

## THE ROLE OF ENTREPRENEURIAL MARKETING IN IMPROVING ORGANIZATIONAL PERFORMANCE IN THE HOTEL BUSINESS

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### ABSTRACT

*The hotel industry is face competition is very tight, so there needs to be method creative and flexible marketing. This study aims to examine how entrepreneurial marketing can help increase hotel organizational performance. The method used is qualitative descriptive in a way collect data through interview in-depth, observation, and analysis of documents involving management as well as hotel staff. The results of the study show that the application of entrepreneurial marketing, through continuous service innovation, adjustments experience guests, creativity in marketing, as well as courage and risk management, can produce significant increase in income, level residence, loyalty customers, and the hotel's image. Although thus, there is challenges such as limitations resources, rejection of existing organizational culture, and adaptation to digital technology. Implications from this research highlights the need for human resource development, investment in trusted digital technology, and changes in organizational culture to support the success of marketing strategies innovative in the hospitality sector. This finding contributes both financially and theoretical and practical in developing entrepreneurial marketing in the sector service.*

**Keywords:** *entrepreneurial marketing, organizational performance, innovation*

### INTRODUCTION

Hospitality industry currently experiencing increasing competition complicated both domestically and international. This change is driven by technological advances, shifts in preferences consumer as well as increasing hope will quality and innovation in all services encourage hotel business actors to continue adapt to a highly volatile business climate (Mathews 2000; Zeqiri 2024) . Not only five- star hotels but also lodgings size small until intermediate now required to respond market shifts with more creative and flexible strategies (Napierała and Birdir 2020; Ziyae, Sadeghi, and Golmohammadi 2022) . In this case, the marketing approach traditional in nature rigid and less sensitive to changes in the business

world starting lost the meaning (Dubey 2022; Ezema 2018) . The emergence of the concept of entrepreneurial marketing is one of reaction strategic that offers new ways of dealing challenge as well as opportunities in the hospitality industry (Catana and Toma 2021; Hoang et al. 2024) . Although Thus, the problem main issues faced many hotels, especially large-scale ones small and medium enterprises are still many ways of using marketing traditional which tends to be less effective in dealing with rapid market changes (GOYAL et al. 2025) . The low level of innovation in marketing activities make hotel performance becomes stagnant even experienced a decline in the middle increasing competition strict (Hariandja 2025) . In addition, the understanding and application of entrepreneurial marketing among hotel management is still very limited (Rao and Yadav 2023) . Several studies describe this matter. For example, research conducted (Sampaio and Régio 2022) provides an overview of the use of marketing traditional with reach limited to be an obstacle key in developing the market. As a result, it is difficult for hotels reach new and failed customers meet the target market, even though potential very large number of tourists. Research results (Gouda and Halim 2025) shows that the marketing strategy is still conventional and less innovative causing the hotel market to not develop and customers start switch to competitors. Lack satisfactory promotion and minimal the use of digital media makes it difficult for hotels maintain loyalty customers in the middle tight competition.

Likewise with research (Luo 2025) that the implementation of entrepreneurial marketing dimensions (innovation, proactivity, decision making) risk, and creation opportunities ) have an impact positive impact on hotel revenue and competitiveness . However, this study also found that the understanding and application of entrepreneurial marketing among hotel management in general Still limited especially in small and medium hotels. Many hotels still depend on method marketing traditional methods that are less responsive to market changes. Although various studies have examined the role of entrepreneurial marketing in increasing organizational performance in the hotel business Still there is ambiguity about to what extent the role contributes in the context of the business hospitality. Then, from study existing literature, it was found that most of large research still focus on one factor only, both methods marketing conventional or aspect managerial common in the hotel sector so it is less accommodating interaction between both in improving organizational performance. In addition, research that specifically special researching the hospitality context intermediate Still limited, especially in certain regions or market segments that are the focus of this research.

This gap opens up opportunity to make new contributions with a more holistic and contextual approach. Therefore, this study presents something new by emphasizing the role of entrepreneurial marketing as an element key to improving performance of hospitality organizations. The reasons for this research are increasingly strong Because the importance of innovation and competition in facing various global and digital challenges in the hospitality industry. Therefore, this research is expected to be a basis for developing more efficient and

relevant marketing strategies. as well as open opportunities for further research in the same field. In practice, it is hoped that this research can provide strategic suggestions to hotel managers in implementing entrepreneurial marketing effectively so that can increase competitiveness and business sustainability in the midst of increasing industrial competition strict. Therefore, this study aims to research in a way in-depth understanding of the role of entrepreneurial marketing in increasing organizational performance in the hospitality industry. In addition, this study also tries to find out dimensions main of the most relevant and influential entrepreneurial marketing influence significant impact on the hospitality industry. It is hoped that the results of this study can serve as a useful reference . for practitioner and academics in the field of marketing and management service.

## RESEARCH METHODS

This research uses design qualitative with a descriptive study type to investigate more deeply the application of entrepreneurial marketing in the hotel industry. This method was chosen because I can understand in a way thorough context and complexity the experiences of the players in the industry (Van Burg et al. 2022) . The research targets include hotel management and employees involved directly in the implementation of marketing strategies, by taking sample purposively to get informants who represent and have Lots information. The research procedure emphasizes importance interview in-depth and observation participatory to collect complete and contextually appropriate data, in line with the characteristics of qualitative research (Archer 2018) . Data analysis using the Miles and Huberman model which includes data reduction, data presentation, and extraction conclusion, because this model is systematic and efficient in handling complex qualitative data, so that make it easier to understand findings in a way in-depth and accurate.

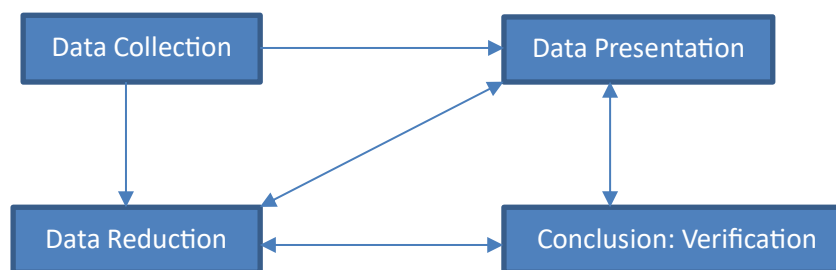


Figure 1 Milles & Huberman Model Analysis

## DISCUSSION

### Implementation of Entrepreneurial Marketing

Based on research results show that the application of entrepreneurial marketing in the hotel business emphasizes a number of important things that have effect big on the increase

organizational performance. Based on results interview it was found that first, continuous service innovation is the basis main, where the hotel is always created new products and services that meet the ever- changing market needs. In addition, continuous innovation can create added value and differentiate the hotel from competitor so that it can improve income and loyalty customer. Second, experience personalized guest experience is an important strategy for building connection term long relationship with customers. Furthermore, creativity in marketing strategies becomes an important part, where hotels use method new marketing such as utilizing interactive social media and collaborating with local influencers to reach more market segments and increase engagement. Finally, the hotel implements entrepreneurial marketing in an active look for new opportunities and managing risks in a measurable manner through management regular risk so that it can be maintained business continuity in the midst of intense competition. This is in line with research findings (Bunga 2023) that sustainable service innovations such as ease of access service through key room electronics, internet facilities and efficient check-in and check-out processes well improve comfort and satisfaction guests. Personalized approach tailored services individuals also strengthen loyalty customers, so that push decision to stay again. Therefore, this finding supports that the implementation of fourth entrepreneurial marketing elements in general integrated create framework adaptive and innovative marketing that is real increase hotel performance and competitiveness.

### **The role of digital technology**

Based on research results show that the role of digital technology in hotel promotion can accelerate communication marketing so that make the ordering process easier as well as repair quality service in a way overall . Use of digital platforms such as websites designed for experiences Users and social media can reach more people in a more effective and interactive way. In addition, the use of technologies such as chatbots and automation marketing via email speed up response to questions and needs visitor so that increase satisfaction customers and effectiveness marketing. This is in line with research findings (Raab et al. 2018) that the use of the Online Travel Agent (OTA) platform strategic not only makes the ordering process easier but also in a way significant increase level filling room. However, the importance guard Customer data privacy and transparency are key concerns in the use of digital technology. Hotels must ensure that guest personal data managed safely and clearly to build trust and care reputation . So also with the findings (Ghosh 2018) emphasized that the implementation successful digital marketing must equipped with policies strict data protection so as not to cause risk ethical and social. Therefore, digital technology is not just a tool marketing that speeds up and makes things easier service but also requires serious attention to security and ethical aspects in customer data management.

## **Change Behavior Customer**

Based on The research results show that the application of entrepreneurial marketing has a big impact on change. behavior customer especially in increasing satisfaction and loyalty. Among them, customers the more appreciate marketing strategies that suit each person's needs and tastes so that produce experience more meaningful and satisfying stays. This finding is in line with (Subha 2020) that the services and facilities are of high quality tall in a way significant increase satisfaction customers in star hotels three . In addition, the bait come back positive as well as recommendation from Customers are important to strengthen good name of the hotel and attractive new visitors. In addition, modern travelers prefer hotels that provide a personal and unique experience. Therefore, this study found that the role of personalized marketing proven effective in building connection term long with customers so that increase their loyalty and likelihood to perform repurchase. This strategy not only increases satisfaction but also strengthens hotel image as a provider responsive and innovative service.

## **Impact on Performance**

Based on research results show that the application of entrepreneurial marketing in the sector hospitality proven to have an effect big impact on organizational performance especially in terms of improvement income and level residential . Based on results interview it was found that entrepreneurial marketing can increase ability hotel marketing which then impact positive on success financial through improvement amount guests and revenue. In addition, loyalty customers also increased Because tactics innovative marketing and customization effective service fulfil needs and wants guests better. This is in line with the findings from (Blut and Wang 2020) that the innovation strategy includes service quality and technological readiness are very important to maintain customers and expand market share. Expansion market share emerged as a result from implementation of entrepreneurial marketing, where hotels can reach new segments through product innovation and flexible digital marketing strategies. Increased hotel reputation also occurs blessing consistent and creative service so that grow trust and image positive in the eye's customers and stakeholders' interests. Thus, entrepreneurial marketing not only strengthens the hotel's competitiveness but also encourages sustainable business growth. This finding confirms importance merger creativity, technology, and customer focus in modern hotel marketing strategies to achieve best performance in a highly competitive market.

## **Challenge Implementation**

Based on The research results show that the application of entrepreneurial marketing in the hotel business in Kendari City faces various challenges . big so that bother the success of a marketing strategy. *First*, limited resources , both from aspect finance and workforce so that it becomes one problem main . Many hotels, especially small and medium one's own limited budget to invest in marketing innovation and training staff so that This prevents them from adapting quickly. In addition, there is resistance from organizational culture also becomes a barrier where some employees and management are not so accepted change and innovation so that the implementation of entrepreneurial marketing is not going well. Challenges *third* is to adapt to today 's digital technology increasingly important in modern marketing . Although digital technology provides a lot opportunity to reach more customers and improve interaction but some hotels still difficulty in adopting this technology properly, either because lack of knowledge and inadequate infrastructure. This has an impact on digital marketing strategies that do not run optimally and affect level hotel occupancy . Therefore, the findings of this study indicate existence challenges that need to be overcome serious attention so that entrepreneurial marketing can be implemented well with support improvement ability human resources, changes in organizational culture that are more responsive and sufficient investment in digital technology.

## **CONCLUSION**

The conclusion of this study emphasizes that the application of entrepreneurial marketing is very important to increase organizational performance in the hospitality sector. Continuous service innovation, adjustment experience guests, creativity in marketing strategies as well as ability to behave proactive and manageable risk own influence big on the increase income, level housing, loyalty visitors, and the hotel's reputation. Although there are obstacles such as limitations resources, organizational culture resistance, and adaptation to digital technology, entrepreneurial marketing strategies remain bring effect clear positive in facing competition in the hotel industry is getting tougher strict. This study also emphasizes the importance of using digital technology in an ethical and open manner to support effectiveness marketing as well as maintain trust customers. Based on Based on the results obtained , researchers suggest that hotel managers develop ability human resources through training deep regarding entrepreneurial marketing and digital technology. In addition , there needs to be Changes in organizational culture to be more accepting of innovation and risk . Investment in secure digital marketing technology. as well as transparency is also highly recommended to improve interaction with customers and expanding market share . Further research it is recommended to cover more geographic areas and use method combination to analyze variables additions such as satisfaction employees and the impact of social media more comprehensively. Thus, this research makes a significant contribution to both theory and practice for marketing strategy development innovative in the sector hospitality.

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