

 Journal of Management and Business Innovation (JOMBINOV) https://v-learnov.com/index.php/jombinov Volume 02 Number 03 September 2026 Page: 212-223 ISSN: 3123-6464 (Online)	Marketing Personalization Strategy for Customers at Swiss-Belcourt Kupang Hotel Helena Sani E. Kana^{*1}, Merlyn Kurniawati, Yonas F. Eiwu, Debryana Y. Salean⁴, ^{1,2,3,4} Department of Management, Faculty of Economics and Business, Nusa Cendana University, Indonesia
Article History: Received: 10 Jun 2026 Revised: 01 Jul 2026 Accepted: 15 Jul 2026 Corresponding Author: Helena Sani E. Kana Corresponding E-mail: sanikana0@gmail.com	Abstract: Research Aims: This study aims to examine the form and implementation of marketing personalization strategies at Swiss-Belcourt Kupang Hotel, their effects on customer experience and satisfaction, and the challenges and opportunities associated with their implementation. Methodology: This study employed a qualitative approach with a phenomenological method. Data were collected through in-depth interviews, participatory observation, and documentation involving 13 purposively selected informants, including the General Manager, front office staff, marketing staff, and 10 hotel guests. Research findings: The findings indicate that marketing personalization is implemented through four main processes: identifying customer needs and preferences from the check-in stage, establishing effective two-way communication through direct and digital channels, providing structured staff training based on Standard Operating Procedures (SOPs), and utilizing customer data from reservation systems and direct interactions. These practices positively influence customer experience, satisfaction, and loyalty. Theoretical Contribution/Originality: This study contributes to the service marketing literature by demonstrating that, in the context of a hotel in Eastern Indonesia, effective personalization can be developed through consistent interpersonal interaction rather than sophisticated digital technology, thereby offering an alternative perspective to the dominant technology-centric personalization literature. Practitioners/Policy Implications: The findings provide strategic guidance for hotel management to improve service consistency, optimize customer data utilization, and strengthen staff training programs in order to create more personalized and memorable guest experiences. Research Limitations/Implications: This study is limited to a single qualitative case study at Swiss-Belcourt Kupang Hotel; therefore, the findings cannot be generalized to all hotels. In addition, the organizational homogeneity of the informants may restrict the diversity of perspectives obtained. Keywords: Marketing Personalization, Customer Experience, Customer Satisfaction, Hotel Industry, Swiss-Belcourt Kupang
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INTRODUCTION

The hotel industry is a critical service sector that supports tourism growth and regional economic development. A hotel's success is no longer determined solely by its physical facilities but increasingly by the comprehensive guest experience (Kotler & Keller, 2016). Modern customers have high expectations for services that are personal, relevant, and memorable. This shift in consumer behavior necessitates the implementation of marketing personalization strategies, defined as the process of tailoring products, services, and communication based on individual customer characteristics, preferences, and behaviors (Wedel & Kannan, 2016).

Extensive research has examined marketing strategies in the hospitality industry, including digital marketing communication (Putro, 2024), changes in consumer purchasing behavior (Pramudyawati & Febrian, 2024), and competitive strategies (Jurnal & Mea, 2024). However, most of these studies focus on Western Indonesia, such as Bandung, Semarang, and Kediri. Furthermore, the existing literature on marketing personalization in the hotel industry predominantly emphasizes the role of digital technologies, including Customer Relationship Management (CRM) systems, big data analytics, and artificial intelligence (Kannan & Li, 2016; Sibarani et al., 2024). This technology-centric orientation reflects the context of developed markets where digital infrastructure is readily available.

This predominant focus on technology-driven personalization creates a significant research gap. There is limited understanding of how marketing personalization is implemented in contexts where sophisticated digital systems are not yet fully adopted, such as in developing regions or secondary cities. Specifically, in the context of Eastern Indonesia, particularly Kupang City, the implementation of such strategies remains underexplored. This gap is not merely a matter of geographic location but represents a fundamental question: How is marketing personalization enacted when the primary means of personalization shifts from digital systems to human interaction?

Swiss-Belcourt Kupang, part of an international hotel network, is expected to provide high-standard, personalized services. However, preliminary observations from online reviews on Google Reviews reveal a gap between customer expectations and actual experiences. While some guests appreciate the staff's friendliness and comfortable rooms, others highlight slow check-in processes, less responsive staff, and a lack of attention to personal needs. This indicates that personalized services are not yet consistently delivered.

Therefore, this study addresses the following research questions: (1) How is the marketing personalization strategy formulated and implemented at Swiss-Belcourt Kupang Hotel? (2) What is the impact of this strategy on customer experience and satisfaction? (3) What obstacles and opportunities are encountered in implementing this strategy?

The novelty of this research lies not merely in its geographic focus on a conventional hotel in Kupang City, Eastern Indonesia, but in its potential to reveal an alternative model of marketing personalization. By examining a context where technology is less dominant, this study can illuminate how personalization can be effectively built through interpersonal interaction, thus offering a complementary perspective to the prevailing technology-centric literature. The theoretical contribution is providing empirical insights into marketing personalization implementation in a less digitally mature market. The practical contribution is providing Swiss-Belcourt Kupang with actionable insights to evaluate and improve its service strategies.

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METHODS

This study employs a qualitative approach with a phenomenological method. According to Sugiyono (2013), qualitative research is used to examine natural object conditions where the researcher acts as a key instrument, data collection is carried out by triangulation, data analysis is inductive, and the results emphasize meaning rather than generalization. The phenomenological method was chosen because it aims to understand the meaning of individuals' lived experiences regarding a phenomenon (Moustakas, 1994), making it suitable for exploring in depth the customer experiences and the implementation of marketing personalization strategies.

This research used a purposive sampling technique. According to Sugiyono (2013), purposive sampling is a data source sampling technique based on specific considerations. The informants in this study consisted of management, staff, and customers of Swiss-Belcourt Kupang Hotel, with the following criteria:

Table 1. Research Informant Criteria

No.	Type of Informant	Number	Selection Criteria
1	General Manager	1 person	Acts as branch leader, understands company marketing strategy, involved in marketing and service-related decision making
2	Front Office Staff	1 person	Interacts directly with customers daily, understands customer habits and needs, involved in check-in and check-out processes
3	Marketing Staff	1 person	Involved in planning and implementing marketing personalization strategies, manages digital communication with customers
4	Hotel Customers	10 persons	Have stayed at the hotel at least once, have direct experience with hotel services, willing to provide information openly

Source: Researcher's Processed Data, 2026

This research uses primary data obtained directly from in-depth interviews with the General Manager, front office staff, marketing staff, and customers. Secondary data were obtained from previous research journals, books, relevant literature, and company documents such as hotel profiles and online customer reviews.

Data collection techniques include: (1) In-depth interviews conducted directly with informants using semi-structured interview guides; (2) Participatory observation by directly observing interactions between staff and customers during the service process; (3) Documentation by collecting written documents, images, or recordings relevant to the research problem.

Data analysis used the interactive model by Miles and Huberman in Sugiyono (2013), consisting of: (1) Data reduction: summarizing, selecting main points, focusing on important aspects, searching for themes and patterns; (2) Data display: presenting data in the form of brief descriptions, charts, or relationships between categories; (3) Conclusion drawing/verification: drawing conclusions supported by valid and consistent evidence.

RESULTS

The research findings reveal that Swiss-Belcourt Kupang Hotel implements a marketing personalization strategy through four integrated processes: (1) identifying customer needs and preferences, (2) building effective communication, (3) providing structured staff training, and (4) utilizing customer data. This section presents the findings organized by these themes, with each theme including both descriptive data and interpretive analysis of the patterns that emerged.

Marketing Personalization Strategy at Swiss-Belcourt Kupang Hotel

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Identification of Customer Needs and Preferences

The process of identifying customer needs and preferences is carried out in a phased and integrated manner, starting from when customers make a reservation until their arrival at the hotel. The data reveal that this process involves multiple hotel functions and serves as the foundation for subsequent personalization efforts. Operationally, the front office acts as the first point of direct interaction with customers. As one staff member explained:

"When guests check in, we directly ask about their needs. We check the booking to see if it matches the guest's request." (I-12, Front Office Staff)

This dual approach combining direct inquiry with reservation data verification reflects an effort to ensure service consistency. The marketing department also contributes to this identification process, particularly through digital interactions that occur before guests arrive. A marketing staff member noted:

"Customer needs are now often conveyed through digital media." (I-13, Marketing Staff)

This finding indicates that customer need identification is not the responsibility of a single department but is distributed across the service system. Management reinforces this perspective:

"Service must start with understanding the guest's needs from the beginning."
(Informant I-1, General Manager)

The pattern that emerges from these data is one of proactive yet informal identification. The hotel actively seeks to understand customer needs, but this process relies heavily on staff initiative and direct questioning rather than systematic data retrieval. There is no evidence of an integrated digital system that records customer preferences for future visits. All ten customer informants (I3–I12) confirmed that their needs were attended to from arrival. For instance:

"The service was quite good, and my needs were asked about upon arrival." (Informant I3, Customer)

Similar experiences were expressed by Informants (I-4, I-5, I-6, I-7, I-8, I-9, I-10, I-11, and I-12). This consistency across customer accounts suggests that the identification process is generally effective, at least during the initial interaction. However, it also reveals a potential vulnerability: the process is staff-dependent rather than system-dependent, which may lead to inconsistency during peak periods or with less experienced staff.

Forms and Implementation of Communication in Marketing Personalization

Communication serves not only as a means of conveying information but also as the primary tool for building a personal approach with customers. The findings indicate that the hotel utilizes multiple communication channels, enabling flexible and sustainable interaction.

"Communication can be via WhatsApp, telephone, email, and directly." (I-2, Front Office Staff)

"All communication access is open 24 hours for guest needs." (I-12, Front Office Staff)

The marketing staff elaborated on the role of digital media:

"Digital media greatly helps communication with customers." (I-13, Marketing Staff)

From an operational perspective, the front office is the frontline for direct communication with customers, especially during check-in and throughout the stay. This communication is not only informative but also used to understand customer needs more deeply. Meanwhile, marketing utilizes digital media to reach customers before and after their stay, ensuring continuous communication. Management emphasizes the importance of open communication as part of service.

"Communication must be open and make it easy for guests to convey their needs." (I-1, General Manager)

The key pattern emerging from these findings is that communication is viewed as an essential element of responsive, customer-oriented service. The availability of multiple channels both direct and digital allows customers to choose their preferred mode of interaction. This flexibility enhances the personalization experience by accommodating different customer preferences. Customer accounts consistently indicated positive communication experiences:

"I easily contacted the hotel, and their response was quick." (I-8, Customer)

Informants (I-3, I-4, I-5, I-6, I-7, I-9, I-10, I-11, and I-12) expressed similar experiences. This uniformity suggests that the hotel's communication strategy has successfully met customer expectations. However, it is worth noting that the communication described is primarily responsive (reacting to customer inquiries) rather than proactive (anticipating customer needs before they are expressed), which represents a potential area for further personalization enhancement.

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Staff Training for Personal Service

Staff training serves as the foundation for creating personal service. The findings indicate that the training process aims not only to equip staff with technical skills but also to shape interaction methods that align with hotel service standards.

"All staff must undergo training before starting work." (I-1, General Manager)

"Training is done several times until staff are truly ready for the field." (I-2, Front Office Staff)

The role of Standard Operating Procedures (SOPs) was emphasized:

"SOPs are the basis for providing service to guests." (Informant I-12, Front Office Staff)

The pattern emerging here is one of structured but flexible training. While SOPs provide consistency, the emphasis on repeated training suggests an understanding that effective personalization requires more than just following procedures; it requires staff who can adapt standard protocols to individual customer needs.

"Every staff member must understand how to serve guests well according to standards." (I-1, General Manager)

The marketing staff connected staff service quality to the hotel's overall reputation:

"Good service will impact the hotel's image." (I-13, Marketing Staff)

Customer accounts consistently reflected positive service experiences:

"The staff were friendly and helpful during my stay." (I-5, Customer)

Informants (I-3, I-4, I-6, I-7, I-8, I-9, I-10, I-11, and I-12) shared similar experiences. This consistency suggests that the training program effectively produces staff who deliver friendly, professional service. However, it also raises a question: if training is effective, why do some online reviews still report inconsistent service? This discrepancy may reflect the gap between training content and real-world application under varying operational conditions.

Impact of Marketing Personalization on Customer Experience and Satisfaction

The application of marketing personalization has a strong influence on customer experience and satisfaction. Services designed with individual needs in mind make customers feel more valued, creating a stay experience that is not only comfortable but also emotionally memorable.

"I am satisfied because the service was exactly what I needed." (I-4, Customer)

"The service was good and made me comfortable during my stay." (I-6, Customer)

The pattern emerging here is that alignment between service and customer expectations is the primary driver of satisfaction. When customers perceive that their needs have been understood and addressed, they experience a sense of being valued that extends beyond the functional aspects of the service. This satisfaction translates into behavioral loyalty:

"If I go to NTT again, I will stay here again." (I-8, Customer)

"I want to return because the service was satisfying." (I-10, Customer)

These statements reflect a tendency for customers to express revisiting intentions as a response to positive experiences. This indicates that marketing personalization contributes to building customer loyalty, as customers feel their needs are understood and well fulfilled. Overall, customers (I3-I12) showed relatively uniform perceptions, rating that the service met or even exceeded expectations. Responsive, friendly service that adapts to individual needs was the aspect most frequently highlighted by customers in assessing their satisfaction.

"The service was very good and met my expectations." (I-5, Customer)

Similar experiences were expressed by other customers (I-3, I-7, I-9, I-11, I-12), reinforcing that a personal approach in service positively impacts customer experience quality.

Utilization of Customer Data and Information in Marketing Personalization

The use of customer data is an important part of supporting marketing personalization. Information obtained from customers, such as visit history, service preferences, and previous interactions, is used by the hotel as a basis for adjusting service.

However, the most significant pattern emerging from the data is that data utilization remains informal and staff-dependent. There is no evidence of an integrated Customer Relationship Management (CRM) system that systematically records and retrieves customer preferences for future visits. Instead, staff rely on memory, manual notes, and direct inquiry.

This finding is particularly noteworthy because it contrasts with the dominant narrative in personalization literature, which emphasizes sophisticated digital systems. The hotel's approach represents an alternative model: personalization built on human interaction rather than digital infrastructure. A marketing staff member explained:

"We check the guest's history if there is any previous record." (I-13, Marketing Staff)

This suggests that data is available but not systematically organized. The front office staff similarly noted:

"We note special requests in the guest's booking." (I-2, Front Office Staff)

The implication is that personalization is possible even without advanced technology, but it depends heavily on staff consistency, memory, and diligence. This represents both a strength (flexibility, human touch) and a vulnerability (inconsistency, dependence on individual staff).

DISCUSION

Marketing Personalization in Identifying Customer Needs

The findings indicate that the marketing personalization process at Swiss-Belcourt Kupang Hotel begins with efforts to understand customer needs and preferences through direct interaction, observation, and recording of customer data. This information then serves as the basis for providing tailored service.

The meaning of this finding is that identifying customer needs is not merely an administrative activity but is the foundation for creating relevant and valuable customer experiences. By understanding guest preferences specifically, the hotel can adjust service so that customers feel more personal attention compared to standard service.

Theoretically, this finding aligns with Kotler and Keller's (2016) concept that understanding customer needs is the core of customer-oriented marketing strategy. In the context of marketing personalization, the company's ability to recognize customer preferences is the first step in building long-term customer relationships. This finding is also supported by Nada and Suharto (2024), who

state that utilizing customer data enables companies to understand customer needs more accurately, increasing customer satisfaction. Fanisa and Hendra (2024) similarly explain that effective management of customer information helps companies create more personal service.

However, a distinguishing insight from this study is that the identification process at Swiss-Belcourt Kupang remains largely interpersonal rather than system-driven. This represents a departure from the technology-focused approaches described in much of the existing literature (Kannan & Li, 2016; Sibarani et al., 2024). While the dominant literature emphasizes CRM systems, big data, and analytics as prerequisites for personalization, this study demonstrates that effective personalization can occur through intentional staff-customer interaction.

This finding suggests that in contexts where digital infrastructure is limited, the hotel's ability to understand and respond to customer needs depends on staff quality rather than technological capability. The implication is that personalization strategy must be adapted to the local context, with greater emphasis on staff training and interpersonal skills in markets with limited digital maturity.

The Role of Communication in Customer Experience

The findings show that communication plays a vital role in shaping customer experience at Swiss-Belcourt Kupang Hotel. Interaction between staff and guests serves not only as a means of conveying information but also as a medium for understanding customer needs deeply and building emotional closeness.

The key insight is that communication quality influences how customers evaluate their overall experience. Responsive, friendly, and personal communication creates stronger positive impressions compared to formal, rigid service. Thus, communication is not just a complement to service but an essential part of creating memorable customer experiences.

Theoretically, this finding supports Kotler and Keller's (2016) view that customer experience is formed through every interaction point between customer and company. In this research, communication is a form of direct interaction that influences customer perceptions of service quality. This is reinforced by (Putro et al., 2024; Angelin., 2026), who showed that effective communication increases customer engagement and strengthens customer-company relationships.

What distinguishes this study is the finding that interpersonal communication remains dominant in creating customer comfort. Although communication technology is rapidly developing, customers still place great importance on direct interaction quality. This contradicts the assumption that digital channels are necessarily superior for personalization, suggesting that the human element remains essential even as technology advances.

The Role of Staff Training in Marketing Personalization

The findings indicate that staff training is a key factor supporting marketing personalization implementation. Staff abilities to understand customer characteristics, communicate well, and provide need-appropriate service are developed through hotel competency programs.

The central insight is that marketing personalization depends not only on customer data or service systems but primarily on human resource quality. Staff with strong communication and service skills are better able to adjust service to customer needs, enabling more personal and comfortable experiences.

This finding aligns with service quality theory (Parasuraman, Zeithaml, & Berry, 1985), which explains that service quality is influenced by the service provider's ability to meet customer

expectations. Kandampully (2018) similarly explains that direct staff-customer interaction is an important factor in shaping customer experience. Kotler and Keller (2016) also emphasize that human resource development helps companies improve service quality and customer satisfaction.

However, the distinctive contribution of this study is the recognition that training effectiveness depends on consistency in application. While training provides a foundation, service quality varies with operational conditions such as busyness levels and individual staff differences. This suggests that training is necessary but insufficient ongoing development and reinforcement are required to maintain consistent personalization.

Utilization of Customer Data in Marketing Personalization

The findings show that customer data is used to support personalization, but in an informal, staff-dependent manner rather than through integrated digital systems. Information from customers including visit history, service preferences, and previous interactions is used as a basis for adjusting service.

This is the most significant contribution of this study to the personalization literature. The finding that personalization can be effectively implemented through interpersonal interaction rather than sophisticated digital systems challenges the dominant technology-centric narrative in the literature (Kannan & Li, 2016; Wedel & Kannan, 2016; Sibarani et al., 2024).

While these studies emphasize the importance of data analytics, CRM, and artificial intelligence for personalization, the present study demonstrates that personalization can also be achieved through consistent, intentional human interaction. This suggests that the relationship between technology and personalization is not deterministic technology can enhance personalization but is not a necessary condition for it.

The theoretical implication is that personalization theory should encompass both technology-driven and interaction-driven approaches. The choice between these approaches likely depends on contextual factors such as digital infrastructure availability, market maturity, and customer expectations. In contexts such as Eastern Indonesia, where digital systems may be less developed, the interaction-driven approach may be not only more feasible but also more appropriate, as it builds on existing cultural norms of personal interaction.

Synthesis and Main Research Contribution

This study contributes to service marketing literature by providing empirical insights into marketing personalization implementation through interpersonal interaction in the context of a hotel in Eastern Indonesia. The findings challenge the assumption that effective personalization requires sophisticated digital technology, demonstrating that personalization can be built through consistent human interaction. The key theoretical contribution is identifying an alternative model of marketing personalization interpersonal interaction-driven personalization that exists alongside the technology-driven model described in much of the existing literature. This alternative model is characterized by: (1) reliance on staff initiative and interpersonal skills rather than automated systems, (2) informal rather than formal data collection and retrieval, (3) flexible adaptation rather than standardized algorithmic personalization, (4) emphasis on human touch rather than technological efficiency

This model is particularly relevant for hotels in developing regions or secondary cities where digital infrastructure may be limited. However, it also offers insights for hotels in more developed contexts by highlighting that technology should complement rather than replace human

interaction in personalization.

The study also contributes methodologically by demonstrating how qualitative phenomenological research can reveal the processes and meanings underlying personalization implementation, providing rich insights that complement quantitative studies on personalization effectiveness.

Obstacles and Opportunities

The findings reveal that while the interpersonal interaction model of personalization offers strengths, it also presents challenges. The primary obstacle is inconsistency: because personalization depends on individual staff, service quality can vary with staff experience, mood, and workload. Additionally, the lack of an integrated digital system means that customer preferences may not be consistently recorded or retrieved for future visits, potentially limiting the ability to maintain personalization across multiple stays.

The main opportunity is the potential to transition from a staff-dependent to a more balanced system-dependent model by implementing a CRM system that complements rather than replaces interpersonal interaction. Such a system could record customer preferences systematically while preserving the human touch that customers value. Additionally, the hotel can leverage its existing strengths in interpersonal service to build customer relationships, with technology serving as an enhancement rather than a replacement.

Overall Meaning of Research Findings

Based on all the research findings, marketing personalization at Swiss-Belcourt Kupang Hotel appears as an interrelated process between the ability to understand customer needs, build good communication, improve staff competence, and utilize customer information in hotel service. All these aspects mutually support the creation of more personal customer experiences that match customer needs.

The implementation of marketing personalization in this study shows that service success is not only determined by the quality of hotel facilities but also by how the hotel builds relationships with customers through more personal service. Customers who feel cared for and understood tend to have more positive experiences with the service provided by the hotel.

This view aligns with the theory put forward by Kotler and Keller (2016), explaining that customer experience is formed through the accumulation of interactions between customers and the company. Tomczyk (2022) also explains that effectively implemented personalization can help increase trust and encourage customer loyalty. In the context of the hotel industry, (Eunju Ko., 2020; Aris et al., 2026), states that positive customer experience is an important factor in retaining customers amid increasingly competitive service industry competition.

The results of this research share similarities with previous studies showing that marketing personalization influences customer satisfaction and loyalty. Nevertheless, this research provides a more specific emphasis on the context of the hotel industry in Kupang City, where direct interaction between staff and customers remains the dominant factor in shaping customer experience. This condition distinguishes this study from previous research that more heavily emphasized the use of digital technology in implementing marketing personalization.

Personal service in this study is also related to customer satisfaction levels during their stay. Customers who receive service according to their needs and preferences tend to feel more comfortable and have a positive impression of the hotel. This experience can influence customers'

desire to return or provide recommendations to others through direct reviews or digital platforms.

The implementation of marketing personalization in practice still faces several obstacles, such as inconsistency in personal service, customer data management that is not yet fully integrated, and differences in staff ability to understand customer needs. However, these conditions also open opportunities for the hotel to improve service quality through staff competency development, strengthening service communication, and optimizing customer information management.

Understanding marketing personalization ultimately shows that customer-oriented service can be an important strategy in building long-term relationships with customers. Through a combination of customer understanding, effective communication, service quality, and utilization of customer data, the hotel can create more positive customer experiences, increase customer satisfaction, and strengthen loyalty and hotel image in the digital era.

CONCLUSION

Based on the findings and discussion, it is concluded that Swiss-Belcourt Kupang Hotel implements a marketing personalization strategy that relies heavily on direct interpersonal interaction through four key processes: proactive identification of customer needs at check-in, utilization of multiple communication channels, structured staff training based on SOPs, and informal use of customer data. This strategy has a significant positive impact on customer experience, satisfaction, and loyalty.

The main contribution of this research is demonstrating that marketing personalization does not always require sophisticated digital technology but can be effectively built through consistent, high-quality interpersonal interaction. This finding enriches the marketing personalization literature by providing an alternative perspective to the dominant technology-centric approach. In the context of hotels in developing regions or secondary cities such as Kupang, where digital infrastructure may be limited, the interpersonal interaction model offers a feasible and effective approach to personalization.

However, the strategy faces a major obstacle: the lack of an integrated digital system to record and retrieve customer preference data, leading to service inconsistency. The main opportunity for the hotel is to transition from a staff-dependent to a system-dependent personalization model by implementing a CRM system that preserves the human touch while enhancing consistency.

LIMITATION

This research has several limitations. First, the study is limited to a single case study at one hotel in Kupang City, so the results cannot be generalized to all hotels. Second, the qualitative approach with 13 informants may not fully represent the entire population of customers and management perspectives. Third, there is potential for informant bias, as customers and staff may have provided socially desirable responses due to their ongoing relationship with the hotel.

Fourth, and most significantly, the homogeneity of informants all from one hotel and most with direct organizational connections means that the findings primarily reflect internal perspectives on personalization implementation. This study did not include informants from other hotels, former customers, dissatisfied customers, or other hospitality industry stakeholders who might provide contrasting viewpoints. Future research should involve a broader range of

stakeholders, including customers with negative experiences and hotel competitors, to obtain a more comprehensive understanding of marketing personalization challenges and opportunities.

Fifth, the research period was relatively short (approximately three months), so it could not capture dynamic changes in marketing strategies over a longer period. Future research is recommended to conduct comparative studies across multiple hotels in Kupang, use quantitative methods to measure the influence of each personalization variable, and employ longer observation periods.

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