E-REPUTATION MANAGEMENT OF HOTEL INDUSTRY

MAYANG FITRI ANGGANI, MM.Par, Student
Sekolah Tinggi Pariwisata Bandung,
Sarimas Raya 5, Bandung, Indonesia
Phone: +62-817-0307-1111
E-mail: mayang.anggani@gmail.com

HERLAN SUHERLAN, Dr, Assoc. Professor
Sekolah Tinggi Pariwisata Bandung,
Tourism Department
Address, Bandung, Indonesia
Phone: +62-821-3053-3390
E-mail: hel@stp-bandung.ac.id

Abstract:
The purpose of this study is to find out the e-reputation management of hotel industry, as well as the social media channels used as the tools of hotel e-reputation building. This study used a qualitative approach by analyzing the in-depth interviews with hotel marketing communication practitioners of 15 hotel companies in Bandung City. The findings identified that e-reputation is considered a crucial factor in determining hotel performance due to the change of customers' behaviors today and identified also three types of e-reputation management activities implemented by hotel companies, such as online activities, offline activities, and online/offline activities. The results of this study have implications for the hospitality industry, as a reference for formulating their marketing strategies.

Keywords: e-reputation management, online management, hotel industry

INTRODUCTION

E-reputation management is the process of monitoring and engaging on the social web to drive higher awareness, customer satisfaction and revenue to the business (Destination BC, 2014). It is not simply about reading and responding to everything that is shared about the business on the internet or trying to find a way to minimize negative reviews, but also make sure that all of the information available on the business is properly set the customers' expectation (TripAdvisor, 2016). E-reputation management is crucial for every business, and currently has a direct bearing on whether potential customers will purchase the product or service, and the main objective of it is to help businesses strengthen online reputation (Destination BC, 2014).

E-reputation management deals with monitoring and influencing the online record of a person, an organization, or a product (Meier & Portmann, 2012). The information found on the internet about the business or company is generally accepted by the community as a contributing factor in shaping consumer perceptions and opinions

(Pak, 2010). The social media offers increasingly effortless ways to publish and spread personal or opinionated information, which can rapidly have a catastrophic influence on the e-reputation of the business or company (Meier & Portmann, 2012).

The rise of internet has drastically changed the way people travel, prepare and reserve travel arrangements and the way players in the tourism sector do business (European Commission, 2016). Internet technology is a significant communication channel between offer and demand in modern tourism and has proven to be an effective medium for tourism promotion and sales (Batinic, 2013). It has become an essential tool in tourism and hospitality (Ye *et al*, 2009), allowed individuals to search for information on products and services, compare and evaluate the selections, and, eventually, make decisions (Herrero *et al*, 2015).

People nowadays rely more than ever on information about products and services of certain companies before deciding to purchase. Along with the increasing availability and utilization of the internet, more people began to share and exchange opinions and information about products and services online (Cheung & Thadani, 2010). They have relied upon the internet as a medium for communicating consumption-related experiences (Lin *et al*., 2012).

The e-reputation encompasses everything a customer can find about the business on the internet (TripAdvisor, 2016). It is nowadays particularly significant in hotel industry due to the high sensitivity and immense influence of electronic word-of-mouth activities of customers (Diéguez-Soto *et al*, 2017). Digital communication channels have enabled consumers to be active in the establishment of electronic word-of-mouth quite easily, such as sharing product reviews or a service experience online, and at the same time, receive the same kind of information from others (Gvili and Levy, 2016).

The reputation matter is firmly linked to an increasing concern concerning the utilization and impact of online reviews (Stenger, 2014). Online reviews as part of electronic word-of-mouth have a huge impact on both hotel business and consumers. Numerous consumers search and accept these online recommendations, and use them heuristically to make decisions to decrease their cognitive efforts online (Stenger, 2014). Due to a plethora of customers' review site, customers share their good or bad service consumption experiences through the digital communication environmental, which might influence potential customers' purchase decision (Jeong and Lee, 2017). Customers currently depend upon online feedback and experience-sharing of previous customers when considering purchasing choices (Viglia, 2016). It is reported that online review sites are currently the most influential resource to shape travelers opinion about a destination, hotel, restaurant, or attraction (StrategyOne, 2013).

Customers are more susceptible to the content of opinions shared by internet users and bad reviews appear to have a higher influence than the good ones which is considered as the significant concern for brand image and reputation (Stenger, 2014). The data performed by Gonzalo (2017) demonstrated that hotel industry is the second-largest one after Restaurant which is affected by negative online reviews. It proves that e-reputation management in hotel industry is considered very important and urgent in the middle of this high competition among hotel businesses in Bandung City.

Stated by Cantallops and Salvi (2014) in Wang and Kubickova (2017) that in consequence of the characteristics of hospitality products, consumers enormously depend on electronic word-of-mouth prior to their consumption and the entire hotel industry is intensely affected by electronic word-of-mouth. These all mean that hospitality businesses have a greater stake in managing their e-reputation than ever before. Actively managing the e-reputation helps hotel to shift customer's perceptions, influence their booking decisions, and ultimately, increase the hotel revenue. Stenger (2014) discovered that hotel companies are currently more visible and fragile when faced with the daily customers' reviews on social media and also proved by Castellano & Dutot (2016) in their study that the activity of electronic word – of - mouth influences electronic reputation (e-reputation).

LITERATURE REVIEW

Online Reputation (E-reputation)

Reputation is one of the most valuable brand asset characteristics that Van Riel & Fombrum (2007) in Nicoli & Papadopoulou (2017) defines as 'overall assessments of organizations by their stakeholders that produces support for the company'. It is considered as an important intangible asset of an organization (Meier & Portmann, 2012). With the growth of the internet and the customers' improvement of accessing to information, the current notion of firm reputation has evolved and expanded towards the so-called online reputation (Bakos & Dellarocas, 2011). Online is where reputations are currently made (Beal & Strauss, 2008:9). Meier & portmann (2012) stated that social media or social web becomes more significant in the process of reputation building.

The e-reputation is particularly notable in the hotel industry, considering the high sensitivity and tremendous influence of electronic word-of-mouth activities of customer on a hotel's online reputation (Cantallops and Salvi, 2014; Melián-González *et al*, 2013). Regarding online reputation consequences, researchers agree with the idea that as online reviews is a crucial factor when selecting a hotel, a good online reputation positively influences the sustainability of a competitive advantage (Levy *et al*, 2013). Greater visibility on the web or positive online reviews will lead to higher occupancy levels and room reservations and increases in sales and performance (Ye *et al*, 2009).

Electronic Word-of-Mouth

Word-of-Mouth marketing finds ways to engage customers so they choose to talk with others about products, services, and brands, and is increasingly being driven by social media (Kottler & Keller, 2012:562). As a new form of communication, electronic word of mouth (e-WOM) is the dynamic and ongoing information exchange process between potential, actual, or former consumers regarding a product, service, brand, or company, which is available to a multitude of people and institutions via the Internet (Ismagilova et al, 2017). Electronic word-of-mouth occurs through customer ratings, which refers to

the numerical or star value given by consumers to express their satisfaction or dissatisfaction with the product and reviews, which refers to a verbal message written by a consumer (Hyrynsalmi et al, 2015).

Ismagilova et al (2017:110) stated that electronic word-of-mouth is a very powerful business tool for companies to attract more attention of their products, or services and increase sales that can lead to damage in reputation, decrease in sales, and even ruin the business if it is used incorrectly.

Electronic word-of-mouth (e-WOM) has two dimensions. The first is the "communication scope"; including one-to-one communication (e-mails), one-to-many (online review sites) or many-to-many (virtual pages, blogs and chat rooms), the second is the level of interactivity from asynchronous (e-mails, online review sites and blogs) to synchronous (chat rooms, newsgroups, and instant messaging) (Cantallops & Salvi, 2014; Litvin et al, 2008).

Online Review

In the modern business world, word-of-mouth has transformed into the power of the online review. Considered as electronic word-of-mouth, customer online reviews have a great influence on both consumers and business organizations (Niu & Fan, 2017). The rapid development of the internet with its much enhanced communication capabilities has dramatically increased the scale and scope of communication and online reviews have become a major informational source for consumers (William *et al*, 2008). The popularity of online review platforms is causing the business companies to be under increasing pressure to maintain a flawless online reputation (Proserpio & Zervas, 2016). It nowadays has become a highly influential decision-making tool in hospitality industry (Lee & Blum, 2015).

Online reviews for hotels, restaurants, and tourism services can be a critical input for people who have no service experiences (Kim, 2017). It is recognized as the most accessible and valuable feedback platform in the hotel industry as the previous customers tend to list their experiences, which potential customers review prior to their purchase (Kim *et al*, 2016). Customers want to be well-informed about both negative and positive reviews, and they would be inclined to purchase a hotel room based on positive reviews (Memarzadeh *et al*, 2015).

In a recent TripBarometer survey, conducted by TripAdvisor, 89% of respondents said reviews had the most influence on their bookings (TripBarometer, 2014). Similarly, in Phocuswright (2015) study, over 80% of respondents said traveler reviews are an important influence on their booking decision and 54% would not book a property that does not have reviews (TripAdvisor_ormguide, 2015). Deloitte (2015) presented the data that 42% of holiday makers use review websites, 59% say these sites have the most influence on their booking decisions and 46% search for feedback and comments by other people. Nguyen and Coudounaris (2015) also noted that 35% of travelers change their decisions of hotels after browsing social media, 53% of respondents stated that they will not book a hotel that doesn't have any reviews, and 87% of users said that site's review help them feel more confident in their travel decisions'.

Social Media

Social Media are online tools and platforms that allow internet users to collaborate on content, share insights and experiences, and connect for business or pleasure (Beal & Strauss, 2008:9). It becomes an alternative source for independent and unfiltered news and empowers people to expose wrong doing, report news, express resentment and mobilize protest against grievances (Wyrwoll, 2014). Ngai *et al* (2015) stated that social media allows people to create, receive, publish and exchange information online. The use of social media as a set of tools empowering the companies to communicate, cooperate and interact with customers, can in turn facilitate creating value and sharing the knowledge (Sigala & Chalkiti, 2015).
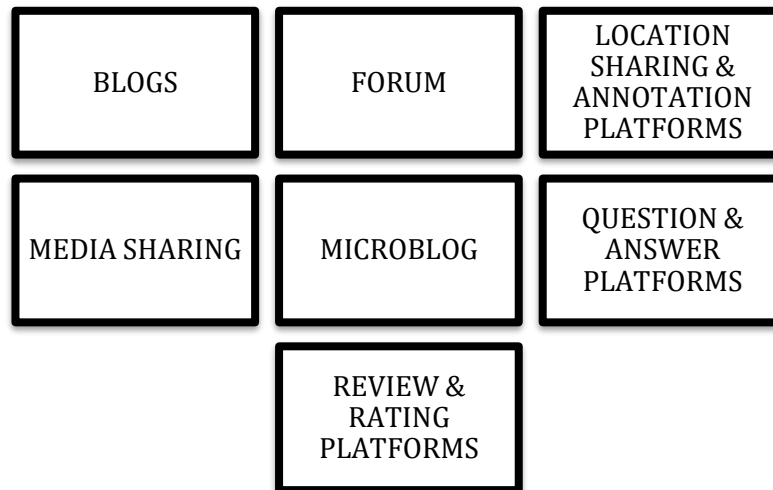
According to Lessig (2001); Mu¨nker (2009); Hansen, Shneiderman & Smith (2010); Solis (2010) & Anderson (2012), the democratization of information, the shift from one-to-many to many-to-many communication, and the transformation from consuming to publishing users of the Internet are essential aspects of social media (Wyrwoll , 2014).

In the context of travel and tourism, consumers use social media for a wide spectrum of scenarios, e.g. sharing their travel-related experiences, engaging with others, connecting with people from different destinations, and buying travel-related products and services (Munar & Jacobsen, 2014; Zeng & Geritsen, 2014). Fotis *et al* (2012) in Varkaris & Neuhofer (2017) stated that prospective tourists are influenced by social media, as content from other travelers can shape, guide and redirect their initial decisions.

Since tourism - related products and services are well differentiated and purchasing tourism products require higher levels of customer involvement, most travelers use social media to search various types of information before they make travel decisions in order to minimize their perceived risk and to avoid overpaying of service failure (Kim & Park, 2017). Chen & Xie (2008) in Wyrwoll (2014) mentioned that social media help customers find product matching their needs. Studies show that functional and monetary benefits from social media do have a positive relation with customers purchase decision (Song & Yoo, 2016).

There are innumerable platforms that enable people to share contents on social media (Wyrwoll, 2014). The following social media categorization will serve as basis of comprehension for this research:

Figure 1: **Social Media Categories**

BLOGS	FORUM	LOCATION SHARING & ANNOTATION PLATFORMS
MEDIA SHARING	MICROBLOG	QUESTION & ANSWER PLATFORMS
	REVIEW & RATING PLATFORMS	

The Management of E-reputation

Companies increasingly need to put in place procedures and practices in order to manage the reputation and the risks involved as they set out to engage with the wider community in the social web (Jones *et al*, 2009). E-reputation Management deals with monitoring and influencing the online record of a person, an organization, or a product by managing the Web reputation of a person, brand or business, with the goal of suppressing negative mentions entirely, or pushing them lower on Search Engine Result Pages (SERP) to decrease their visibility (Meier & Portmann, 2012).

According to Destination BC (2014), e- reputation Management is the process of monitoring and engaging on the social web to drive higher awareness, customer satisfaction and revenue to the business. It is about adapting to change in the way people research travel and share experience online. It is about harnessing the powers of social media to get customers talking about and recommending our business. Managing the online presence and reputation requires initial and ongoing investments of time.

Here are 4 (four) reasons why managing online reputation is a critical function for tourism businesses (Destination BC, 2014):
    a. Social media has changed traveler behavior (research trips, communicate with businesses and share experiences).
    b. Consumers trust other consumers more than any other advertising source.
    c. Business reputation is interdependent
    d. Reputation drives revenue

According to functions approach, managers perform certain activities or functions as they efficiently and effectively coordinate the work of others (Robbins & Coulter, 2012). While drawing from a variety of academic disciplines, and to help managers

respond to the challenge of creative problem solving, principles of management have long been categorized into the four major functions of planning, organizing, leading and controlling (the P-O-L-C Framework). Lamond (2004) in University of Minnesota (2015) mentioned that the P-O-L-C functions of management provides a useful way of classifying the activities managers engage in as they attempt to achieve organizational goals.

Table 1: **Functions of Management**

	PLANNING	ORGANIZING	LEADING	CONTROLLING
1.	Vision & Mission	Organization Design	Leadership	Systems/Processes
2.	Strategizing	Culture	Decision Making	Strategic Human Resources
3.	Goals & Objectives	Social Networks	Communications	
4.			Group/Teams	
5.			Motivation	

METHODOLOGY

This study used **qualitative phenomenological method** with purposive sampling in selecting the research samples. This research takes place in Bandung City, focused on 3 – 5 stars hotels as research object. The informants of this research are Marketing Communication Practitioners in particular, and other related positions, such as Director of Sales and Marketing or General Manager. Specifically, this research uses *maximum variation sampling* by determining the hotels as research object into several hotel classifications (3-5 stars hotels) and types (independent and chain hotels) in order to obtain an extensive choice of interest variations. This research used semi - structured interview and document analysis in collecting the required data. Several strategies are utilized to gain the validity and reliability of this research.

Table 2: **Research objects and Informants**

Research Objects		Informants
Classification	**Type**	
3 – star hotels	Independent	Marketing Communication Practitioners or other related positions
	Local Chain	
	International Chain	
4 – star hotels	Independent	
	Local Chain	
	International Chain	
5 – star hotels	Independent	
	Local Chain	
	International Chain	

RESULTS AND DISCUSSION

E-reputation of hotel industry from the perspective of star-hotel Companies in Bandung City

This research clarified the hotel companies' perception regarding e-reputation. The entire hotel companies evidently agree that e-reputation is a crucial factor in determining the hotel performance due to the change of customers' behavior nowadays. The digital consumers today are currently having sufficient access to smart phones and exposed to better and more diverse source of information. It has been proven that reputation is admittedly considered as an important intangible asset of a company (Meier & Portmann, 2012), particularly in the form of online. The hotel companies need to take advantage of these issues by putting more concerns by managing it seriously.

People access information online easier today, and this phenomenon has a huge contribution in determining the hotel performance. They lose their trust to the hotel or brand promotion, they trust more to the others' reviews or testimonials based on the real experiences. It is in line with Kardon (2007) which stated that consumers rely more on peer reviews due to its independence and trustworthiness. E-reputation is significant and worthy of attention due to its impact on the customers' purchase decision. It is also revealed that the power of digital word-of-mouth in the form of online reviews is greater than the hotel promotion. It is greatly important, particularly in determining the hotel sales performance. It means that the hotel companies need to put more attention to the e-reputation building through consumers' review rather than focus only on intense hotel promotion.

Online reviews, conversation about the business on social media, or media coverage contribute to the business e-reputation. It is the most required time for companies to entirely move into the digital era and fully focus on e-reputation. The e-reputation encompass the collection of every piece of information about the business online, and all of this information comes together to shape an opinion in customers' mind about the business or company, whether positive or negative. Going digital and maintaining a good e-reputation is essential for the business survival and growth.

It could not be denied that e-reputation is inevitably linked to social media. It puts the hotel companies in a spotlight, in which billions of people are able to see the good and bad things about the company with only a few clicks of their mouse. Once the bad things appear online through social media, the universe – including the customers, potential customers, partners, investors, and everyone else – is going to hear about it rapidly. Pownall (2015) mentioned amplification as one of the roles of social media, in which it works in two ways: companies with nice reputation will be lauded online, whereas those with poor products and services or other failures will be denounced and castigated by the public.

People use social media to share their product and service experiences with others and the information is publicly available for free. Products or services information provided
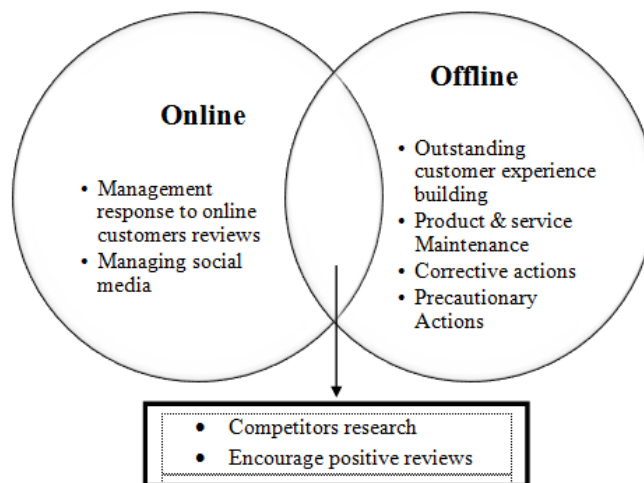
by other consumers in social media who are free from commercial interests are considered to be less biased and more trustworthy (Wyrwoll, 2014). This makes social media a valuable source of information for consumers in their decision-making process. The researcher has also tried to find out what social media platforms are widely used by hotel industry. In this case, the use of social media means whether the companies' or the consumers' activities in providing contents related to the forming of e-reputation of hotel companies. It is found out that Instagram, Youtube, Facebook, Twitter, TripAdvisor and Online Travel Agents (OTAs) as travel review sites are the mostly used kind of social media.

E-reputation Management of star-hotels in Bandung City

Hotel industry is reported as one of the top five industries affected by negative reviews, which certainly affect the hotel e-reputation (Gonzalo, 2017). Its customers sorely depend on online reviews prior to their consumption due to the characteristics of the products (Wang & Kubickova, 2017). The intangible nature of hotel products and services makes the purchasing decision highly emotional and hard to replicate (). These findings showed that the hotel businesses have a high urgency in managing their e-reputation than ever before, in order to keep surviving in the great competitive environment of the hotel industry in Bandung City.

According to the findings, there are three kinds of activities in managing e-reputation as performed in the diagram venn below:

Figure 2: **Scope of Activities in E-reputation Management**

The figure explains that there are online and offline activities in e-reputation management, as well as those that can be undertaken both online and offline. Responding to customers reviews as part of online activities are effective in improving customers' satisfaction (Gu & Ye, 2014). It can help the hotel companies express their

appreciations to customers and show that they are listening and reinforcing the good reviews, while respond to negative ones can help them address service failures and increase customer satisfaction (Kwok, 2016). Online reviews with manager response show a diagnostic conversation between the companies and the customers, allowing future customers to evaluate the helpfulness of an online review through the lens of both the companies and the customers (Kwok, 2016). As the company respond, there will be many other customers or potential customers who will read and notice the company's concern. This will show the company professionalism that will surely build trust to public. When it comes to review response, the more the hotel company can interact with the customers, the better.

Nearly half of the world's population is using social media platform. It is a good way to connect with the customers or potential customers worldwide. Marketing through social media is one of the most versatile and cost-effective strategies to reach the target market and boost revenue overtime. Most travelers use social media to search various types of information before they make travel decisions in order to minimize their perceived risk and to avoid overpaying of service failure (Kim & Park, 2017). Staying active on social media will keep the hotel brand top of their mind and will affect the purchase decision when they are ready. The hotel company could assist them by answering their questions, entertain and inform them with attractive and relevant contents.

A big part of social media management is content management. The hotel companies need to share great contents to keep people interested. It is able to improve the customer experience by uploading pictures and information, responding to customers in social networks and by the design of the contents (Garcia *et al*, 2018). The hotel companies need to create the best ones in order to build the customer experience through the contents published on social media. Creating the high quality contents, either the information or the presentation, will affect the hotel e-reputation. It will support the overall e-reputation management activities.

Fresh, catchy, valuable and high quality contents, both hotel promotion and campaign, create trust and authority towards online customers. Creating contents that are informative and useful to potential customers will affect the hotel e-reputation as well. They will see the company brand in a positive light which can build a base of loyal customers. The competitors' research performed online is not only to be well-informed about their products and services, but also to gain more idea about social media contents.

In order to gain more attention and engagement, the contents shared to social media need to be in line with the target customers. The hotel company has to identify its customers well. It will help the company to discover what type of contents will engage them the most. By utilizing analytics tool, the hotel company will be able to recognize its audiences' data (age, gender, geographic location, and even their interests) and use it to create the right content. This analytics tools is also helpful in discovering the potential customers, so that the hotel companies can develop new products that will help the companies improving their e-reputation.

In terms of offline activities, building outstanding customers' experiences is the crucial activity. When the customers are glad with the quality of human contact, particularly

from well-trained staff, they tend to feel more satisfied and be excited to give positive reviews (Barreda, 2013). However, the process of creating flawless customer experience is not that simple. The real customer experience is not defined by a single moment, it is made up of all interactions someone has with the brand.

Maintaining the products and services in this changing environment requires continuous review. Successfulness can be accomplished by continually updating the unique sales point of the business as well as the product and service as it moves through a product life cycle. The market is keep developing and changing and every hotel business needs to maintain a competitive advantage through innovation. Differentiating a product or service is the key of being survival and obtaining the positive e-reputation.

In this case, corrective actions are taken when the bad online reviews have been appeared. The hotel companies need to identify the problem areas, communicate it to all the team members and decide the appropriate corrective actions. Responding to online negative reviews after taking corrective measures immediately lets the potential customers see how the company handles the less-than-ideal situation. It will show the company capability to continue to provide excellence even when things are not perfect.

Putting corrective action in the respond to online negative reviews will grow the customers' trust by performing the transparency in the company solutions which can build positive things for the hotel e-reputation. The important thing is the companies have demonstrated that they are apologetic and dedicated to resolving mistakes as immediately and professionally as possible.

In terms of precautionary actions, being able to anticipate early all the customers' needs and demands plays a significant role. The hotel companies also need to smoothly overcome the guests' complaints during their period of stay. Being active and aggressive in reaching out the customers to gather their feedback on their overall experience will anticipate poor online reviews appear. The hotel companies must be able to redeem the situation and make improvement immediately.

Moreover, there are two activities identified which can be implemented both online and offline. The companies can do competitor research by directly visiting the competitors or simply searching it online through internet. Competitor research is necessary to be performed in order to do assessment of the strength and weaknesses of current and potential competitors as well as gain knowledge about what is currently up-to-date. This assessment will help the company in e-reputation management, particularly to achieve the competition goal. Researching competitors' products and service innovation is also able to stimulate another innovation. This activity is also related to the social media contents creation, in which a hotel company learns the other companies' contents performance.

Encouraging positive reviews is also e-reputation management activity that can be performed both online and offline. A hotel company can seek positive reviews offline by directly requesting to the guests, which is usually carried out by the Guest Relation Officer or Guest Experience Manager. They are in the front line to catch the delighted customers to give their reviews online with pleasure. In the contrary of that traditional way, this task can be performed online by collaborating with marketing technology software like Revinate or Review Pro. It will automatically send a survey request to
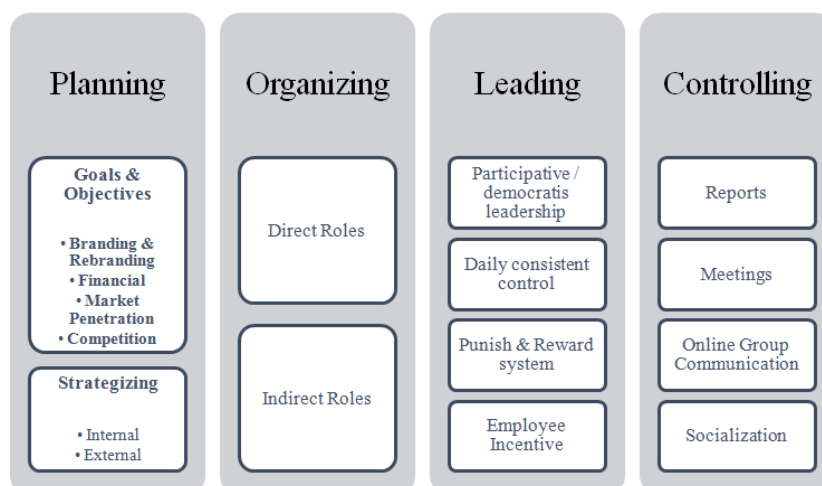
customers' email as well as monitor the overall hotel e-reputation and performance. In spite of being considered as the more efficient way, this method is more costly. The consideration of using this tool needs profound decision from top level management even up to shareholders due to its relation to investment value.

Meier & Portmann (2012) stated that e-reputation management is the task of monitoring, addressing, or rectifying undesirable or negative SERPs (Search Engine Result Pages) or mention in online media while this research found out that e-reputation management of hotel industry in Bandung City consists of the more complex activities that emphasizes on the customers' experience and offline actions, such as corrective and precautionary actions.

The research conducted by Stenger (2014) revealed five activities (or missions) of e-reputation management that focus only on online activities, such as monitoring what is said online about the company; dealing with contents shared illegally and those undermine the company reputation (content suppression), dealing with contents undermine the company reputation and image (right of reply); dealing with rumors, polemics, crisis communication; and dealing with a large number of claims on social media (claims management). Destination BC (2014) also concentrated on the online activities, such as monitoring and engaging on the social web. This research explained the deeper concept of e-reputation management from the practical point of view of hotel companies in Bandung City. It is found out that they are not only dealing with online jobs, but also the offline activities in the efforts of improving the hotel e-reputation.

Discussing more and deeper concerning e-reputation management, the researcher utilizes the P-O-L-C framework in classifying all the findings. This framework, such as Planning, Leading, Organizing and Controlling, are the major functions of the principles of management. It is theoretically and practically used by managers to solve problems creatively in the real field. This framework helps the researcher in explaining deeper all the complicated findings, with the more structured way. The following figure explains the e-reputation management in the P-O-L-C framework:

Figure 3: **E-reputation Management in the P-L-O-C Framework**

The figure above summarizes the description and explanation of the deeper understanding about e-reputation management of hotel industry in Bandung City. Lamond (2004) in University of Minnesota (2015) stated that this P-O-L-C function of management provides a useful way of classifying the activities in order to achieve the companies' goals. These functions involves setting aims and determining strategies for accomplishing those aims, then followed by developing an organizational structure and allocating human resources, influencing and inspiring action of the team members through the social and informal sources, and ensuring the companies' performance do not deviate from standards.

This research found that there are aspects that become planning function. Planning begins with the setting of goals & objectives to be accomplished. This research identified four goals set and two categories of strategies in achieving them. Branding and rebranding, financial, market penetration, and competition are identified as goals and objectives set in e-reputation management. Financial goal is in accordance with Destination BC (2014) which stated that e-reputation management is critical function for tourism business due to its influence in driving revenue. Anderson (2012) also found the direct relationship between e-reputation, demand and pricing power.

Strategies in e-reputation management of hotel industry in Bandung City are classified into internal and external strategies. Internal strategies in e-reputation management of hotel industry in Bandung City are relying on the company's own resources and capabilities, while the external strategies are focusing on the customers and partnership with third parties. Both internal and external strategies are taken in order to achieve the companies' goals in terms of improving hotel e-reputation.

Organizing is an important managerial function. It is involving the process of bringing together resources of diverse nature of jobs and putting them together in such a manner that the system works. In terms of e-reputation management, almost all the positions in a hotel company are involved. Marketing Communication as the center of the tasks is supported by other team members from other departments who are working appropriately according to their own job description, in order to gain their best e-reputation.

The researcher summarizes the roles of each member into direct and indirect roles, in which this classification is based on the impact of their tasks on the hotel e-reputation. The direct roles, such as Marketing Communication, Digital Marketing, Executive Secretary or PA to GM, Guest relation officer (GRO), Guest Experience Manager (GEM) and other front liners, are performing their own tasks operationally which directly influenced the hotel e-reputation. The Marketing Communication or Digital Marketing are managing the social media and controlling the e-reputation directly on the screen, while the front liners are more into the guest experience building. Serra-Cantallops *et al* (2018) verified that the positive customers' experience have a positive effect on satisfaction, eWOM generation and company reputation.

The indirect roles are existed due to its role in controlling all the operational, particularly in terms of e-reputation management, so that the main positions in these roles are those in upper-level of management. However, the researcher also put Graphic Designer or Information Technology in this classification based on their task in providing support in content design to be utilized by Marketing Communication or Digital Marketing. The direct and indirect roles are involved together in e-reputation management and working according to their own job description.

Furthermore, leading is another basic function of management in e-reputation management. It involves motivating and influencing the team members in achieving the companies' goals, as well as forming the effective group. It is all about behaviors and creating conditions for success. The leaders must be able to make the team members want to participate and contribute in reaching the goals with pleasure and spirit. In order to achieve the e-reputation management goals, hotel companies need to motivate and encourage all the employees as it is not an individual job. E-reputation management is found out needs a mutual involvement among departments and positions, in which the role of good leaders are greatly needed in this case.

The last function of management is controlling. It means setting standards, measuring the actual achievements and taking remedial actions. E-reputation management of hotel industry in Bandung City relies on meetings activities, reporting, online group communication through mobile device and socialization in controlling its day-to-day activities and performance. The controlling activities are implemented from the smallest scale in daily operational, until the bigger one in terms of owners' meetings and reports. The researcher believes that without controlling activities, the objectives related to e-reputation will be undirected and disorganized. Due to its solid relationship with customers' experience, the controlling function must be well-implemented since from the daily operational.

CONCLUSIONS

The e-reputation is considered as crucial factor in determining the hotel performance due to the change of customers' behaviors today, with social media as the tools of e-reputation building. It is revealed that the hotel companies are currently using six kinds of social media platforms which are classified into four categories according to Wyrwoll (2014), they are Media Sharing (Youtube); Social Networks (Instagram & Facebook); Microblogs (Twitter) and Rating & review Platforms (TripAdvisor & Online Travel Agents as travel review sites).

This research found out that the e-reputation management of hotel industry in Bandung City consists of three kinds of activities which encompass online activities, offline activities and online & offline activities. Furthermore, this research also found out that e-reputation management of hotel industry in Bandung City consists of planning, leading, organizing and controlling aspects.

This research presents several limitations and obstacles. First, there is a different point of view in answering the questions during interview session due to the inhomogeneous positions or level of management of the key informant in each hotel. Second, this

research broadly focuses on all social media platforms and doesn't explain in-depth a certain social media platform. Third, it takes a lot of time in searching and filtering the hotel companies which are more likely to be willing to provide the required information, as the hotel companies tend to not easily provide internal information. Fourth, time constraints in collecting the complex data as the interviewee mostly provided their time during their break times in office hours, so that they were chased by time. Fifth, due to the personal approach to the informants, several of them refused to provide a reference letter as the evidence of research and asked me to put them as confidential informants.

This research concentrates only on the hotel management company point of view. The customers' point of view can be considered for future research to complete and support this research. This research also discussed e-reputation management in a wider context, in which the more specific aspects from this research, such as social media management, online review management and contents management, can be researched in the future. Furthermore, research with the same topic might be conducted in other different regions or cities, to find out the similarities and differences with the current research.

REFERENCES

Ady, M., & Quadry-Felitti, D. (2014). *The Effect of on Hotel Conversion Rates and Pricing.* www.trustyou.com. https://analytics.trustyou.com/help/wp-content/uploads/2014/07/the-effect-of-reviews-on-hotel-conversion-rates-and-pricing.pdf

Anderson, C. (2012, January 11). The Impact of Social Media on Lodging Performance. *12* , 6-11. The Center for Hospitality Research (CHR) of Cornell University. https://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1004&context=chrpubs

Bakos, Y., & Dellarocas, C. (2011). Cooperation without Enforcement? A Comparative Analysis of Litigation and Online Reputation as Quality Assurance Mechanisms. *Management Science , 57* (11), 1944-1962. https://doi.org/10.1287/mnsc.1110.1390

Barreda, A., & Bilgihan, A. (2013). An Analysis of User-Generated Content for Hotel Experiences. *Journal of Hospitality and Tourism Technology , 4* (3), 263-280. https://doi.org/10.1108/JHTT-01-2013-0001

Batinić, I. (2013). The Role and Importance of the Internet in Contemporary Tourism in Travel Agencies Business. *International Journal of Cognitive Research in Science, Engineering and Education , 1* (2).

Beal, A., & Strauss, J. (2008). *Radically Transparent: Monitoring and Managing Reputations Online* . Indianapolis: Wiley Publishing, Inc.

Cantallops, A., & Salvi, F. (2014). New Consumer Behavior: A Review of Research on eWOM and Hotels. *International Journal of Hospitality Management , 36*, 41-51. https://doi.org/10.1016/j.ijhm.2013.08.007

Castellano, S., & Dutot, V. (2016). Investigating the Influence of E-Word-of-Mouth on E-Reputation. *International Studies of Management & Organization , 47* (1), 42-60. https://doi.org/10.1080/00208825.2017.1241088

Cheung, C. M., & Thadani, D. R. (2010). The State of Electronic Word-Of-Mouth Research: A Literature Analysis. *PACIS 2010 Proceedings.* AIS Electronic Library (AISeL). https://aisel.aisnet.org/pacis2010/151

Deloitte LLP. (2015). *Travel Consumer 2015: Engaging The Empowered Holidaymaker.* Deloitte LLP. https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consumer-business/deloitte-uk-travel-consumer-2015.pdf

Destination BC Corp. (2014). Online Reputation Management: The Essential Guide for Tourismm Businesses on How to Manage Online Customer Reviews. *Tourism Business Essentials* . Destination British Columbia Corp. https://www.destinationbc.ca/content/uploads/2018/08/TBEGuide_ORM2014_SEPT29_LINKED-compressed.pdf

detikcom. (2017, December 14). *Teknologi Bikin Sesuatu Jadi Mudah, Termasuk Buat Pariwisata*. Retrieved January 29, 2018, from detik travel : Travel News : https://travel.detik.com/travel-news/d-3769868/teknologi-bikin-sesuatu-jadi-mudah-termasuk-buat-pariwisata

Diéguez-Soto, M.A.Fernández-Gámez, & G.Sánchez-Marín. (2017). Family Involvement and Hotel Online Reputation. *BRQ Business Research Quarterly , 20* (3), 151-163. https://doi.org/10.1016/j.brq.2017.05.001

European Commission. (2016, February). *Eurostat : Statistics Explained*. Retrieved May 14, 2017, from Eurostat.

García, J. A., Galindo, A. D., & Suárez, R. M. (2018). The Effect of Online and Offline Experiential Marketing on Brand Equity in The Hotel Sector. *Spanish Journal of Marketing - ESIC , 22* (1), 22-41. https://doi.org/10.1108/SJME-03-2018-003

Gibbs, G. R. (2007). *Analyzing Qualitative Data.* SAGE Publications Ltd.,.

Gonzalo, F. (2017, March 15). *How Online Reviews Can Make Or Brake Your Business [INFOGRAPHIC]*. (Gonzo Marketing) Retrieved May 14, 2017, from Frédéric Gonzalo: http://fredericgonzalo.com/en/2017/03/15/how-online-reviews-can-make-or-brake-your-business-infographic/

Gonzalo, F., & Bussière, P. (2015). *Social Media in Travel Marketing Best Practices.* Gonzo Marketing.

Google Travel Study. (2014, June). *Consumer Insights: Travel.* Retrieved January 12, 2018, from think with Google: https://www.thinkwithgoogle.com/consumer-insights/2014-travelers-road-to-decision/

Gu, B., & Ye, Q. (2014). First Step in Social Media - Measuring the Influence of Online Management Responses on Customer Satisfaction. *First Step in Social Media - Measuring the Influence of Online Management Responses on Customer Satisfaction , 23* (4), 570-582. https://doi.org/10.1111/poms.12043

Gvili, Y., & Levy, S. (2016). Antecedents of Attitudes toward eWOM Communication: Differences Across Channels. *Internet Research , 6* (5), 1030-1051. https://doi.org/10.1108/IntR-08-2014-0201

He, W., Tian, X., Tao, R., Zhang, W., Yan, G., & Akula, V. (2017). Application of Social Media Analytics: A Case of Analyzing Online Hotel Reviews. *Online Information Review , 41* (7). https://doi.org/10.1108/OIR-07-2016-0201

Herrero, Á., Martín, H. S., & Hernández, J. M. (2015). How Online Search Behavior is Influenced by User-Generated Content on Review Websites and Hotel Interactive Websites. *International Journal of Contemporary Hospitality Management , 27* (7), 1573-1597. https://doi.org/10.1108/IJCHM-05-2014-0255

Hyrynsalmi, S. (2015). Busting Myths of Electronic Word of Mouth: The Relationship between Customer Ratings and the Sales of Mobile Applications. *Journal of Theoretical and Applied Electronic Commerce Research , 10* (2), 1-18. https://doi.org/10.4067/S0718-18762015000200002

Ismagilova, E., Dwivedi, Y. K., Slade, E., & Williams, M. D. (2017). *Electronic Word of Mouth (eWOM) in The Marketing Context: A State of the Art Analysis and Future Directions.* Springer.

Jeong, M., & Lee, S. A. (2017). Do Customers Care about Types of Hotel Service Recovery Efforts? An Example of Consumer-Generated Review Sites. *Journal of Hospitality and Tourism Technology , 8* (1). https://doi.org/10.1108/JHTT-09-2016-0049

Jones, B., Temperley, J., & Lima, A. (2009). Corporate Reputation in the Era of 2.0: The Case of Primark. *Journal of Marketing Management , 25* (9-10), 927-939. https://doi.org/10.1362/026725709X479309

Kardon, B. E. (2007). They're Saying Nasty Things. *Marketing News , 41* (20), 31(1).

Kim, B., Kim, S., & Heo, C. Y. (2016). Analysis of Satisfiers and Dissatisfiers in Online Hotel Reviews on Social Media. *International Journal of Contemporary Hospitality Management , 28* (9), 1915-1936. https://doi.org/10.1108/IJCHM-04-2015-0177

Kim, W. G., & Park, S. A. (2017). Social Media Review Rating Versus Traditional Customer Satisfaction: Which One Has More Incremental Predictive Power in Explaining Hotel Performance? *International Journal of Contemporary Hospitality Management , 29* (2). https://doi.org/10.1108/IJCHM-11-2015-0627

Kotler, P., & Keller, K. L. (2012). *Marketing Management: 14th Ed.* New Jersey: Pearson.

Kwok, L., & Xie, K. L. (2016). Factors contributing to the helpfulness of online hotel reviews: does manager response play a role? *International Journal of Contemporary Hospitality Management , 28* (10). https://doi.org/10.1108/IJCHM-03-2015-0107

Law, Ye., Q., & B.Gu. (2009). The Impact of Online Review Users on Hotel Room Sales. *International Journal of Hospitality Management , 28* (1), 180-182. https://doi.org/10.1016/j.ijhm.2008.06.011

Lee, H., & Blum, S. C. (2015). How Hotel Responses to Online Reviews Differ by Hotel Rating: An Exploratory Study. *Worldwide Hospitality and Tourism Themes , 7* (3), 242-250. https://doi.org/10.1108/WHATT-03-2015-0016

Levy, S. E., Duan, W., & Boo, S. (2013). An Analysis of One-Star Online Reviews and Responses in the Washington, D.C., Lodging Market. *Cornell University Quarterly , 54* (1), 49-63. https://doi.org/10.1177/1938965512464513

Lin, T. M., Lu, K.-Y., & Wu, J.-J. (2012). The Effects of Visual Information in eWOM Communication. *Journal of Research in Interactive Marketing , 6* (1). https://doi.org/10.1108/17505931211241341

Litvin, S., Goldsmith, R., & B.Pan. (2008). Electronic Word-of-Mouth in Hospitality and Tourism Management. *Tourism Management , 29* (3), 458-468. https://doi.org/10.1016/j.tourman.2007.05.011

Meier, A., & Portmann, E. (2012). *The FORA Framework : A Fuzzy Grassroots Ontology for Online Reputation Management.* University of Fribourg. Springer-Verlag Berlin Heidelberg. https://link.springer.com/book/10.1007%2F978-3-642-33233-3

Melián-González, S., Bulchand-Gidumal, J., & González, B. (2014). Online Customer Review of Hotels: As Participation Increases, Better Evaluation is Obtained. *Cornell Hospitality Quaterly , 54* (3), 274-283. https://doi.org/10.1177/1938965513481498

Memarzadeh, F., Blum, S. C., & Adams, C. (2015). The Impact of Positive and Negative E-comments on Business Travelers Intention to Purchase a Hotel Room. *Journal of Hospitality and Tourism Technology , 6* (3), 258-270. https://doi.org/10.1108/JHTT-09-2014-0049

Munar, A. M., & Jacobsen, J. K. (2014). Motivations for Sharing Tourism Experiences through Social Media. *Tourism Management , 43*, 46-54. https://doi.org/10.1016/j.tourman.2014.01.012

Ngai, E., Xiu, L., & Chau, D. (2009). Application of data mining techniques in customer relationship management: A literature review and classification. *Expert Systems with Applications , 36* (2), 2592-2602. https://doi.org/10.1016/j.eswa.2008.02.021

Nguyen, K. A., & Coudounaris, D. N. (2015). The Mechanism of Online Review Management: A Qualitative Study. *Tourism Management Perspectives , 16*, 163-175. https://doi.org/10.1016/j.tmp.2015.08.002

Nicoli, N., & Papadopoulou, E. (2017). TripAdvisor and Reputation: A Case Study of the Hotel Industry in Cyprus. *EuroMed Journal of Business , 12* (3), 316-334. https://doi.org/10.1108/EMJB-11-2016-0031

Niu, R. H., & Fan, Y. (2018). An Exploratory Study of Online Review Management in Hospitality Services. *Journal of Service Theory and Practice , 28* (1), 79-98. https://doi.org/10.1080/15256480.2016.1264903

O'Connor, P. (2010). Managing A Hotel's Image on TripAdvisor. *Journal of Hospitality Marketing & Management , 19* (7), 754-772. https://doi.org/10.1080/19368623.2010.508007

Pak, C. (2010). *Emergent Practice in Online Corporate Reputation Management.* Master Thesis, University of Oregon, Applied Information Management Program, Oregon.

Pownall, C. (2015). *Managing Online Reputation : How to Protect Your Company on Social Media.* Palgrave Macmillan. https://link.springer.com/book/10.1057/9781137382306

Proserpio, D., & Servas, G. (2015). Online Reputation Management: Estimating the Impact of Management Responses on Consumer Reviews. *EC '15 Proceedings of the Sixteenth ACM Conference on Economics and Computation*, (p. 79). https://doi.org/10.1145/2764468.2764474

Robbins, S. P., & Coulter, M. (2012). *Management : Elevents Edition.* (S. Yagan, Ed.) Pearson.

Satori, D., & Komariah, A. (2017). *Metodologi Penelitian Kualitatif.* Bandung: Alfabeta, CV.

Serra-Cantallops, A., Ramon-Cardona, J., & Salvi, F. (2018). The Impact of Positive Emotional Experiences on eWOM Generation and Loyalty. *Spanish Journal of Marketing - ESIC , 22* (2), 142-162. https://doi.org/10.1108/SJME-03-2018-0009

Sigala, M., & Chalkit, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management , 44-58*. https://doi.org/10.1016/j.ijhm.2014.11.003

Song, S., & Yoo, M. (2016). The Role of Social Media during the Pre-Purchasing Stage. *Journal of Hospitality and Tourism Technology , 7* (1), 84-99. https://doi.org/10.1108/JHTT-11-2014-0067

Stenger, T. (2014). Social Media and Online Reputation Management as Practice: First Steps towards Social CRM. *International Journal of Technology and Human Interaction , 10* (3), 1-21. https://doi.org/10.4018/ijthi.2014100104

TripAdvisor. (2016). The Ultimate Online Reputation Management Guide. TripAdvisor Inc.

TripAdvisor. (2014). *TripBarometer 2014: Global Report 2014.* TripAdvisor.

University of Minnesota. (2015). *Principles of Management.* Minneapolis: University of Minnesota Libraries.

Varkaris, E., & Neuhofer, B. (2017). The Influence of Social Media on The Consumers' Hotel Decision Journey. *Journal of Hospitality and Tourism Technology , 8* (1), 101-118. https://doi.org/10.1108/JHTT-09-2016-0058

Viglia, G., Minazzi, R., & Buhalis, D. (2016). The influence of e-word-of-mouth on hotel occupancy rate. *International Journal of Contemporary Hospitality Management , 28* (9). https://doi.org/10.1108/IJCHM-05-2015-0238

Wang, C., & Kubickova, M. (2017). The impact of Engaged Users on eWOM of Hotel Facebook Page. *Journal of Hospitality and Tourism Technology , 8* (2). https://doi.org/10.1108/JHTT-09-2016-0056

Williams, R., Wiele, T. V., Iwaarden, J. V., & Eldridge, S. (2010). The Importance of User-Generated Content: The Case of Hotels. *The TQM Journal , 2* (2), 117-128. https://doi.org/10.1108/17542731011024246

Wyrwoll, C. (2014). *Social Media : Fundamentals, Models, and Ranking of User-Generated Content.* Universität Hamburg. Hamburg: Springer Vieweg. https://link.springer.com/book/10.1007/978-3-658-06984-1

Xie, K. L., Zhang, Z., Zhang, Z., Singh, A., & Lee, S. K. (2016). Effects of Managerial Response on Consumer eWOM and Hotel Performance: Evidence from TripAdvisor. *International Journal of Contemporary Hospitality Management , 28* (9). https://doi.org/10.1108/IJCHM-06-2015-0290

Zeng, B., & Gerritsen, R. (2014). What Do We Know about Social Media in Tourism? A Review. *Tourism Management Perspectives , 10*, 27-36. https://doi.org/10.1016/j.tmp.2014.01.001

Zhao, X., Wang, L., Guo, X., & Law, R. (2015). The Influence of Online Reviews to Online Hotel Booking Intentions. *Intenational Journal of Contemporary Hospitality Management , 27* (6), 1343-1364. https://doi.org/10.1108/IJCHM-12-2013-0542