providers and consumers. So a special officer is needed to handle this communication so that consumers can return to therapy.

Second, consumers are not affected by similar services. If the Mandala self-healing service has been launched on the market, it is very likely that competitors with similar services will emerge. This service has met the requirements as an implementation of BOS, but of course the presence of competitors with similar services needs to be addressed with a strategy. The marketing strategy that can be done is to continue to build good post-service communication. This communication will not only make consumers repurchase again, but will also provide awareness for consumers. Awareness that hotels always pay attention to the needs of consumers. Good communication will also make the hotel aware of the development of psychological problems from consumers. Consumer psychological problems can be different from time to time so that they require different therapies. Mandala self-healing does not only provide psychological therapy services for one problem. This service has various types of media that can address a variety of different psychological problems. If

this can be known and well understood by consumers, consumers will not be influenced to switch to other service providers.

Third, consumers provide recommendations and promotion of services to other parties. Consumers who are satisfied with receiving Mandala self-healing services are more likely to recommend and promote this service to colleagues and their families. The marketing strategy that can be implemented so that this possibility can be realized is to give rewards to consumers who have succeeded in bringing in new customers. This award can be in the form of service discounts or free services. This award will motivate consumers to continue providing recommendations and promotions to other parties.

## CONCLUSION

The Vasini Smart Boutique Hotel needs a new product that can become a superior product. This product requirement can be a solution for hotels to get out of the saturation (red ocean) hospitality business in Denpasar City. The product that is trying to be proposed is Mandala Self Healing. This proposal was followed up with a study to examine the effect of implementing the blue ocean strategy in the form of Mandala Self Healing and Guest Satisfaction on Guest Loyalty.

Based on the discussion, the resulting conclusions are as follows. First, the Mandala Self Healing marketing strategy as the implementation of the Blue Ocean Strategy at The Vasini Smart Boutique Hotel can be implemented by creating customer satisfaction. Customer satisfaction is needed to encourage Customer Loyalty so that there will be repeat purchases of Mandala Self Healing service products. Second, the design of the Mandala Self Healing marketing strategy model as the implementation of the Blue Ocean Strategy was prepared based on the results of quantitative analysis and FGDs conducted at The Vasini Smart Boutique Hotel. The design of the marketing model shows that Mandala Self Healing deserves to be a superior product by taking into account several factors that can hinder the success of the product.

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