
Digital Transformation and Hotel Service Communication: An Analysis of Hilton Garden Inn Jakarta Taman Palem's Readiness

Muhammad Jaiz^{1)*}, Nina Yuliana²⁾, Yoki Yusantto³⁾, Rina Fitriana⁴⁾

^{1,2,3)} Universitas Sultan Ageng Tirtayasa, Indonesia

⁴⁾ Politeknik Sahid Jakarta, Indonesia

*Corresponding Author

Email : mjaiz@untirta.ac.id

Abstract

Digital transformation in the hospitality industry is increasingly important for improving the effectiveness of service communications and the quality of the guest experience, especially amidst technology-driven competition. This study aims to analyze Hilton Garden Inn Jakarta Taman Palem's readiness to implement digital transformation through an assessment of organizational aspects, service communications, and digital marketing strategies. The study employed a qualitative approach with data collection techniques including interviews, observations, and documentation studies. Data were analyzed through data reduction, data presentation, and conclusion drawing based on the Miles and Huberman model. The results indicate that the hotel is in the early stages of digitalization, characterized by limited technology utilization for operational functions, service communication quality that does not yet utilize interactive technology, and digital marketing strategies that are still informative and not data-driven. The OnQ system has not been optimally utilized due to variations in human resource digital capabilities, while guest experience support technologies such as self-check-in or automated services are not yet available. This study concludes that successful digital transformation requires improving employee digital literacy, developing more innovative service technologies, and formulating a more targeted digital communication strategy to support the hotel's competitive advantage.

Keywords: Digital transformation; service communications; digital marketing; organizational readiness; hospitality industry; Hilton Garden Inn.

INTRODUCTION

Digital transformation has become a global strategic agenda affecting nearly all service industries, including the hospitality sector. This transformation is not only related to the implementation of new technologies but also encompasses fundamental changes to business processes, service models, and organizational capabilities in creating digital technology-based value. This view aligns with Bharadwaj et al. (2013), who emphasize that digital transformation is a business strategy that comprehensively integrates technology, processes, and organizational structure. In the hospitality industry, the use of digital technology has transformed the way hotels manage operations, build customer interactions, and design marketing strategies responsive to changing modern consumer behavior (Vial, 2019). Customers now demand fast, easy, personalized, and digitally integrated services, requiring hotels to provide a more adaptive service experience (Kotler & Keller, 2016).

The digitalization trend in Indonesia shows significant growth, with internet penetration reaching over 78% by 2023, according to the Indonesian Travel and Tourism Association (APJII) report. This growth opens up significant opportunities for the hospitality industry to expand its market reach through digital marketing, online travel agents (OTAs), social media, and data-driven services. A study by Auliya and Fatchiya (2020) explains that the use of digital platforms can strengthen hotel brand equity and increase consumer interest in staying. However, several national studies have found that hotel digitalization in Indonesia is generally still at a basic stage, such as social media management and online booking, without the adoption of advanced technologies that support personalization and efficiency (Setiawan, 2021; Santoso,

2022). Frequent obstacles include limited digital infrastructure, low digital literacy among human resources, and a weak long-term technology development strategy (Ferdiansyah, 2023; Rahmawati & Pratama, 2022).

Theoretically, digital transformation in hospitality encompasses three main dimensions: digitalization of processes, digital customer experience, and digital business model innovation. Verhoef et al. (2021) emphasize that the success of digital transformation is determined by an organization's ability to integrate various digital touchpoints with the customer experience. Recent global research suggests that hotels implementing artificial intelligence, chatbots, the Internet of Things (IoT), and data analytics have significant potential to improve operational efficiency and customer loyalty (Mariani & Borghi, 2021; Mariani, 2023; Hossain et al., 2023). However, several studies indicate that even international chain hotels still face challenges in achieving the ideal level of digital maturity (Tajudeen et al., 2018; Ali et al., 2021).

This situation is relevant to the situation at the Hilton Garden Inn Jakarta Taman Palem. Although the hotel has implemented an online reservation system, digital payments, and social media promotions, the utilization of advanced technologies such as IoT, guest service automation, an analytics-based CRM system, and omnichannel customer experience integration has not been optimal. This is crucial considering the hotel operates in West Jakarta, an area with high competition and rapidly changing demand dynamics. Research by Wulandari (2021) and Wijaya (2020) confirms that hotels in urban areas that do not strengthen their digital marketing strategies risk being left behind by competitors who more aggressively utilize digital platforms.

Based on the literature review, it is clear that most previous studies only highlight aspects of digital marketing or social media usage without strategically linking them to industry analysis or a comprehensive digital transformation framework. Research by Auliya and Fatchiya (2020), Wijaya (2020), and Setiawan (2021), for example, primarily examines the relationship between digital marketing and stay intention, but does not delve deeply into digital strategies relevant to international chain hotels. The lack of research that combines digital transformation analysis with Porter's Five Forces and SWOT analysis presents a research gap that needs to be filled.

This research offers three unique aspects. First, it uses an integrative approach that combines digital transformation with industry analysis and internal organizational analysis. Second, the research's focus on midscale international chain hotels offers a new perspective, as this segment is relatively rarely researched in the area of hospitality digitalization in Indonesia. Third, this research provides a digital marketing strategy formulation based on the hotel's actual technological capabilities, making it more applicable to management decision-making.

This research was designed to analyze the level of digital transformation implementation at Hilton Garden Inn Jakarta Taman Palem, evaluate the hotel's competitive position using Porter's Five Forces model, and formulate a digital marketing strategy based on SWOT analysis. The overall analysis aims to address the key question of how hotels can accelerate their digital transformation and strengthen their competitiveness in the increasingly digitalized hospitality industry.

RESEARCH METHODS

. This study employed a descriptive qualitative approach because the primary objective was to deeply understand the implementation of digital transformation at Hilton Garden Inn Jakarta Taman Palem and examine the strategic dynamics that influence the hotel's competitive position. This approach was chosen based on Creswell's (2016) perspective, which states that qualitative methods allow researchers to explore phenomena contextually through direct interaction with the research subjects and environment. Given that digital transformation is a complex phenomenon, involving aspects of technology, business processes, and organizational behavior, a qualitative approach was deemed most appropriate for capturing the meanings, perceptions, and experiences of organizational actors in their entirety.

Data collection in this study was conducted through three main techniques: in-depth interviews, direct observation, and documentation study. Interviews were conducted with five purposively selected key informants: employees with at least three years of experience in hotels and involved in operational and marketing processes. In addition to interviews, participant observation was conducted to understand the actual practices of technology use within the hotel environment, including the front office, back office, and digital marketing activities. According to Spradley (2016), observation allows researchers to obtain actual behavioral data that cannot be captured through interviews alone.

The data analysis process was conducted in layers using the interactive analysis model of Miles et al. (2014), which includes data reduction, data presentation, and conclusion drawing. The data reduction stage is carried out by filtering, grouping, and coding important information from interviews, observations, and documentation to produce thematic categories relevant to the research focus. Next, the data is presented in the form of a structured narrative description to illustrate the patterns of field findings. The final stage is conclusion drawing and verification, which are carried out in stages to ensure the consistency and relevance of the findings to the research objectives.

This research utilizes two analytical frameworks: Porter's Five Forces and a SWOT analysis. Porter's Five Forces is used to evaluate the competitive structure of the hotel industry in which the hotel operates, including the intensity of competition, the threat of new entrants, the bargaining power of suppliers and customers, and the threat of substitute products. This framework is relevant for understanding external pressures that affect the hotel's competitive position. Meanwhile, the SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats related to the implementation of digital transformation. The combination of these two frameworks allows researchers to formulate a digital marketing strategy that not only aligns with the hotel's internal conditions but also with market dynamics and the competitive landscape.

RESULTS AND DISCUSSION

Current State of Digital Transformation at Hilton Garden Inn Jakarta Taman Palem

Research results indicate that Hilton Garden Inn Jakarta Taman Palem is currently in the early stages of digital transformation. Technology is already used in most operational processes, but its utilization has not yet been optimally developed as an integrated business strategy. Based on interviews with informants from the Front Office, Marketing Communication, Housekeeping, and IT Support divisions, the hotel has a relatively strong digital foundation through the implementation of the OnQ system. This system is Hilton's standard operational platform that manages reservation data, front office activities, housekeeping, and internal reporting. The system supports the presentation of room availability data, guest visit history, and real-time monitoring of operational activities, helping the hotel manage services effectively.

Although the OnQ system provides several important features, observations indicate that its utilization remains limited. Some processes that could be performed digitally are still performed manually due to habit and limited staff competency in using more complex features. For example, the automatic guest arrival confirmation feature through the Hilton system is not used consistently. Some staff still prefer conventional methods such as phone or instant messaging. One front office informant explained that some staff were not yet accustomed to using the feature, and therefore, it had not yet become part of their daily workflow. This demonstrates that human resource readiness is a critical factor in the success of a hotel's digital transformation.

In terms of digital marketing, the hotel has utilized social media as a promotional tool. Instagram is the primary platform used to raise public awareness of the Hilton Garden Inn Jakarta Taman Palem brand. Posts range from eight to ten times per month, containing information about rooms, seasonal promotions, and hotel activities. However, the published

content remains primarily informative and does not utilize a data-driven digital marketing approach. Creative strategies such as storytelling, interactive campaigns, and the use of user-generated content have not been implemented. Based on interviews, the main obstacles lie in the limited number of marketing personnel and the technical competence required to produce visually and emotionally engaging content.

In terms of customer management, the hotel does not yet have an analytics-based customer relationship management system. The data collected is limited to basic guest information. Guest preferences, service habits, consumption patterns, and service history are not analyzed in depth. This situation prevents the hotel from personalizing communications or providing special offers tailored to guest profiles and needs. A data-driven approach is crucial for increasing customer loyalty and the effectiveness of marketing strategies in the digital age.

Field findings also indicate that the guest experience is not yet supported by more modern digital service technology. Check-in and check-out processes are still conducted through face-to-face interaction at the reception desk. The hotel has yet to provide features like self-check-in, chatbots for information services, or automated systems that support self-service. The same is true for room amenities. Features like app-based lighting, temperature, and television controls are still missing. Yet, these features are increasingly being implemented by hotels targeting millennial guests and business travelers.

Overall, the results of this study show that Hilton Garden Inn Jakarta Taman Palem has adequate digital infrastructure to support basic operations. However, the level of technology adoption and optimization still needs improvement. Human resource competency, work habits, and the lack of strategic planning related to digital transformation are key challenges. This puts the hotel in the medium digital readiness category. Technology is available, but it is not yet functioning as a primary driver of competitive advantage. With the enormous potential of digital technology, hotels need a more targeted strategy to maximize technology to improve operational efficiency, service quality, and marketing strength.

Porter's Five Forces Analysis at Hilton Garden Inn Jakarta Taman Palem

Porter's Five Forces analysis was used in this study to understand the intensity of competition facing Hilton Garden Inn Jakarta Taman Palem. This framework helps illustrate the dynamics of the hotel industry in West Jakarta and identify external factors influencing the hotel's competitive strength. The analysis shows that each component of the five forces contributes differently to the hotel's strategic position, and overall, it suggests that the hotel industry in this region is highly competitive.

- Intensity of Hotel Industry Competition

The intensity of competition in the hotel industry in West Jakarta can be categorized as very high. Field observations and documentary studies indicate that this area has a fairly dense concentration of hotels, including international chain hotels, mid-scale business hotels, and alternative accommodations such as serviced apartments. Hilton Garden Inn Jakarta Taman Palem competes directly with several well-established brands, such as Holiday Inn Express, ASTON Cengkareng, All Sedayu Kelapa Gading, as well as several local hotels that are aggressively implementing digital promotion strategies.

Price data displayed on online travel agent platforms shows that the room price range in the area is relatively competitive. Competing hotels offer flexible and often lower rates, especially during the low season. This situation forces Hilton Garden Inn to provide added value not only through service quality but also through guest experience and digital marketing strategies. This high level of competition requires hotels to implement stronger differentiation to attract potential guests, especially the business segment, which prefers efficient and modern services.

- Threat of New Entrants

The threat of new entrants in the hotel industry in West Jakarta is also considered high. In the past three to five years, infrastructure development and increased accessibility to the Soekarno-Hatta airport area have spurred increased investor interest in opening new hotels around Cengkareng and Daan Mogot. The presence of these new hotels poses a serious challenge for Hilton Garden Inn, as newcomers generally adopt more advanced technology and offer fresher service concepts.

Based on observational data, several new hotels have immediately implemented contactless service technology, digital concierges, and in-room IoT integration. These technologies provide added value that hotels that have not yet fully implemented digital modernization find difficult to match. Furthermore, new entrants often offer aggressive promotional prices to gain initial market share, intensifying competition and threatening the stability of occupancy rates at established hotels.

- Threat of Substitute Products

The threat of substitute products is moderate. Alternative accommodations such as homestays, daily rental apartments, and guesthouses listed on platforms like Airbnb are an option for travelers seeking more affordable prices or greater flexibility. However, the business and family segments that prioritize the comfort and standard service of a four-star hotel remain Hilton Garden Inn's primary market.

Although the threat of substitution is not as significant as that from competing hotels, the public's growing familiarity with alternative accommodation concepts warrants careful consideration. If hotels are unable to offer a more modern and personalized digital experience, consumers may turn to more innovative accommodations. This indicates that improving the quality of technology-based services must be a strategic priority to maintain customer loyalty.

- Supplier Bargaining Power

Suppliers' bargaining power is low. The hotel industry has a wide choice of suppliers for various operational needs, such as linens, kitchen equipment, food ingredients, room amenities, and technology equipment. Hotels can switch suppliers relatively easily if there is a discrepancy in price or quality. Furthermore, as part of the Hilton chain, hotels also work with suppliers with long-term contracts nationwide, further reducing supplier bargaining power.

This factor benefits hotels because flexibility in selecting suppliers allows management to manage operational costs more efficiently. However, while this situation reduces external pressures, hotels still require internal strategies to capitalize on this opportunity to improve service quality and operational efficiency.

- Customer Bargaining Power

Customer bargaining power is at a high level. Price comparison platforms like OTAs allow guests to easily compare hotel rates in seconds. Guests are also increasingly critical of service quality and digital experiences. Both negative and positive reviews on platforms like Google Reviews and TripAdvisor significantly influence potential guests' decisions.

Furthermore, modern guests tend to demand speed of service, easy access to information, and intuitive digital experiences. Hotels that fail to meet these expectations risk being abandoned by consumers. This situation requires Hilton Garden Inn to improve the quality of its digital experience, from ease of booking and a fast check-in process to responsive service throughout the guest's stay. If hotels do not promptly integrate more modern service technologies, customer bargaining power will increase and put greater pressure on the hotel's competitive position.

SWOT Analysis of Hilton Garden Inn Jakarta Taman Palem

A SWOT analysis was used in this study to understand the internal and external conditions influencing Hilton Garden Inn Jakarta Taman Palem's digital transformation readiness. This analysis was conducted by integrating the results of interviews, field observations, documentation reviews, and Porter's Five Forces analysis. Through this approach, the hotel was able to identify strategic factors that influence its ability to implement digital transformation effectively and sustainably.

- Strengths

One of Hilton Garden Inn Jakarta Taman Palem's key strengths is its globally recognized brand reputation. This reputation instills high levels of trust among guests and is a key attraction, especially for business travelers and families who prioritize guaranteed service standards. Support from Hilton's operational system through the OnQ platform is another advantage, helping the hotel manage reservations, reporting, and operational activities in a structured manner. Access to Hilton's global network also ensures consistent service standards, ensuring consistent service quality.

Furthermore, the hotel's strategic location in the Cengkareng area and proximity to Soekarno-Hatta International Airport provides significant added value. This location facilitates guests seeking accommodation with fast and efficient transportation access. Based on observations, many guests choose this hotel due to its easy access to the city and proximity to shopping centers.

Another strength lies in its strong internal operational standards. The hotel has structured procedures for providing guest service, particularly regarding responsiveness and service quality. Employees demonstrate excellent communication skills with guests and maintain the image of professionalism characteristic of the Hilton chain. This consistency of service is a crucial foundation supporting the hotel's digital transformation efforts.

- Weaknesses

Although the hotel possesses a number of strengths, the study identified several internal weaknesses that directly impact the effectiveness of its digital transformation. The first weakness relates to the low adoption of advanced digital technologies. The hotel still uses digital technology at a basic level, serving as an operational support tool, rather than as a strategic element for increasing competitiveness. The CRM system used is not yet analytics-based, thus incapable of processing guest data in depth to generate personalized service. The absence of technologies such as chatbots, self-check-in, and IoT-based room monitoring systems indicates that the hotel still lags behind more innovative competitors.

Another weakness lies in human resource readiness. Interviews revealed that some staff still have difficulty utilizing advanced features in the OnQ system. Manual work habits and limited digital literacy are barriers to implementing digital transformation for hotels. This is evident in the tendency of staff to use conventional methods to confirm reservations and communicate information to guests, despite the availability of more efficient digital tools.

Furthermore, hotels' digital marketing strategies have not been comprehensively designed. Promotional activities still focus on utilizing social media with informative content and do not include target market analysis or customer data utilization. A lack of content innovation, limited collaboration with influencers, and the absence of a long-term campaign strategy mean that hotel digital marketing has not significantly impacted the number of reservations.

- Opportunities

Hotels have significant opportunities to capitalize on. The growth of internet and digital media usage in Indonesia opens up vast opportunities for hotels to strengthen their digital marketing strategies. People are increasingly accustomed to searching, booking, and paying through digital devices. This presents an opportunity for hotels to develop faster, more effective, and more efficient digital services.

The trend toward digital services, such as contactless and self-service, offers innovation opportunities that can enhance hotel competitiveness. Technologies such as mobile check-in apps, automated messaging services, and personalized promotions can enhance guest convenience and strengthen customer loyalty. Furthermore, the increase in business tourism activity in Jakarta post-pandemic opens up opportunities for hotels to attract guest segments that prioritize fast and flexible service.

Hotels also have the opportunity to expand their reach through collaborations with OTA platforms, influencers, travel communities, and creative content-based marketing. These collaborations can increase hotel exposure and help them compete with competitors with larger marketing budgets.

- Threats

The biggest threat facing hotels comes from intense competition. West Jakarta is an area with rapid hotel development. Many new hotels are entering the market with modern service concepts and more advanced technology. The presence of competitors who have already adopted self-check-in systems, digital concierges, smart room systems, and data-driven CRM platforms is putting significant pressure on Hilton Garden Inn to update its digital systems and strategies.

Another threat comes from rapidly changing consumer behavior. Guests now demand easy access to information, fast service responses, and a seamless digital stay experience. If hotels cannot keep up with these changes, guests may switch to other hotels that offer better digital services.

Furthermore, the presence of alternative accommodations such as daily rental apartments and homestays also poses pressure, especially for guests seeking more affordable rates. With the increasing quality of service in the alternative accommodation sector, hotels need to increase differentiation to remain relevant to consumers.

Discussion

Research results indicate that digital transformation at Hilton Garden Inn Jakarta Taman Palem is still at the basic digitalization stage and has not yet developed into a comprehensive digital transformation. This finding is evident in the limited use of technology for operational functions and has not yet addressed service innovation or data-driven marketing strategies. Although the hotel has used the OnQ system as an integrated operational platform, the use of the system's advanced features is not optimal because some staff are still more comfortable with manual procedures. This situation reinforces Vial's (2019) view that digital transformation is not merely about the availability of technology but requires organizational readiness, a change in work culture, and an increase in the digital competence of human resources.

Limited technology adoption is also evident in the hotel's minimal digital customer experience. Facilities such as self-check-in, chatbots, or self-service are not yet available, so the guest digital experience still falls short of modern hotel standards. This finding aligns with research by Mariani and Borghi (2021), which emphasizes that automation-based technology has a significant impact on guest satisfaction and loyalty. In the context of international chain hotels, this lag indicates a gap between the expectations of modern customers who demand fast and flexible service, and the hotel's ability to provide such experiences. Previous research in Indonesia by Kusumawati (2021) even showed that hotel guests in metropolitan cities are

increasingly demanding technology-based services, reinforcing the urgency for hotels to improve the quality of their digital experiences.

In terms of digital marketing, hotel activities are still dominated by informative content on social media without the support of analytics-based or personalized strategies. This contradicts the modern marketing concept according to Kotler and Keller (2016), which states that marketing activities must be based on understanding customer behavior and data processing. The absence of an analytics-based CRM system also explains why hotels have not been able to target promotions effectively. These findings contrast with research by Auliya and Fatchiya (2020), which showed that social media plays a significant role in increasing stay interest, as Hilton Garden Inn has not yet utilized the creative and interactive elements typically critical to the success of digital campaigns.

External competitive dynamics also place significant pressure on hotels' ability to survive. Porter's Five Forces analysis shows that Hilton Garden Inn faces intense competition from new hotels offering modern technology-based services at competitive prices. This supports the findings of Wijaya (2020) and Santoso (2022), who stated that hotels slow to modernize digitally tend to lag behind in market competition. Furthermore, customer bargaining power is increasing with the presence of OTA platforms that make it easier for guests to compare prices and services. This is consistent with research by Xiang et al. (2017), which shows that hotel consumers are increasingly oriented towards digital reviews and online experiences.

The findings of this study demonstrate that Hilton Garden Inn possesses several important strengths to support digital transformation, such as Hilton's global reputation, strong operational standards, and strategic location. However, internal weaknesses such as low staff digital literacy, suboptimal technology utilization, and a lack of data-driven digital marketing strategies indicate that this potential has not been maximized. On the other hand, external opportunities such as increased consumer technology use and the growth of business tourism provide opportunities for hotels to accelerate digitalization. However, these opportunities are also accompanied by significant threats from competitors who are already much more technologically adaptive.

Thus, this discussion demonstrates that the digital transformation at Hilton Garden Inn Jakarta Taman Palem requires a more comprehensive strategy. Hotels need to strengthen the digital competency of their human resources, invest in technologies that directly enhance the guest experience, and build data-driven marketing strategies to achieve strong differentiation. These findings support previous theories of digital transformation, but also broaden the understanding that even international chain hotels can potentially experience a digital divide if not supported by consistent change management and thorough technology planning.

CONCLUSION

. The research findings indicate that digital transformation at Hilton Garden Inn Jakarta Taman Palem is still in its early stages and has not yet fully developed into a strategy capable of creating a competitive advantage. Although the hotel already has basic digital infrastructure through the implementation of the OnQ system and a number of digitized operational processes, the utilization of advanced digital features remains limited due to limited human resource competencies and the lack of comprehensive strategic planning. These findings suggest that current digitalization is primarily technical and administrative, rather than a cultural and service model transformation as emphasized by various digital transformation theories.

In terms of service quality, the hotel has not yet provided a digital experience that meets the expectations of modern guests. The lack of self-check-in features, automated services, or artificial intelligence-based service technology demonstrates a gap between customer needs and the hotel's ability to provide innovative experiences. This situation reinforces the urgency for the hotel to increase investment in guest service technology to adapt to changing customer behavior, which is increasingly digitally oriented.

On the marketing side, the hotel's digital strategy remains limited to disseminating information through social media without the support of analytics and personalization. This prevents the hotel from leveraging customer data to improve the effectiveness of marketing campaigns or build long-term relationships with guests. The lack of a structured digital marketing strategy further confirms that the hotel's digital transformation has not been strategically directed to support the achievement of commercial goals.

Externally, industry analysis shows that Hilton Garden Inn is in a highly competitive environment. The arrival of new hotels with more advanced technology, increasing customer bargaining power, and the emergence of alternative accommodations are intensifying pressure on the hotel to accelerate its digital transformation. However, the hotel still has advantages in the form of Hilton's global reputation, stable service standards, and growing market opportunities through increased business travel activity in Jakarta.

Overall, this study concludes that the success of Hilton Garden Inn Jakarta Taman Palem's digital transformation depends heavily on the hotel's ability to integrate technology with its business strategy, enhance human resource capacity, and maximize the use of data to support decision-making. Digital transformation cannot be achieved solely through technology; it requires comprehensive changes to work culture, service processes, and marketing approaches. Without a more comprehensive strategic approach, the hotel risks being left behind in the increasingly digitalized hospitality industry.

REFERENCES

- Ali, F., Ameen, N., & Isaac, O. (2021). Digital transformation in the hospitality industry: The role of technological readiness and innovation. *Journal of Hospitality and Tourism Technology*, 12(3), 389–407.
- Anshari, M., Almunawar, M. N., Lim, S. A., & Al-Mudimigh, A. (2019). Customer relationship management and big data enabled: A conceptual framework for hotels. *International Journal of Information Management*, 48, 21–30.
- APJII. (2023). Laporan Survei Penetrasi Internet Indonesia 2023. Asosiasi Penyelenggara Jasa Internet Indonesia.
- Arrifin, Z., & Aziz, N. N. (2021). Digital readiness of hotel employees in adopting technology-based service systems. *Journal of Tourism, Hospitality & Culinary Arts*, 13(3), 45–61.
- Auliya, I., & Fatchiya, A. (2020). Pengaruh pemasaran digital melalui media sosial terhadap minat menginap konsumen. *Jurnal Komunikasi Pemasaran Indonesia*, 5(2), 112–125.
- Bharadwaj, A., El Sawy, O., Pavlou, P., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly*, 37(2), 471–482.
- Buhalis, D., & Leung, R. (2018). Smart hospitality: Reengineering customer experience through digital transformation. *Journal of Hospitality and Tourism Technology*, 9(3), 356–372.
- Buhalis, D., & Sinarta, Y. (2019). Real-time co-creation and nowness service in the hospitality industry. *International Journal of Tourism Cities*, 5(2), 234–244.
- Chathoth, P., Ungson, G. R., Harrington, R., & Chan, E. (2016). Co-creation and higher order customer engagement in hospitality and tourism services. *International Journal of Contemporary Hospitality Management*, 28(2), 222–245.
- Creswell, J. W. (2016). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE.
- Dewi, M. R., & Hidayat, S. (2021). Implementasi teknologi digital pada hotel berbintang di Bali. *Jurnal Kepariwisata Indonesia*, 15(1), 30–43.
- Ferdiansyah, A. (2023). Tantangan implementasi teknologi digital pada industri perhotelan Indonesia. *Jurnal Pariwisata Nusantara*, 12(1), 45–59.
- Gretzel, U. (2020). Smart tourism and the digital transformation of experiences. *Annals of Tourism Research*, 83, 102930.
- Ham, S., Kim, T., & Jeong, S. (2020). Adoption of mobile hotel technologies: The role of perceived usefulness and ease of use. *Journal of Hospitality and Tourism Research*, 44(6), 997–1021.

- Hidayat, Y., & Purnama, M. (2022). Dampak digital marketing pada peningkatan okupansi hotel di kota metropolitan. *Jurnal Pariwisata Digital*, 2(1), 14–26.
- Hossain, T., Kim, M., & Lee, S. (2023). Artificial intelligence-enabled services and guest satisfaction in hotels. *International Journal of Hospitality Management*, 109, 103397.
- Ivanov, S., & Webster, C. (2019). Robots in tourism: A research review. *Tourism Management Perspectives*, 31, 83–100.
- Kannan, P. K., & Li, H. (2017). Digital marketing: A framework, review, and research agenda. *International Journal of Research in Marketing*, 34(1), 22–45.
- Kim, J., Christodoulidou, N., & Brewer, P. (2020). Adoption of self-service technology in hotels. *International Journal of Tourism Research*, 22(3), 349–361.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
- Kusumawati, A. (2021). Perubahan preferensi konsumen terhadap layanan digital pada hotel pascapandemi. *Jurnal Manajemen Perhotelan Indonesia*, 6(1), 77–90.
- Laudon, K. C., & Laudon, J. P. (2020). *Management information systems: Managing the digital firm* (16th ed.). Pearson.
- Mariani, M. M. (2023). Big data analytics in hospitality and tourism: A review and research agenda. *Tourism Management*, 96, 104720.
- Mariani, M. M., & Borghi, M. (2021). Innovation in hospitality: Adoption of smart technologies and customer experience. *International Journal of Contemporary Hospitality Management*, 33(3), 1076–1094.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE.
- Patton, M. Q. (2015). *Qualitative research and evaluation methods* (4th ed.). SAGE.
- Rahmawati, D., & Pratama, A. (2022). Literasi digital dan kesiapan SDM dalam mendukung operasional hotel. *Jurnal Administrasi Bisnis*, 9(3), 188–202.
- Rust, R. T., & Huang, M. H. (2014). The service revolution and service research. *Journal of Marketing*, 78(1), 20–40.
- Santoso, R. (2022). Modernisasi digital sebagai strategi bersaing hotel di kawasan perkotaan. *Jurnal Ekonomi Pariwisata*, 14(2), 201–217.
- Setiawan, R. (2021). Digitalisasi perhotelan di Indonesia: Studi pada hotel-hotel berbintang. *Jurnal Pariwisata Terapan*, 7(1), 55–68.
- Spradley, J. P. (2016). *Participant observation*. Waveland Press.
- Tajudeen, F. P., Jaafar, N. I., & Ainin, S. (2018). Understanding the impact of social media usage among organizations. *Information & Management*, 55(3), 308–321.
- Tussyadiah, I. (2020). A review of research into automation in tourism: Perspectives from tourism demand, service robots, and AI. *Journal of Hospitality & Tourism Technology*, 11(3), 431–449.
- Verhoef, P. C., Broekhuizen, T., & Bijmolt, T. (2021). Digital transformation and the customer experience: Taking a broader view. *Journal of Customer Research*, 48(1), 1–21.
- Vial, G. (2019). Understanding digital transformation: A review and research agenda. *The Journal of Strategic Information Systems*, 28(2), 118–144.
- Wijaya, H. (2020). Persaingan hotel berbintang dan pengaruhnya terhadap strategi pemasaran digital. *Jurnal Bisnis dan Pariwisata*, 4(2), 101–115.
- Wulandari, N. (2021). Analisis daya saing hotel di Jakarta Barat berbasis inovasi layanan. *Jurnal Ilmu Pariwisata*, 3(1), 56–70.
- Xiang, Z., Du, Q., Ma, Y., & Fan, W. (2017). A comparative analysis of major online review platforms: Implications for online reputation management in hospitality. *Tourism Management*, 58, 51–65.
- Yoon, H. J., & Chung, N. (2018). The role of smart technologies in enhancing hotel customer experience: A value co-creation perspective. *Computers in Human Behavior*, 91, 381–391