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Author : Ahmad Bayu Putra Tarigan, et al  
DOI : 10.32734/lwsa.v9i2.2788  
Electronic ISSN : 2654-7066  
Print ISSN : 2654-7058

*Volume 9 Issue 2 – 2026 TALENTA Conference Series: Local Wisdom, Social, and Arts (LWSA)*



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# Leveraging Digital Marketing Strategies Using The Soar Method: A Case Study of Mohini Komodo Resort, Labuan Bajo

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## Abstract

*The development of the hotel industry in Indonesia along with economic and tourism growth provides great opportunities for hotel entrepreneurs. Labuan Bajo tourism is very popular with domestic and foreign tourists. With this, competition between hotels in Labuan Bajo is increasing. One of the hotels located in Labuan Bajo is the Mohini Komodo Resort. Mohini is a tourist hotel with a bohemian concept with a touch of Flores architecture, located in the Labuan Bajo area, East Nusa Tenggara, Indonesia. The level of availability (occupancy rate) of rooms is one of the determining factors for the survival of a company, in this case, a hotel, and can also indicate the company's position in the market. Mohini Komodo Resort experienced a drastic decline in occupancy which resulted in reduced hotel income or what is usually called revenue. The SOAR strategic and planning framework is a dynamic, modern and innovative approach to building strategic thinking, assessing individual and team performance, formulating strategies and creating strategic plans. This study adopts a qualitative descriptive design using interviews and observation, analyzed through the SOAR framework. The results show that strong visual content, interactive digital communication, and growing tourism demand in Labuan Bajo can be leveraged through Instagram- and TikTok-based promotions and influencer collaborations to expand market reach and improve room occupancy rates.*

*Keywords: Digital Marketing; Hospitality; Occupancy Rate; SOAR*

## 1. Introduction

Known for its stunning marine ecosystems, Komodo dragons, and cultural richness, Labuan Bajo has evolved into one of the most visited tourist destinations in Eastern Indonesia. According to the West Manggarai Tourism Office, the region recorded over 80,580 tourist arrivals between January and July 2023, demonstrating its growing prominence in the national tourism landscape. Numerous new establishments have entered the market, offering diverse pricing strategies, service standards, and brand positioning. This competitive landscape poses significant challenges, particularly for small and medium-sized hotels seeking to differentiate themselves and maintain a sustainable occupancy rate.

One such establishment is Mohini Komodo Resort, a bohemian-inspired boutique resort established in September 2019. The resort combines modern facilities with local architectural aesthetics and offers a unique lodging experience to travelers. Despite its appealing concept and strategic location, Mohini Komodo Resort faces persistent challenges in maintaining optimal room occupancy. Over the past two years (2022–2023), the occupancy rate has remained between 56–64%, considerably below the ideal hotel benchmark of 70–95% as reported by HotelTechReport.com. This stagnation suggests that the current digital marketing strategies have not effectively converted brand exposure into bookings.

This research identifies a gap between digital marketing implementation and performance outcomes at Mohini Komodo Resort. While the resort actively engages in online promotion, there is limited strategic alignment between digital marketing activities and the broader organizational goals such as customer loyalty, brand differentiation, and occupancy performance. Previous studies on hotel digital marketing in Indonesia have largely focused on quantitative performance metrics (e.g., website

traffic, engagement rates, or bookings) without integrating strategic frameworks that emphasize organizational learning and aspirational vision. To address this research gap, the present study employs the SOAR (Strengths, Opportunities, Aspirations, Results) framework. Unlike traditional SWOT analysis, which tends to focus on weaknesses and threats, SOAR concentrates on what works well within the organization and how these strengths can be leveraged to create opportunities and achieve measurable results. This approach is particularly relevant for small hospitality enterprises like Mohini Komodo Resort, where adaptability, creativity, and resource optimization are key to sustaining competitiveness in a volatile tourism market.

## 2. Literature Review

### a. *Segmenting, Targeting and Positioning*

Marketing strategy is a fundamental element that determines a company's ability to achieve competitive advantage in the market. It serves as a managerial tool for marketers to reach business objectives and ensure long-term success.

#### 1. Market Segmentation

Market segmentation is the process of dividing a broad market into smaller, homogeneous groups of consumers with similar needs, preferences, or behaviours. As defined by Siti Khotijak in *Smart Strategy of Marketing*, segmentation involves mapping and classifying markets creatively to identify and describe potential opportunities. It represents the initial step in developing a marketing strategy and plays a vital role in fulfilling consumer demands effectively.

#### 2. Targeting (Market Target)

After identifying various market segments, companies must select one or more segments to serve, this stage is referred to as targeting. Targeting is a strategic decision-making process aimed at identifying the most appropriate market that aligns with a company's resources, competencies, and goals.

#### 3. Positioning (Market Position)

According to Kotler and Keller (2016), defines how a brand is perceived relative to its competitors. A company must establish a distinctive image and communicate its uniqueness through every customer interaction. Positioning can be based on product attributes, service quality, price level, or brand values. From a marketing perspective, positioning reflects the desired perception that the company aims to create in the consumer's mind.

### b. *Digital Marketing*

Digital marketing refers to the application of digital media, data, and technology integrated with traditional communication channels to achieve marketing objectives (Chaffey & Fiona, 2019). In the hospitality industry, digital marketing plays a vital role in influencing consumer decision-making, building brand loyalty, and driving bookings through interactive, data-driven communication.

According to Chaffey and Fiona (2019), there are three primary types of digital media channels that marketers must consider in today's landscape: Paid Media, Owned Media, and Earned Media (POE).

1. Paid Media, refers to all media in which a brand invests financially to increase visibility and conversions. Examples include online advertisements, sponsored social media posts, and paid search engine results.
2. Owned Media, represents digital assets controlled directly by the brand. These include websites, blogs, email databases, mobile applications, and official social media accounts such as Facebook, Instagram, LinkedIn, or TikTok.
3. Earned Media, consists of publicity gained organically rather than through direct payment. Traditionally, earned media referred to exposure gained through public relations or press coverage. However, in the digital age, it includes word-of-mouth marketing, online reviews, user-generated content, and influencer collaborations.

Charlesworth (2018) expands this model by emphasizing the PEO (Paid, Earned, Owned) framework, which can be applied both in online and offline environments. The integration of these three media types forms the foundation of an effective digital strategy. The synergy between these media channels ensures consistent messaging and brand reinforcement. Furthermore, digital marketing enables precise audience targeting and measurable performance through analytics. Metrics such as engagement rates, conversion ratios, and occupancy performance can guide continuous improvement.

### c. *SOAR Analysis Framework*

The SOAR (Strengths, Opportunities, Aspirations, Results) framework is a strategic planning model that focuses on leveraging an organization's positive potential rather than analyzing its weaknesses. It was developed as an evolution of traditional SWOT analysis, shifting attention from problem identification to possibility creation. Instead of centering on deficits, SOAR emphasizes organizational strengths, external opportunities, shared aspirations, and measurable results.

According to Rothwell, Sullivan, and Stavros (2015), the SOAR framework is operationalized through a 5-I approach that guides organizations through a constructive and collaborative strategic process. The five stages (Initiate, Inquire, Imagine, Innovate, and Implement) help organizations align their internal strengths and aspirations with strategic actions and measurable outcomes. Each phase encourages active participation, collective visioning, and continuous improvement.

#### 1. Initiate

The first stage involves initiating the SOAR process by determining how it will be integrated into existing strategic planning systems and identifying relevant stakeholders. Strategic planning teams play a crucial role in coordinating this stage by clarifying the purpose, scope, and expected outcomes of the SOAR exercise.

## 2. Inquire

The second stage, inquire, centres on strategic investigation into the organization's core values, mission, internal strengths, and external environment. This phase involves asking positive and reflective questions about what has contributed to past success and what factors sustain current achievements. Through appreciative dialogue, participants explore both the "as is" condition and the "what might be" possibilities of the organization.

## 3. Imagine

The imagine stage focuses on developing a shared vision of the organization's ideal future. During this phase, participants engage in creative dialogue to envision how identified strengths, opportunities, and aspirations can shape a desired future state.

## 4. Innovate

At this stage, organizations begin to design specific strategies, initiatives, and systems to transform the envisioned future into reality. Innovation in this context refers to the creation and prioritization of strategic initiatives that respond to opportunities and aspirations identified earlier.

## 5. Implement

The final phase, implement, converts strategic ideas into tangible actions. This stage involves mobilizing the energy, commitment, and resources required to execute the strategies developed in the previous stage. Implementation is supported by measurable results (R), which act as performance indicators and feedback mechanisms for evaluating progress and refining future actions.

Through these five interconnected stages, the SOAR model promotes a positive, inclusive, and forward-looking strategic culture. It shifts organizational focus from deficiencies to possibilities, motivating individuals and teams to envision success collaboratively. SOAR's emphasis on appreciative inquiry allows organizations to generate momentum by amplifying what already works, fostering creativity, and encouraging shared accountability for outcomes.

In the context of Mohini Komodo Resort, applying the SOAR approach provides a comprehensive method for evaluating and optimizing its digital marketing strategies. By initiating inclusive discussions, inquiring into existing marketing strengths, imagining a stronger brand identity, innovating digital engagement tactics, and implementing measurable actions, the resort can better align its marketing efforts with its business aspirations.

### 3. Method

#### a. Research Design

This study adopts a qualitative descriptive research design. The qualitative approach is based on the post-positivist paradigm, which allows researchers to explore real-life contexts through natural settings, enabling in-depth understanding of phenomena (Sinulingga, 2018). A descriptive qualitative method aims to present a systematic, factual, and accurate description of the characteristics of a particular population or situation.

#### b. Data Collection

The research was conducted at Mohini Komodo Resort, located on Jalan Pantai Wae Ciu, Labuan Bajo, East Nusa Tenggara, Indonesia. The data collection process was conducted from April 2024 until the completion of the research and involved 20 respondents. Mohini Komodo Resort was selected as the research site because it represents a boutique accommodation that actively applies digital marketing strategies yet continues to face challenges in achieving optimal occupancy rates.

Following Sugiyono (2019), the data in this study consists of primary data and secondary data, collected to ensure both empirical and theoretical validity.

##### 1. Primary Data

Primary data were obtained directly from the research subjects through:

Direct observation of marketing activities and customer behavior at Mohini Komodo Resort;

In-depth interviews with key informants, including marketing department staff and resort customers, to understand their perceptions and experiences regarding digital marketing practices.

##### 2. Secondary Data

Secondary data were collected from supporting sources to strengthen and complement the primary data. These included:

Company documents such as the resort's history, vision and mission, and organizational structure;

Books and academic references related to digital marketing strategies and strategic analysis;

Previous journal articles and reports used as comparative literature to identify theoretical and empirical gaps.

According to Sujawerni (2018), data sources refer to the subjects from which information is obtained. In this study, the main data sources include interviews with the marketing department and customers of Mohini Komodo Resort, internal company documents, and supporting academic materials.

The data collection process utilized both primary and secondary data through several methods, as suggested by Sugiyono

(2017:137). The techniques applied include:

1. Observation, conducted by observing consumer activities, social media interactions, and the resort's marketing strategies both online and offline.
2. Interview, semi-structured interviews were carried out using a questionnaire guide to gather detailed insights from the marketing team and selected customers regarding promotional strategies and brand perception.
3. Survey, questionnaires were distributed through online forms to customers, aiming to capture their responses and satisfaction related to Mohini Komodo Resort's marketing performance.
4. Literature Study, a literature review was conducted to collect theoretical foundations and previous research related to digital marketing and the SOAR framework.

### c. Data Analysis

The research data were analyzed using the SOAR (Strengths, Opportunities, Aspirations, and Results) analysis method. The SOAR approach focuses on leveraging organizational strengths and opportunities to develop actionable aspirations and measurable results. It is particularly useful in formulating positive strategic directions that drive improvement and innovation.

The analysis was conducted in several systematic steps:

1. Identification of Effective Marketing Strategies and Indicators

The first stage involved identifying current digital marketing activities and indicators of marketing performance at Mohini Komodo Resort, such as social media engagement, occupancy rates, and online visibility.

2. Classification into SOAR Dimensions

Identified factors were then categorized into the four SOAR components:

Strengths (S): Internal advantages, such as strong visual branding, customer service, and location.

Opportunities (O): External factors like increasing tourism demand and government programs ("10 New Balis").

Aspirations (A): The resort's strategic goals and vision to enhance brand awareness and guest satisfaction.

Results (R): Expected measurable outcomes, including increased occupancy, engagement rates, and revenue.

3. Weighting and Ranking

Each factor was evaluated through weighting and ranking to determine its strategic importance and potential impact on marketing effectiveness.

4. SOAR Matrix Construction

The weighted factors were input into a SOAR Matrix consisting of intersections between:

SA (Strengths–Aspirations): How internal advantages support long-term goals.

OA (Opportunities–Aspirations): How external opportunities align with the resort's vision.

SR (Strengths–Results): How strengths can be utilized to achieve measurable outcomes.

OR (Opportunities–Results): How market opportunities can lead to tangible improvements.

The matrix served as a visual and analytical tool for identifying strategic priorities, formulating innovative initiatives, and guiding decision-making in digital marketing implementation.

## 4. Result And Discussion

### a. Research Results

To determine the appropriate and effective digital marketing strategies that can be applied by Mohini Komodo Resort Indonesia, a SOAR analysis was conducted using the 5-I process consisting of Initiate, Inquire, Imagine, Innovate, and Implement. This structured approach allows the organization to explore its internal strengths, external opportunities, and shared aspirations while designing actionable strategies and measurable outcomes.

#### 4.1.1. Initiate Phase

The initiate phase involves the formulation and early planning of the organization's strategic direction, integrating the SOAR framework into its operational and marketing practices. During this stage, Mohini Komodo Resort began by identifying its core marketing challenges, particularly the suboptimal occupancy rate, and evaluating how its current digital marketing initiatives could be restructured into a more sustainable and measurable strategy.

This stage emphasizes leadership commitment and the alignment of all departments involved in marketing, communication, and operations. By establishing a shared understanding of strategic objectives, the resort ensures that digital marketing becomes not only a promotional activity but also a driver of long-term growth and competitiveness.

#### 4.1.2. Inquire Phase

The inquire phase represents the stage of organizational diagnosis and strategic investigation. Here, the researcher explored the resort's values, mission, internal strengths, and external environment to identify potential opportunities and areas for improvement. Through interviews and observations, several key factors were identified that influence the resort's performance and its future

opportunities:

**Competition:** The hospitality industry in Labuan Bajo has become increasingly competitive with the rise of new boutique resorts and international hotel chains. This dynamic environment compels Mohini Komodo Resort to continuously innovate its marketing approach.

**Consumer Behavior:** Modern travelers increasingly rely on online reviews, social media visuals, and user-generated content to make booking decisions. This trend presents a strong rationale for optimizing digital presence and engagement.

**Sociocultural Factors:** The growing popularity of Labuan Bajo as a sustainable and cultural tourism destination supports opportunities for promoting unique local experiences, architecture, and design — key attributes of Mohini Komodo Resort.

The inquire phase provided insights into both the external challenges and the internal strengths that can be harnessed to design a forward-looking marketing strategy.

#### 4.1.3. *Imagine Phase*

The imagine phase integrates the resort's strengths and opportunities to create a shared vision that aligns with its aspirations. Based on the analysis, Mohini Komodo Resort envisions expanding its market reach by increasing occupancy rates, enhancing total revenue, and improving service quality to ensure guest satisfaction and loyalty.

This phase reflects the resort's forward-thinking aspiration to not only compete in the current market but also establish itself as a leading boutique resort that integrates local culture, hospitality, and digital innovation.

#### 4.1.4. *Innovate Phase*

The innovate phase focuses on identifying and prioritizing strategic initiatives that support new systems, processes, and cultural adaptation toward innovation. In the hospitality sector, marketing plays a critical role in shaping customer perceptions and influencing purchase decisions. Therefore, the optimization of digital marketing is essential to expanding market reach and achieving the resort's long-term goals.

The following innovation actions are proposed: Utilize digital platforms such as social media, websites, email marketing, and YouTube to introduce and promote products; follow emerging trends on social media platforms, particularly Instagram and TikTok, which are the most popular platforms among Indonesian consumers; develop creative and persuasive promotional content that attracts audience attention and fosters emotional connection; strengthen collaboration with influencers, travel bloggers, and online communities to amplify brand visibility.

Through these innovations, Mohini Komodo Resort can enhance its digital footprint and establish an adaptive marketing culture that aligns with evolving consumer behavior.

#### 4.1.5. *Implement Phase*

The implement phase represents the execution stage where strategic plans are transformed into concrete actions. This phase requires commitment, teamwork, and collaboration among individuals with diverse skills to ensure the alignment of all marketing initiatives. The implementation process must also be supported by continuous monitoring, data analytics, and feedback to measure the effectiveness of the newly developed strategies.

The practical execution of this phase can be observed through the SOAR Matrix, which outlines the integration between Strengths, Opportunities, Aspirations, and Results. The matrix serves as both a roadmap and an evaluation tool for Mohini Komodo Resort's digital marketing strategy.

## **b. SOAR Matrix**

Based on interviews and observations conducted with the resort's marketing team and guests, the SOAR analysis of Mohini Komodo Resort Indonesia is summarized in Table 4.1. as follows:

Table 4.1 SOAR Matrix

	Strengths	Opportunities
	<ul style="list-style-type: none"> <li>a. Aligned with the target market.</li> <li>b. Provides clear information about the product.</li> <li>c. Visitors can communicate online.</li> <li>d. Information can be obtained quickly.</li> <li>e. The informational content has an attractive visual appearance.</li> </ul>	<ul style="list-style-type: none"> <li>a. Rapid technological advancements make online promotion easier.</li> <li>b. The number of social media users in Indonesia continues to grow.</li> <li>c. The number of visitors to Labuan Bajo is increasing.</li> </ul>
Aspiration	SA	OA
<ul style="list-style-type: none"> <li>a. Adjust informational and promotional content to align with the intended target market.</li> <li>b. Utilize all social media platforms (Instagram and TikTok) as primary online promotion channels.</li> <li>c. Enhance social media insights through online promotional activities.</li> <li>d. Develop collaborations with other companies, travel product brands, and travel communities.</li> <li>e. Increase the company's sales promotion efforts.</li> </ul>	<ul style="list-style-type: none"> <li>a. Develop attractive informational and promotional content displays.</li> <li>b. Develop an effective communication system that allows visitors to correspond easily with Mohini Komodo Resort.</li> <li>c. Build relationships with other companies, travel product brands, and communities for joint promotions and create special corporate rates.</li> <li>d. Develop engaging promotional systems to enhance sales promotion performance.</li> </ul>	<ul style="list-style-type: none"> <li>a. Maximize social media as a key marketing channel for products.</li> <li>b. Build collaborations with other companies and communities.</li> <li>c. Offer fees or special discounts to partner companies and communities that book rooms at Mohini Komodo Resort.</li> </ul>
Results	SR	OR
<ul style="list-style-type: none"> <li>a. Expand market reach.</li> <li>b. Strengthen the role of digital marketing as a key marketing channel.</li> <li>c. Increase the occupancy rate.</li> <li>d. Become one of the best hospitality companies in Indonesia.</li> <li>e. Improve service quality.</li> <li>f. Encourage competitors to set higher benchmarks in order to compete and achieve more significant results.</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase marketing and promotional activities on social media.</li> <li>b. Enhance interaction with visitors and improve digital-based services.</li> <li>c. Raise performance benchmarks to remain competitive.</li> </ul>	<ul style="list-style-type: none"> <li>a. Collaborate with influencers to promote products on social media.</li> <li>b. Increase the volume of advertising across all social media platforms and YouTube.</li> <li>c. Integrate the company's WhatsApp Business account with social media or the website so that customers can directly connect with the admin or marketing division.</li> </ul>

## 5. Conclusion

Although this study offers valuable insights into digital marketing implementation in the hospitality industry, several limitations should be acknowledged. The research was limited to a single case study at Mohini Komodo Resort, which may restrict the generalizability of the findings. Data were collected from a relatively small number of respondents within a specific time frame, and marketing performance may vary due to seasonal trends, changes in social media algorithms, or broader tourism dynamics. In addition, the SOAR framework emphasizes strengths and opportunities, which may limit the analysis of internal weaknesses and external threats affecting marketing outcomes.

Despite these limitations, the study provides meaningful strategic contributions. The SOAR analysis identifies strong visual digital content and interactive online communication as key strengths, while increasing tourism demand in Labuan Bajo and

growing social media usage represent major opportunities. The resort's aspirations focus on expanding market reach, strengthening brand positioning, and improving occupancy rates, with expected results including higher room occupancy, improved customer engagement, and enhanced competitiveness. Practically, the findings offer guidance for boutique hotels to optimize Instagram and TikTok, collaborate with influencers, integrate digital communication tools, and apply data-driven and dynamic pricing strategies. Theoretically, this study demonstrates the relevance of the SOAR framework as a strengths-based strategic model for digital marketing in the hospitality sector, extending its application within boutique hotel contexts.

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