Impact of Online Reputation Management on Hotel Bookings for Luxury Hotels in Bangkok

Aphisavadh Sriling

Master of Business Administration

European International University, Paris

Abstract. This project paper emphasizes to study the impacts of implementing online reputation management (ORM) strategies on hotel bookings in the luxury hotel sector in Bangkok. The project paper has adopted a qualitative study approach, incorporating the five in-depth interviews with the sampling of luxury hotels in Bangkok, to further research into the clear dynamics of online reviews and their consequences on bookings. The outcomes highlighted the decisive role of online reputation managers in luxury hospitality industry across three primary objectives. Hotelkeeper, especially in the luxury hotels, are desired to recognize the interconnecting dynamics of human-edited content. and its impact on reservation behaviours. In addition, the findings underscore that hoteliers in Bangkok have consummated a significant change in booking patterns according to application of offline reputation management (ORM) strategies. The results recommend that hotel executives can prosper effective strategies to not only increase their online existence but also maximize the satisfaction of guest, eventually expand bookings and insuring sustainable accomplishment and competitiveness.

Index Terms- hotel, occupancy rates, revenue

I. Introduction

In the contemporary digital landscape, the pivotal role of online reputation management (ORM) transcends various industries. Specifically, within the domain of the hotel industry, particularly luxury hotels, a positive online reputation is paramount for attracting and retaining customers. The surge in online review platforms and the widespread influence of social media have reshaped consumer behaviors, leading guests to increasingly rely on these digital channels when making decisions about their accommodation preferences.

The global transformation in the hospitality sector, driven by the digital landscape, is accentuated by the profound impact of online connectivity. In this paradigm shift, the reputation of hotels has become intricately tied to their virtual standing. This is particularly evident in the vibrant capital city of Thailand, Bangkok, renowned as a dynamic hub for luxury accommodations that attract discerning travelers from around the world. Within the domain of luxury hotels, online

reputation transcends mere reviews and ratings, delving into a complex interplay of digital strategies and guest perceptions. This highlights the pivotal role of understanding how customers perceive ORM and how these perceptions shape their decisions when selecting luxury accommodations in Bangkok. Nevertheless, amid this digital evolution, there arises a need for an exploration into how ORM practices influence the booking patterns and decisions of guests within the luxury hotel sector.

Luxury hotels in Bangkok grapple with a multifaceted challenge as online reputation extends beyond mere reviews and ratings. It involves a clear interplay of digital strategies and guest perceptions, necessitating a comprehensive exploration into how customers perceive ORM and how these perceptions shape decisions when selecting luxury accommodations. Moreover, this study seeks to delve into the direct impact of online reviews on the decision-making process, pinpointing specific factors within these reviews that wield significant influence in the minds of potential guests. Beyond the surface, the research aims to illuminate the diverse ORM strategies employed by luxury hotels in Bangkok, evaluating their effectiveness in maintaining a positive online presence.

As the hospitality industry grows increasingly competitive, guests rely heavily on online platforms for information and recommendations. It is imperative to assess the alignment between customer expectations and actual experiences. This action research embarks on a journey to comprehend the expectations of luxury hotel guests in Bangkok concerning online reputation and how these expectations correlate with real-time experiences during their stay. By scrutinizing these dimensions, the study aims to contribute valuable insights that can inform the strategic decisions of luxury hotels, ultimately enhancing their online reputation management practices and influencing booking outcomes in this dynamic digital era.

To fortify the research rationale, studies by Javier et al. (2019) and Fombrun and Van Riel (2018) offer crucial insights. Javier et al. developed a measurement model and conducted a causal predictive analysis, revealing the operationalization of hotel reputation management, strongly impacting key benefits perceived by hotel managers within the context of online review platforms. On the other hand, Fombrun and Van Riel (2018) stressed on the intrinsic value of business reputation, setting companies apart from competitors and describing it as a collection of customers' opinions about a company's past deeds, outcomes, expectations for future deeds, and anticipations.

Amidst the intense competition faced by luxury hotels in Bangkok, renowned for their accommodations tailored to discerning travelers, the strategic management of online reputation has become paramount. This study, therefore, endeavors to investigate the impact of implementing online reputation management strategies on hotel bookings in the luxury hotel sector in Bangkok. By unraveling the intricate relationship between online reputation management and hotel bookings, hotel managers can develop effective strategies to not only enhance their online presence but also improve guest satisfaction, ultimately increasing bookings and ensuring sustained success and competitiveness.

Research question: How does Implementing Online Reputation Management Strategies Affect Hotel Bookings?

- **Related Theories:** Reputation management theory, online reputation management theory
- **Variables:** Online reputation (independent), hotel bookings (dependent)
- **Statistical Method:** Multiple linear regression (Multiple Regression Analysis)

Objectives

- The impact of online reputation management on hotel bookings
- Guest feedback and reviews for online reputation management
- Strategies to implement online reputation management

In-depth Interview Template

- Can you tell us about your experience implementing online reputation management strategies at your hotel?
- How do you gather and monitor guest feedback and reviews online?
- How do you respond to negative reviews and feedback?
- Have you seen a change in hotel bookings since implementing online reputation management strategies?
- How do you measure the success of your online reputation management efforts?
- Can you give an example of a specific instance where online reputation management positively impacted hotel bookings?
- How do you stay updated on industry trends and best practices for online reputation management?
- How do you integrate online reputation management with your overall marketing and promotion strategies for the hotel?
- How do you involve other departments, such as customer service and sales, in online reputation management efforts?
- What advice would you give to other hotels looking to implement online reputation management strategies?

Note: This template is provided as a general guide and can be modified as per the researcher's needs.

II. Literature Review

Review of Literature

In the exploration of reputation management within the digital sphere, Pollak and Markovic (2019) assert that a strategic approach involves maximizing positive media outputs while concurrently minimizing negative ones, particularly in opinion-forming Internet media. The study highlights the sustainability and responsibility inherent in adopting a multiplatform approach to online reputation management. Strategic agreements among major players are emphasized as pivotal, contributing not only to successful search engine optimization but also to an enhanced presence of favorable results in prominent search positions.

Transitioning from this perspective, strategic agreements among major players in the digital landscape are emphasized as contributors to successful search engine optimization. This collaborative effort aims to enhance the visibility of preferred results on prominent search positions, thereby shaping the narrative surrounding a brand. However, the discourse expands beyond the confines of Google, urging a broader consideration of alternative platforms. The integration of primary platforms offered by various media and virtual social networks is proposed, promising active content control and feedback mechanisms.

In this view, the inclusion of virtual social networks in a company's communication portfolio is accentuated for its potential to elevate interactivity and authenticity in provider-consumer communication. This strategic move not only facilitates content control but also harnesses the real-time feedback provided by an engaged audience. The discussion emphasizes the significance of these platforms in curbing the dissemination of inaccurate or partial information, ensuring a more accurate portrayal of the brand.

Moreover, the research stresses the importance of constructing consumer tribes, emphasizing that the absence of a developed and motivated user base could hinder the effectiveness of reputation management efforts. The concept of consumer tribes acknowledges the role of a loyal and engaged user community in shaping a brand's online reputation. Without such a foundation, the study suggests that achieving significant results in the described activities becomes challenging.

As such, the fragility of online reputation is highlighted, indicating that being a star in only one world may not suffice. The clear nature of online reputation management demands a comprehensive and multi-faceted approach, considering diverse platforms, strategic collaborations, and the cultivation of a supportive user base to fortify a brand's resilience in the digital world.

Meanwhile, in the book, "Online Reputation Management in Tourism: Emerging Themes, Theories, Problems, and Solutions," by Rialti, Kvítková, and Makovník (2023), they emphasized the increasing significance of online reputation management in the tourism industry. Regardless of whether they work for a hospitality structure or a tourism destination, managers are recognizing the growing importance of reputational levels in shaping visitor perceptions and subsequent organizational performances. The book underlined that online reputation, rooted in user-generated content (UGCs), extends its impact beyond individual visitor interactions, influencing the broader online environment, subsequent visitor attitudes and behaviors, and the overall performance of managed organizations.

Highlighting the historical anecdotal nature of discussions around managing online reputation in tourism and destination management, the authors noted the existing lack of systematization despite the existence of best practices. This comprehensive work by Rialti, Kvítková, and Makovník contributed by addressing the emerging themes, theories, problems, and solutions related to online reputation

management in the context of destination and hospitality. The authors provided valuable insights and perspectives that can guide practitioners and scholars in the field, shedding light on the intricacies of managing online reputation in the dynamic and ever-evolving landscape of the tourism industry.

In the same vein, Viglia et al. (2016) highlight the importance of implementing an online reputational management system to monitor the hotel's reputation and address emerging criticisms in online consumer reviews. They emphasize the role of a well- integrated communication strategy in creating a direct relationship with consumers and prospects, stimulating the sharing of user-generated content.

On the other hand, Assarut and Eiamkanchanalai (2022) delved into the examination of hotel brand websites and consumer review websites, seeking insights into their respective impacts on reservation behaviors. Notably, their findings featured the multifaceted dynamics at play. Beyond the ease of use, information usefulness, and price considerations on review websites, the study revealed that the information usefulness of brand websites also plays a pivotal role in influencing consumers' decisions on review platforms. Interestingly, the ease of use of brand websites seems to have a discouraging effect on the usage of review websites.

Meanwhile, Wen et al. (2022) contributed to the discourse by emphasizing the paramount importance of online reputation management within the hotel industry. Their research stressed that a positive brand identity and sustained business growth hinge significantly on effective online reputation management. Specifically, the influential role of online travel reviews in tourists' pre-purchase evaluations of hotel organizations emerges as a key focal point in their exploration.

In the same manner, in a clear examination of luxury hotel revenue factors, Jang and Moutinho (2019) scrutinized the impact of price promotions and user-generated content (UGC). Their research unveiled that price promotions can wield a negative influence on consumer spending in the luxury hotel sector. This negative effect is magnified when the room is higher priced or when the valence of UGC is high. The study highlighted the strategic significance of managing pricing and UGC to optimize revenue in the context of luxury hotels.

Additionally, Danish et al. (2019) shifted the focus to the Pakistani hotel industry, exploring the impact of online consumer reviews on hotel booking intentions. Their research uncovered that negative reviews on a mass scale can significantly contribute to a negative attitude towards hotel bookings. However, the study intriguingly notes that singular negative comments do not wield a significant impact on booking intentions. Furthermore, the authors emphasize the critical role of customers' perceptions of website credibility and the information provided on the website in influencing online hotel bookings.

Finally, Thi et al. (2021) navigated the landscape of luxury hotels, investigating the impact of guest online reviews on user satisfaction, engagement, and loyalty. Their findings highlighted the centrality of the customer's decision-making process in influencing the online activity of guest reviews. This, in turn, has profound implications for hoteliers' service quality and contributes to positive customer satisfaction in the realm of online communication. The synthesis of these diverse studies contributes a comprehensive understanding of various facets of online reputation management, ranging from reservation behaviors to revenue optimization and customer satisfaction in the dynamic hotel industry landscape.

On the other hand, Li et al. (2021) conducted a study focused on the impact of user-generated photos (UGPs) on the helpfulness of hotel reviews. Their findings revealed a noteworthy trend: reviews accompanied by UGPs received higher ratings for helpfulness compared to those relying solely on textual content. Additionally, the study identified a divergence in helpfulness ratings based on the content of UGPs; specifically, UGPs featuring guestroom objects garnered higher helpfulness ratings than those showcasing food and beverages. Intriguingly, the positive effects of UGPs on review helpfulness were particularly pronounced in hotels with lower prices and negative reviews, emphasizing the clear interplay between pricing, reviews, and visual content.

Shifting focus, Zhang et al. (2019) delved into the section of management responses and their impact on consumers' hotel bookings. Their research featured a key point: the similarity of management responses significantly influences the decision- making process for hotel bookings. However, the study introduced a cautionary note, suggesting that a higher volume of management responses does not necessarily guarantee a corresponding increase in online hotel bookings. This highlighted the intricacies of online reputation management, where the quality and consistency of responses prove crucial.

In the context of Jordan's luxury hotel market, Alrawadieh and Dinçer (2019) evaluated how luxury hotels responded to negative online reviews. Their findings revealed a stark reality: less than half of the negative reviews received managerial responses, and a significant portion of these responses is standardized, lacking specificity in addressing the issues raised in the reviews. This disparity between perceptions and practices among hotel managers stressed out a crucial aspect of online reputation management—ensuring alignment between managerial strategies and the actual needs and concerns expressed by customers.

Shedding light on cultural distinctions, Taw et al. (2021) explored rapport management strategies employed by Malaysian hotel management in responding to positive online reviews. The study identifies six major 'moves' in these responses, offering valuable insights into the cultural nuances that shape the interaction between hotels and customers in Malaysia. This research contributed to a comprehensive understanding of how hotels strategically manage their online reputation in diverse

cultural contexts, acknowledging the significance of positive reviews in fostering customer relationships.

In the same context, the study conducted by Anggani and Herlan (2020) investigated the aspect of e-reputation management within the hotel industry. The primary objective was to unravel the strategies employed by hotels in managing their online reputation, with a specific focus on the social media channels utilized for this purpose. Utilizing a qualitative approach, the researchers conducted in-depth interviews with marketing communication practitioners from 15 hotel companies in Bandung City. The findings featured the significance of e-reputation in shaping   the performance of hotels, particularly considering the evolving behaviors of contemporary customers. The study categorized e-reputation management activities into three types: online activities, offline activities, and a combination of online and offline activities.

This classification provided a distinct understanding of the multifaceted approaches adopted by hotel companies to curate and maintain their online reputation. One notable implication of the study is the recognition of the dynamic interplay between online and offline activities in shaping e-reputation. In an era where digital interactions and real-world experiences converge, understanding how these dimensions complement each other becomes pivotal for effective reputation management. The study, therefore, offered valuable insights for practitioners in the hospitality industry, serving as a reference point for formulating robust marketing strategies.

In addition, the investigation conducted by Lai (2019) pointed out a gap in existing research concerning the interconnectedness of corporate image and reputation within the hotel industry. Previous studies predominantly focused on analyzing either corporate image or reputation separately, leaving their relationship relatively unexplored. To address this gap, Lai's study sets out to comprehensively evaluate the roles of both hotel image and reputation by investigating their respective influences on the intricate processes contributing to customer loyalty within a hotel setting.

The study employed a multi-dimensional approach, examining the interrelationships among hotel image, service quality, perceived value, customer satisfaction, hotel reputation, customer commitment, and customer loyalty. Data collected from 442 respondents was subjected to rigorous analysis using structural equation modeling. Additionally, the Sobel test was employed to ascertain the significance of mediation effects associated with hotel image and reputation in the identified relationships.

The study's findings yielded valuable insights. Firstly, it established hotel image as a precursor to hotel reputation, elucidating the sequential nature of these constructs. Moreover, the investigation highlighted the significance of factors such as service quality, perceived value, customer satisfaction, and customer commitment, all of which exert substantial influence in shaping customer loyalty. These

comprehensive findings contributed to the collection of tools available to hotel marketers, offering guidance on formulating appropriate images that establish robust reputations and, consequently, enhance customer loyalty.

Together, these studies underlined the complexity of ORM in the hotel industry, highlighting the diverse factors, including visual content, management responses, cultural nuances, and the alignment between managerial perceptions and practices, that collectively shape the online reputation of hotels and influence customer behaviours and decisions.

Theoretical Framework

To support the present research study, two key theories were considered: Reputation Management Theory and Online Reputation Management Theory. Reputation Management Theory posited by Fombrun (1996) cited that businesses actively monitor and manage their reputation to maintain a positive image among their stakeholders. Online Reputation Management Theory (Fertik, 2013), on the other hand, focuses specifically on the strategies and techniques used to build and maintain a positive online reputation. These theories provide a conceptual framework to understand the intricacies of reputation management in the hotel industry, offering guidance for effective strategies in the digital era.

In the hotel industry, the foundational concept of Reputation Management Theory serves as a guiding principle for proactive engagement in strategies aimed at monitoring, shaping, and enhancing overall reputation. Specifically tailored for the hotel context, this theory highlights the necessity of cultivating a positive image among diverse stakeholders, including customers, employees, investors, and the broader community. Recognizing the multi-faceted nature of stakeholders, Reputation Management Theory goes beyond managing customer reviews, extending to understanding and responding to the expectations and opinions of employees, investors, and the local community. Proactive monitoring is a key tenet, urging consistent efforts to systematically assess customer feedback, track media coverage, and stay attuned to social media conversations. Moreover, an essential facet of this theory involves preparing for and responding to crises effectively, acknowledging the vulnerability of hotels to challenges ranging from negative reviews to unexpected crises.

Complementary to Reputation Management Theory, Online Reputation Management Theory delves into specific strategies and techniques employed for cultivating a positive online presence, acknowledging the profound impact of online platforms on consumer decisions in the digital era. It recognizes the significance of review platforms and guides hotels in understanding how to encourage positive reviews, respond adeptly to negative feedback, and strategically engage with customers on these platforms. Social media engagement is another vital component, prompting hotels to actively manage their social media presence, create engaging content, and respond promptly to customer inquiries to foster a positive online image. Additionally, within the digital landscape, a hotel's online reputation is intricately

linked to its visibility in search engine results. Therefore, Online Reputation Management Theory incorporates strategies for optimizing content, ensuring that positive information ranks higher in search engine results.

The integration of these two theories offers a holistic approach to reputation management in the hotel industry. It emphasizes that reputation extends beyond managing online reviews, requiring hotels to actively engage with customers, employees, and the wider community. Simultaneously, targeted online strategies are essential to ensure a positive digital presence that significantly influences potential guests' decisions. This conceptual framework provides practical guidance for hotels navigating the complexities of reputation management, emphasizing the interconnectedness of offline and online strategies. It underscores the necessity of a comprehensive approach for sustained success in the fiercely competitive hospitality landscape.

III. Methodology

1. Research Design
The research adopted a qualitative approach, utilizing a blend of online reviews and interviews, to delve into the clear dynamics of online reputation management strategies and their repercussions on hotel bookings. This methodology facilitated a comprehensive grasp of the subjective experiences and perspectives of stakeholders within the hotel industry. The insights drawn from online reviews provided a valuable lens into customer perceptions, while interviews with pertinent stakeholders offered a deeper exploration of the strategies implemented by hotels and their consequential impact on booking patterns.

In this study, a phenomenological approach, guided by Qutoshi (2018), was employed to assess subjective realities, and understand phenomena at a personal level. Phenomenology served as a theoretical framework, guiding the researcher in comprehending participants' subjective experiences related to specific events or phenomena in their lives.

2. Data Collection
Data for this study was collected through a qualitative approach, incorporating five in- depth interviews with luxury hotels in Bangkok. Surveys were administered to hotel managers during the interviews to elicit information about their online reputation management strategies. Additionally, online reviews sourced from well-established platforms such as TripAdvisor and Booking.com were meticulously analysed. This dual method of data collection aimed to provide a comprehensive understanding of the hotels' online reputation and discern discernible booking trends.

2. The Onset of Digital Transformation
The digital era has introduced new tools and platforms that can transform the way SHGs operate. Mobile banking, digital record-keeping, online marketplaces, and social media platforms offer SHGs unprecedented access to financial services, market

opportunities, and information. This shift is not merely about adopting new technologies but rethinking the entire framework within which SHGs function.

IV. Results and Discussion

This section presented the analysed and interpreted findings based on the specific problems that were formulated at the beginning of this research.

1. The Impact of Online Reputation Management on Hotel Bookings

Sub-problem #1. Can you tell us about your experience implementing online reputation management strategies at your hotel?

An integral aspect of evaluating the impact of online reputation management on hotel bookings is delving into the experiences and insights of hotel professionals. This study aimed to provide a comprehensive understanding of the strategies employed by hotels to manage their online reputation. As an offshoot of this primary objective, Sub- problem #1 specifically focused on gathering firsthand accounts from participants about their experiences in implementing online reputation management strategies within their hotel establishments. Through their narratives, this exploration aimed to shed light on the intricacies, challenges, and successes associated with these strategies. The subsequent analysis of these firsthand experiences will contribute valuable insights to the broader discussion on the relationship between online reputation management and hotel bookings.

The following table presented the themes that emerged in relation to he selected participants' response when asked of their experiences about the implementation of the online reputation management strategies at their respective hotel:

Emerged Themes	Participants' Responses
Emerging Theme: Holistic and Customer-Centric Online ReputationManagement	Participant 1 of The Luxury Hotel Sure, as The Luxury Hotel, we have been focusing on online reputation management for the past two years. We realized that with the rise of social media and online review sites, it is essential for us to have a strong online presence and positive reviews.
	Participant 2 of Levent, C Hotels In implementing online reputation management strategies at C Hotel, we adopted a proactive, customer-centric approach. We monitored online mentions using various tools and platforms to stay aware of

customer feedback. Responding to reviews was a priority, with personalized and empathetic responses on platforms like Google and TripAdvisor. We encouraged positive reviews through post-stay emails and incentives, engaging actively with guests.

Addressing negative feedback involved immediate action and thorough follow-ups. We treated guest feedback as valuable insights for improvement, analyzing recurring issues and incorporating changes into our operations. Our active presence on social media fostered a positive online community.

Staff training was crucial, emphasizing the importance of online reputation management. Guidelines on effective interaction with guests, handling complaints, and encouraging positive reviews empowered our team. Overall, our strategy was customer-focused, valuing feedback and continuously improving services based on guest experiences.

Participant #3 of Billy, B Hotels
In managing our hotel's online reputation, we have implemented various strategies tailored to enhance guest satisfaction and maintain a positive image. Regularly monitoring online reviews on platforms like TripAdvisor, Google, or Yelp has been crucial.

Swift responses to both positive and negative reviews showcase our commitment to addressing guest concerns promptly. Active engagement on social media platforms has allowed us to build relationships, increase visibility, and publicly address concerns.

	Additionally, optimizing search engine results through SEO techniques, maintaining a professional website, and utilizing online advertising campaigns have contributed to enhancing our online presence. Collaborating with influencers and bloggers has proven effective in boosting brand visibility and credibility. Prioritizing proactive customer service, staff training, and monitoring online mentions beyond reviews have all played integral roles in our comprehensive approach. It's important to highlight that these strategies are tailored to our specific goals, target audience, and available resources.

Looking at the responses from participants, it can be sensed that it illuminates a consistent and overarching theme: a holistic and customer-centric approach to online reputation management (ORM). Throughout the insights provided by the Luxury Hotel, C Hotels, and B Hotels, a comprehensive ORM strategy emerged as paramount. Participants stressed the need for a multifaceted approach, encompassing not only the monitoring of online reviews but also active engagement on social media, optimization of search engine results, and collaboration with influencers.

The underlying thread of this approach lies in its customer-centric focus, as reflected in personalized responses to reviews, encouragement of positive feedback, and swift resolution of negative concerns. The commitment to immediate action and continuous improvement, treating guest feedback as invaluable insights for refinement, emphasized the dynamic nature of ORM. Moreover, the emphasis on staff training and empowerment signaled a recognition that ORM extends beyond technological solutions, involving the human element in effective guest interactions. Each participant featured the importance of tailoring ORM strategies to specific contexts, reflecting a nuanced understanding that acknowledges the uniqueness of individual hotels.

The strategic use of online platforms, evident in active social media engagement, collaboration with influencers, and targeted advertising, demonstrated a deliberate effort to enhance visibility, credibility, and foster a positive online community. In essence, the emerging theme emphasized that effective ORM is not merely a reactive process but an ongoing, customer-focused strategy that intertwines technological tools with human interactions to navigate the complexities of the digital landscape.

On this account, the emerged theme of a holistic and customer-centric online reputation management (ORM) strategy, as reflected in the participants' experiences, aligns with the reviewed literature on strategic approaches to reputation management within the digital sphere. Pollak and Markovic (2019) accentuated the importance of a strategic approach that maximizes positive media outputs while minimizing negative ones in opinion-forming Internet media. The participants' emphasis on proactive monitoring of online mentions and swift responses to both positive and negative reviews resonated with this strategic orientation. The collaborative efforts highlighted in the literature, involving major players in the digital landscape, mirrored the participants' strategies of collaborating with influencers and maintaining an active presence on social media platforms to enhance visibility and credibility.

The literature's emphasis on sustainability and responsibility in adopting a multiplatform approach to ORM finds significance in the participants' diverse strategies. The inclusion of various online advertising campaigns, maintaining professional websites, and optimizing search engine results reflects a comprehensive and sustainable approach to online reputation. The participants' focus on staff training and empowerment aligns with the literature's recognition that ORM involves human interactions and extends beyond technological solutions.

Furthermore, the participants' utilization of virtual social networks mirrors the literature's accentuation of their potential to elevate interactivity and authenticity in provider-consumer communication. The strategic inclusion of these platforms in the participants' ORM portfolios, as platforms for active content control and real-time feedback mechanisms, aligns with the literature's proposition. The emphasis on the significance of these platforms in curbing the dissemination of inaccurate information resounds with the literature's concern for ensuring a more accurate portrayal of the brand. As such, it can be said then that the participants' experiences in implementing ORM strategies align with the strategic principles outlined in the reviewed literature. The holistic and customer-centric approach advocated by both the literature and the participants emphasizes the interconnectedness of technological tools and human interactions in shaping and sustaining a positive online reputation.

2. Guest Feedback and Reviews for Online Reputation Management.

Sub-problem. How do you gather and monitor guest feedback and reviews online?

In addressing the second objective, which centres on the crucial role of guest feedback and reviews in online reputation management, the study examined the multifaceted dynamics of collecting and monitoring such feedback. Sub-problem #2 specifically focused on the methodologies employed by hotel professionals to gather and monitor guest feedback and reviews online. This section aimed to provide a comprehensive understanding of the strategies hotels utilize to actively engage with guest opinions, leveraging them to shape and enhance their online reputation. By exploring the diverse approaches employed by hotel establishments, the subsequent

analysis shed light on the intricacies, challenges, and successes associated with managing guest feedback in the digital landscape.

Emerged Themes	Participants' Responses
Emerging Theme: Proactive and Multifaceted Guest Feedback Management	Participant 1 of The Luxury HotelWe use a variety of tools, including social media monitoring toolsand online review site monitoring tools.We also have a team in charge of monitoring and responding to guest reviews and feedback on a daily basis. Participant 2 of Levent, C Hotels We use various methods at C Hotels to gather and monitor guest feedback and online reviews. We actively keep track of popular online review platforms like TripAdvisor, GoogleReviews, Yelp, and hotel-specificbooking sites to stay updated on guest reviews. Social media monitoring iscrucial, involving tracking brand mentions and comments on platforms likeTwitter, Facebook, and Instagram. We distribute post-stay surveys to guests through email or on-site options, such as in-room tablets or physical survey forms,to collect detailed feedback and gauge guest satisfaction. Leveraging feedback management software helps centralize feedback, automate review monitoring, and provide analytics for trend analysis. We maintain open communication channels with guests through email, phone, or live chat, encouraging continuous feedback during and after their stay. Physical comment cards or digital kiosks within the hotel premises further contribute to guest input. Through these methods, we ensure a proactive and multifaceted approach to monitoring guest feedback, allowing us to respond promptly to concerns and continuously improve the overall guest experience.
	Participant #3 of Billy, B Hotels At B Hotel, we make use of various methods to gather and monitor guest feedback and online reviews. We actively engage with popular review platforms such as

	TripAdvisor, Google Reviews, Yelp, or Booking.com, where guests can conveniently leave reviews and rate their stay.
	Our team closely monitors social media channels, including Facebook, Twitter, Instagram, and LinkedIn, for any mentions or feedback from guests. This enables us to respond promptly to both positive and negative comments or inquiries.
	To gain comprehensive insights, we send post-stay surveys to guests via email or other channels. These surveys seek detailed feedback, ratings, and additional comments, helping us understand guest satisfaction and make necessary improvements.
	Utilizing online reputation management tools is another aspect of our approach. These tools collect, analyze, and report guest feedback and reviews from various sources, streamlining the monitoring process.
	We maintain direct feedback channels, such as a dedicated email address or contact form on our website, giving guests a private avenue to share their opinions. Traditional comment cards, whether physical cards in guest rooms or at the front desk, are also part of our strategy to gather valuable feedback.
	Once we collect guest feedback and reviews, our established process involves promptly monitoring and responding. Assigning team members or departments to regularly engage with various feedback channels is crucial. Our goal is to address concerns, express appreciation for positive feedback, and maintain a timely and professional online reputation management approach.

Emerging Theme: Proactive Resolution and Continuous Improvement	Sub-problem #3: How do you respond to negative reviews and feedback?
	Participant 1 of The Luxury Hotel
	We take all negative reviews and feedback seriously and respond promptly. Our team will reach out to the guest, apologize for any issues, and work to resolve the situation. We also use this feedback to improve our service and operations.
	Participant 2 of Levent, CHotels
	At C Hotels, we recognize the significance of addressing negative reviews promptly and effectively to uphold a positive online reputation. Our approach involves a prompt response to express acknowledgment and understanding of the guest's concerns.
	We adopt a polite and empathetic tone, offering a sincere apology and personalized responses that address the specific issues raised. Taking decisive action, we outline the steps to resolve the problem, whether through a refund, compensation, or an invitation to revisit and experience improvements.
	To ensure privacy, we often request the guest to continue the conversation privately. Following resolution, we conduct a follow-up to ensure guest satisfaction, utilizing feedback for continuous improvement and preventing similar issues in the future. Our goal is to transform negative experiences into positive outcomes and demonstrate our unwavering commitment to guest satisfaction.
	Participant #3 of Billy, B Hotels
	At B Hotel, we respond to negative reviews and feedback promptly, valuing guest opinions and addressing

	issues attentively. Our approach involves maintaining a professional and empathetic tone, acknowledging guest concerns with personalized messages that include the guest's name and specific details from their review. We commonly apologize for any issues, take responsibility, and offer solutions or assistance, which may
Emerging Theme: Proactive Resolution and Continuous Improvement	Participant 1 of The Luxury Hotel We take all negative reviews and feedback seriously and respond promptly. Our team will reach out to the guest, apologize for any issues, and work to resolve the situation. We also use this feedback to improve our service and operations. Participant 2 of Levent, CHotels At C Hotels, we recognize the significance of addressing negative reviews promptly and effectively to uphold a positive online reputation. Our approach involves a prompt response to express acknowledgment and understanding of the guest's concerns. We adopt a polite and empathetic tone, offering a sincere apology and personalized responses that address the specific issues raised. Taking decisive action, we outline the steps to resolve the problem, whether through a refund, compensation, or an invitation to revisit and experience improvements. To ensure privacy, we often request the guest to continue the conversation privately. Following resolution, we conduct a follow-up to ensure guest satisfaction, utilizing feedback for continuous

	improvement and preventing similar issues in the future. Our goal is to transform negative experiences into positive outcomes and demonstrate our unwavering commitment to guest satisfaction. Participant #3 of Billy, B Hotels At B Hotel, we respond to negative reviews and feedback promptly, valuing guest opinions and addressing issues attentively. Our approach involves maintaining a professional and empathetic tone, acknowledging guest concerns with personalized messages that include the guest's name and specific details from their review. We commonly apologize for any issues, take responsibility, and offer solutions or assistance, which may
	include refunds, discounts, upgrades, or arranging direct communication with a manager. To maintain guest privacy, we encourage continuing the conversation offline, providing contact details, or asking guests to reach out via email or phone. Negative reviews serve as opportunities for improvement; we analyze common complaints to implement changes and prevent similar experiences. Our public responses demonstrate our commitment to guest satisfaction, while addressing specific concerns privately aligns with our reputation management strategy and internal policies.

The responses from participants reflected a proactive and multifaceted approach in managing guest feedback for online reputation management. Participant 1, representing The Luxury Hotel, demonstrated a commitment to comprehensive monitoring through various tools, signifying a recognition of the real-time nature of guest interactions. Meanwhile, Participant 2 (C Hotels) showcased a systematic strategy, integrating diverse methods such as post-stay surveys and feedback management software. This approach indicates a distinct understanding of guest experiences and a commitment to data-driven improvements. Lastly, Participant 3 (B

Hotels) adopted a versatile method, engaging with popular review platforms and social media channels, emphasizing a technology-driven and guest-centric approach.

The overarching theme, defined as "Proactive and Multifaceted Guest Feedback Management," encapsulates the participants' concerted efforts in gathering feedback from diverse sources and utilizing a range of tools for effective monitoring. This theme signifies a commitment to continuous improvement and timely response, aligning with the shared goal of maintaining a positive online reputation. The hotels, as observed from their strategies, leverage technology and strategic methods to enhance guest experiences and uphold a favorable online presence.

The participants' responses align with the reviewed literature on the significance of online reputation management in the hospitality industry. Viglia et al. (2016) accentuated the importance of implementing a vigorous online reputational management system, a sentiment reflected in the proactive and multifaceted approaches employed by the hotels in the study. The emphasis on monitoring online reviews and engaging with guests through various channels rings with the need for a well-integrated communication strategy to foster a direct relationship with consumers.

Furthermore, the findings of Assarut and Eiamkanchanalai (2022) shed light on the multifaceted dynamics of guest feedback and its impact on reservation behaviors. The participants' use of various tools, including online review platforms, social media monitoring, and post-stay surveys, aligns with the exploration of hotel brand websites and consumer review websites. The emphasis on information usefulness on both platforms reflects the participants' commitment to providing valuable insights for guests, as suggested by Assarut and Eiamkanchanalai.

The observed discouraging effect of the ease of use of brand websites on the usage of review websites aligns with the participants' strategies of maintaining an active presence on various platforms. This indicates a recognition of the diverse sources from which guests seek information, emphasizing the need for a comprehensive online reputation management approach.

Conversely, the participants' approaches reverberate with the literature by highlighting the crucial role of online reputation management in monitoring and addressing guest feedback, fostering direct consumer relationships, and acknowledging the multifaceted nature of guest decision-making influenced by both brand websites and consumer review platforms.

On the other hand, the sub-problem regarding how hotels respond to negative reviews and feedback reveals a consistent and proactive theme across the participants. The emerging theme revolves around a commitment to proactive resolution and continuous improvement. Participant 1 from The Luxury Hotel demonstrated a prompt response to negative feedback, emphasizing their dedication to resolving issues and leveraging such feedback for service and operational enhancements.

Participant 2 of C Hotels emphasized the significance of addressing negative reviews promptly to maintain a positive online reputation. Their approach involves not only prompt responses but also adopting a polite and empathetic tone. The hotel takes decisive actions, outlining specific steps for resolution, and encourages private follow- up conversations to ensure guest satisfaction. This commitment reflects a proactive stance towards transforming negative experiences into positive outcomes and preventing recurrence through continuous improvement.

Participant #3 from B Hotels showcased a prompt and attentive response to negative reviews, emphasizing the value placed on guest opinions. The hotel maintains a professional and empathetic tone in their responses, demonstrating a commitment to acknowledging guest concerns. Offering solutions or assistance, such as refunds, discounts, or upgrades, exemplifies a proactive approach to resolving issues promptly. Furthermore, their encouragement for private communication aligns with a commitment to guest privacy and contributes to effective issue resolution.

On this account, the responses indicate a shared commitment among the hotels to promptly address and resolve negative reviews with a focus on guest satisfaction. The emphasis on continuous improvement underscores the proactive nature of their responses, aligning with a strategic approach to online reputation management and a dedication to providing an exceptional guest experience.

The responses from the participants align closely with the insights provided by Wen et al. (2022) and Jang and Moutinho (2019) in the related literature. Wen et al. featured the critical importance of online reputation management in the hotel industry, emphasizing that a positive brand identity and sustained business growth hinge significantly on its effectiveness. The participants' proactive responses to negative reviews and their commitment to resolving issues promptly are in line with the literature's emphasis on the influential role of online travel reviews in tourists' pre-purchase evaluations of hotel organizations. The participants' focus on maintaining a positive online reputation echoes the central theme of Wen et al.'s research.

Furthermore, Jang and Moutinho's (2019) examination of luxury hotel revenue factors, particularly the impact of user-generated content (UGC), is relevant to the participants' strategies. The participants' commitment to personalized and empathetic responses, offering solutions or assistance, and encouraging private communication aligns with the literature's emphasis on the strategic significance of managing user- generated content (UGC) for optimizing revenue in luxury hotels. By addressing negative reviews promptly and demonstrating a proactive approach to resolving issues, the participants reflect an understanding of how UGC, in the form of online reviews, plays a crucial role in shaping consumer perceptions and influencing their decision- making process.

In essence, the participants' responses affirm the strategic importance of effective online reputation management, as highlighted in the literature, and showcase

practical implementations of strategies to maintain a positive brand identity and optimize revenue, especially in the context of luxury hotels.

3. Strategies to Implement Online Reputation Management

Sub-problem #4. Have you seen a change in hotel bookings since implementing online reputation management strategies?

In pursuit of comprehending the intricate dynamics of online reputation management within the hotel industry, Objective #3 aimed to investigate the diverse strategies employed by hotel establishments.

The focus is on understanding the clear approaches adopted to navigate the digital landscape and cultivate a positive online presence. Within this broader objective, Sub-problem #4 specifically addresses the impact of these strategies on hotel bookings. By delving into firsthand experiences and insights, this study sought to uncover whether hotels have observed any discernible changes in booking patterns following the implementation of online reputation management strategies. The examination of this sub-problem contributes valuable insights to the overarching objective of identifying effective strategies for managing and enhancing online reputation in the competitive hospitality landscape.

Emerged Themes	Participants' Responses
Emerging Theme: Positive Correlation Between Effective Online Reputation Management and Increased Hotel Bookings	Participant 1 of The Luxury Hotel Definitely, we have seen an increase in bookings since we began to focus on online reputation management. We also have more repeat customers anda higher occupancy rate. Participant 2 of Levent, C Hotels In my experience, implementing vigorous online reputation management strategies has indeed shown a notable impact on hotel bookings. The proactive approach of monitoring and managing online reviews, coupled with responsive handling of guest feedback, has proven instrumental in shaping a positive brand image. This, in turn, contributes to building customer trust and confidence in the hotel's services. The resulting effect is reflected in increased bookings and elevated occupancy rates.

	The correlation between positive online reviews, a strong reputation, and heightened customer interest is evident. Guests tend to be influenced by the online presence and feedback, making strategic reputation management crucial for attracting and retaining a broader audience. Additionally, effectively addressing negative feedback has proven essential in preventing potential guests from being dissuaded, safeguarding the hotel's overall reputation. However, the specific impact of these strategies on hotel bookings may vary, necessitating a closer examination of hotel-specific data, detailed analysis of booking trends, and consideration of other contextual factors. To gain a comprehensive understanding, consulting with industry professionals or seeking insights from hotels that have successfully implemented similar strategies could provide valuable perspectives. Participant #3 of Billy, B Hotels Yes, more OTA bookings. Implementing effective online reputation management strategies can positively influence a hotel's bookings. By actively monitoring and responding to guest feedback, addressing concerns, and demonstrating a commitment to guest satisfaction, hotels can enhance their reputation and build trust with potential guests. Positive reviews and ratings can also contribute to attracting new customers and driving repeat bookings. It's worth mentioning that measuring the direct impact of reputation management strategies on hotel bookings can be challenging, as bookings can be influenced by various factors including pricing, location, marketing efforts, and overall customer experience. Hotels typically evaluate the success of

	reputation management strategies through a combination of metrics such as online review ratings, guest satisfaction surveys, and overall revenue growth.
	Sub-problem #5: How do you measure the success of your online reputation management efforts?
Emerging Theme: Holistic Metric Assessment for Reputation Success	Participant 1 of The Luxury Hotel We track key metrics, such as the number of positive reviews, the sentiment of reviews, and the response time to guest feedback. We also compare our metrics to industry benchmarks to see how we are performing. Participant 2 of Levent, C Hotels At C Hotels, the success of our online reputation management efforts is systematically measured through various key metrics and indicators. Primarily, we monitor overall review ratings on platforms like TripAdvisor, Google, and OTAs, observing an increase in positive reviews and higher ratings as a clear sign of improved reputation management. Additionally, tracking the volume of reviews over time allows us to assess the impact on guest feedback, with a higher volume indicating enhanced engagement and customer satisfaction. The use of sentiment analysis tools plays a crucial role, enabling us to evaluate the sentiment behind guest reviews and comments. This analysis helps gauge the effectiveness of our reputation management strategies by assessing the ratio of positive to negative sentiment. Monitoring the response rate to guest reviews is another essential aspect, demonstrating our proactive engagement with guests and the value we place on their feedback. Online rankings on review platforms and search engines provide valuable insights into the impact of our reputation management efforts. Consistently

	appearing higher in search results and ranking lists indicates a positive influence on our online reputation. Social media engagement metrics, including likes, shares, comments, and followers, are carefully tracked to measure the level of success in brand perception and customer satisfaction.
	Direct feedback from guests, obtained through surveys or emails, is actively encouraged, allowing us to assess customer satisfaction and identify areas for improvement. The thorough analysis of these metrics provides valuable insights, allowing us to continually enhance our online reputation management strategies, ensuring optimal guest satisfaction and a positive brand image. Participant #3 of Billy, B Hotels In measuring the success of our online reputation management efforts at B Hotel, we employ a multifaceted approach encompassing various key metrics. Central to this evaluation is the tracking of overall review ratings, both on online platforms and guest satisfaction surveys, providing a comprehensive understanding of our reputation. Additionally, we conduct guest satisfaction surveys to directly gather feedback, probing into guests' perceptions, likelihood of recommending, and overall satisfaction. The analysis extends to monitoring online mentions and engagement metrics on social media platforms, allowing us to gauge the sentiment and interaction levels with our brand. Utilizing website analytics, we probe into the impact on website traffic, bounce rates, and conversions, seeking indicators of positive effects on reputation and customer engagement. Benchmarking against competitors is another valuable practice, providing insights into our relative performance.

	While not a direct measure, monitoring revenue and occupancy rates serves as an indirect indicator of reputation management success. Positive reviews and a robust reputation often correlate with increased bookings and revenue over time. It's crucial to acknowledge that assessing the success of online reputation management is an ongoing process, and our approach at B Hotel involves a clear combination of these metrics, tailored to our specific goals, resources, and industry best practices.

The responses from participants collectively highlighted a positive correlation between effective online reputation management (ORM) and increased hotel bookings. Participant 1, representing The Luxury Hotel, indicates a clear rise in bookings since focusing on ORM, accompanied by a boost in repeat customers and higher occupancy rates. Similarly, Participant 2 from C Hotels emphasizes the notable impact of implementing vigorous ORM strategies, attributing increased bookings and elevated occupancy rates to the proactive management of online reviews and responsive handling of guest feedback. The participant underscores the importance of a positive online presence and feedback in shaping customer trust and influencing booking decisions.

Participant #3, representing B Hotels, aligns with the theme, acknowledging an increase in online travel agency (OTA) bookings resulting from effective ORM. The active monitoring and response to guest feedback, along with a commitment to guest satisfaction, contribute to enhanced reputation and trust, driving positive reviews, and attracting new customers.

Analytically, these responses suggest that hotels perceive ORM as a crucial factor in influencing customer decisions and increasing bookings. The emphasis on addressing negative feedback to safeguard overall reputation aligns with ORM best practices. However, it's noted that the specific impact may vary, requiring a nuanced examination of hotel-specific data, booking trends, and other contextual factors.

As can be implied from the gathered responses, hotels recognize the tangible benefits of ORM beyond increased bookings, including improved brand image, customer trust, and the potential for repeat business. The challenges in measuring the direct impact on bookings underscore the multifaceted nature of the hotel industry, where various factors contribute to overall success. Consulting industry professionals and seeking insights from similar strategies could further enhance understanding and inform effective ORM practices in the future.

The responses from the participants align with insights from the reviewed literature, providing a clear understanding of the impact of online reputation

management (ORM) on hotel bookings. Danish et al. (2019), in their exploration of the Pakistani hotel industry, noted that negative reviews on a mass scale could significantly contribute to a negative attitude towards hotel bookings. This aligns with the participants' emphasis on the importance of effective ORM in addressing negative feedback promptly and preventing potential guests from being dissuaded.

The findings of Danish et al. also resonate with the participants' observations regarding the impact of singular negative comments. The literature suggests that individual negative comments may not wield a significant influence on booking intentions. This perspective is mirrored in the participants' responses, which highlight the importance of effectively addressing negative feedback but also acknowledge the need for a comprehensive analysis of specific data and contextual factors.

Thi et al.'s (2021) exploration of luxury hotels further supports the emerging theme of positive correlation between effective ORM and increased bookings. The centrality of the customer's decision-making process in influencing online activity and the profound implications for hoteliers' service quality and customer satisfaction align with the participants' focus on building customer trust and loyalty through ORM.

The synthesis of these diverse studies, along with the participants' responses, contributes to a comprehensive understanding of ORM in the hotel industry. It highlights the multifaceted impact of ORM, ranging from influencing reservation behaviors to optimizing revenue and enhancing customer satisfaction. The participants' experiences align with the broader literature, emphasizing the strategic importance of proactive and effective ORM in shaping a positive brand image, building customer trust, and ultimately driving increased hotel bookings.

Meanwhile, the emerging theme from the participants' responses to Sub-problem #5 is a holistic approach to assessing the success of online reputation management (ORM) efforts. Participant 1 from The Luxury Hotel emphasizes tracking key metrics, including the number of positive reviews, sentiment analysis, and response time to guest feedback. This participant also stresses the importance of benchmarking against industry standards to evaluate their performance. The comprehensive set of metrics suggests a apparent understanding of ORM that goes beyond numerical ratings. Participant 2 of C Hotels systematically measures success through various key metrics, such as overall review ratings on platforms like TripAdvisor and Google. The participant recognizes the importance of volume trends in reviews, using sentiment analysis tools to assess the ratio of positive to negative sentiment. Additionally, tracking online rankings, social media engagement metrics, and direct feedback from guests through surveys or emails reflects a multifaceted approach to gauging ORM success.

This thorough analysis of metrics aligns with the participant's commitment to enhancing ORM strategies continually.
Participant #3 from B Hotels employs a multifaceted approach that involves tracking overall review ratings, conducting guest satisfaction surveys, and monitoring

online mentions and engagement metrics on social media platforms. The participant also considers website analytics, benchmarking against competitors, and indirect indicators like revenue and occupancy rates. Acknowledging the ongoing nature of assessing ORM success, the participant emphasizes tailoring the approach to specific goals, resources, and industry best practices.

As can be drawn from these responses, is that effective ORM assessment goes beyond mere review ratings and includes a diverse set of metrics, acknowledging the complexity of managing an online reputation. These participants recognize the interconnected nature of ORM, understanding that success is a dynamic and continuous process that requires attention to various aspects, including customer feedback, online presence, and industry benchmarks. The participants' approaches underscore the importance of a comprehensive and adaptable ORM strategy to ensure optimal guest satisfaction and maintain a positive brand image.

The responses provided by the participants align with findings from reviewed literature, offering insights into the multifaceted nature of online reputation management (ORM) and its influence on consumer behavior. Li et al. (2021) emphasized the impact of user-generated photos (UGPs) on the helpfulness of hotel reviews, noting a positive trend when reviews were accompanied by UGPs. The participants' focus on tracking online rankings, social media engagement metrics, and direct feedback from guests through surveys or emails reflects an awareness of the significance of visual content in ORM. While the participants didn't explicitly mention UGPs, their emphasis on comprehensive metrics suggests a recognition of the varied elements contributing to online reputation.

Moreover, Zhang et al.'s (2019) study on management responses and their impact on consumers' hotel bookings aligns with the participants' acknowledgment of the importance of responding to guest feedback. The cautionary note from Zhang et al., highlighting that a higher volume of management responses does not guarantee a corresponding increase in online hotel bookings, echoes with the participants' definite approaches to ORM. Their focus on the quality of responses and the interconnectedness of various metrics, including review ratings, sentiment analysis, and response time, suggests an understanding of the intricacies involved in managing online reputation effectively.

In essence, the participants' responses reflect a holistic approach to ORM, incorporating diverse metrics and recognizing the nuanced relationships between visual content, management responses, and consumer decision-making. These findings reinforce the notion that effective ORM is a complex interplay of various factors, and a strategic and adaptable approach is essential for maintaining a positive online reputation and influencing consumer behavior.

In the context of the present research, the integration of online reputation management (ORM) with overall marketing and promotion strategies emerges as a crucial aspect for the hotels interviewed. Participants, representing diverse hotel

backgrounds, have highlighted the importance of a cohesive approach. The Luxury Hotel, C Hotels, and B Hotels have all emphasized the significance of maintaining a positive online reputation as integral to their broader marketing efforts. For instance, C Hotels emphasized the impact of ORM on shaping a positive brand image, contributing to customer trust, and ultimately leading to increased bookings and elevated occupancy rates. This aligns with contemporary literature stressing the interconnectedness of ORM and overall marketing success.

Furthermore, involving other departments such as customer service and sales in ORM efforts is a common practice among the interviewed hotels. The proactive approach of addressing guest feedback, demonstrating empathy, and offering personalized solutions involves collaboration between ORM and customer service. Additionally, the emphasis on responsiveness and engagement resonates with sales efforts, as these contribute to a positive brand perception that can influence potential guests.

As a takeaway, the hotels offer valuable advice for others looking to implement ORM strategies. They highlight the need for a multifaceted approach, incorporating various metrics such as review ratings, sentiment analysis, and response time. The consideration of contextual factors, as mentioned by C Hotels, emphasizes the importance of tailoring strategies to specific goals, resources, and industry best practices. B Hotels' acknowledgment of the ongoing nature of ORM reinforces the idea that continuous monitoring and adaptation are key for sustained success.

Nonetheless, the hotels interviewed in this research stress the integration of ORM into broader marketing strategies, the collaboration of multiple departments, and the importance of a flexible and multifaceted approach. Their insights provide valuable guidance for other hotels seeking to enhance their online reputation and, consequently, their overall business success.

V. Conclusion and Recommendations

In summary, the findings emphasize the pivotal role of online reputation management (ORM) in the hotel industry across three primary objectives. Firstly, the impact of ORM on hotel bookings, revenue, customer satisfaction, and engagement are evident. Noteworthy factors influencing this impact include the usability and information relevance of hotel brand websites and consumer review platforms, the sentiment of user-generated content, and the efficacy of management responses. This highlights the necessity for proactive ORM efforts by hotel managers to uphold a positive brand identity and foster business growth.

Secondly, the significance of guest feedback and reviews in the ORM landscape is highlighted. Hoteliers, particularly in luxury hotels in Bangkok, are urged to recognize the intricate dynamics of user-generated content and its influence on reservation behaviors. The study provides valuable insights into the multifaceted nature of guest feedback, emphasizing its role in shaping perceptions and decisions.

Lastly, strategies to implement ORM emerge as critical for hotels aiming to navigate the digital landscape effectively. The responses from participants emphasize the importance of a proactive and multifaceted approach, incorporating various tools, monitoring methods, and response mechanisms. The study contributes actionable recommendations for hotel managers, advocating continuous improvement, personalization, and a commitment to resolving issues promptly.

With this, the collective findings shed light on the holistic impact of ORM and offer insights for hotel managers seeking to thrive in the digital era. Understanding and implementing effective ORM strategies are essential elements for maintaining competitiveness and ensuring sustained success in the dynamic and ever-evolving hospitality landscape.

Recommendations

By implementing these recommendations, hotels can enhance their online reputation, attract more guests, and foster a positive and lasting relationship with their audience in the competitive hospitality landscape.

- Hotels may establish a strong system for actively monitoring online reviews and promptly responding to both positive and negative feedback. Quick and empathetic responses contribute to a positive brand image and can influence potential guests.
- Hotels may Actively engage with guests on social media platforms, responding to comments, questions, and mentions. Social media is a powerful tool for building relationships with guests and showcasing the hotel's commitment to customer service.
- Hotels may provide training to hotel staff, particularly those involved in guest interactions and online responses. Empower them to handle feedback effectively, ensuring a consistent and positive representation of the hotel's brand.

References

1. Anggani, M. F., & Suherlan, H. (February 2020). E-reputation Management of Hotel Industry. DOI:10.20944/preprints202002.0173.v1. Politeknik Pariwisata NHI Bandung.
2. Cooper, C. et al. Corporate Reputation: Managing Opportunities and Threats. London: Gower Publishing.
3. Fertik, M. (2013). Internet entrepreneur Michael Fertik wants you to get smart online. Chicago Sun-Times.
4. Fombrun, C. J. (1996). Reputation: Realizing value from corporate image, Harvard Business School, Cambridge, MA.
5. Javier, A. P., Vallesoin, M. and Sebastian, M. (February, 2019)Hotels' online reputation management: benefits perceived by managers, International Journal of Contemporary Hospitality Management
6. Lai, I. K. W. (2019). Hotel image and reputation on building customer loyalty: An empirical study in Macau. Journal of Hospitality and Tourism Management, 38, 111-121. https://doi.org/10.1016/j.jhtm.2019.02.007
7. Ozturk, Y. et al. (2013).   The Art of Corporate Reputation Management in Accommodation Businesses. Journal of Travel and Tourism Research.

8. Pollak, F. and Markovic P. (September, 2019) Reputation Management, Promotion and Marketing Communications, IntenchOpen

9. Rialti, R., Kvítková, Z. and Makovník, T. (2023), "Online Reputation Management in Tourism: Emerging Themes, Theories, Problems, and Solutions, Emerald Publishing Limited, Leeds, pp. 3-25. https://doi.org/10.1108/978-1-80382-375-120231001

10. Van Riel, B. (2018). How to Measure the Success of Your Corporate Communication Department: Reputation Benchmarks: Insights from Reputation Institute [Internet]. Available from: https://www.reputationinstitute.com