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A Content Analysis of Indonesian Hotel Website

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A CONTENT ANALYSIS OF INDONESIAN HOTEL WEBSITES

A professional paper submitted toward the partial completion of the

Executive Masters of Hotel Administration Program

By

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PART ONE

Introduction

To book a room in a hotel, customers used to depend on such means as telephones, letters, travel agents and/or facsimiles. Customers nowadays rely on the internet to search for information and the trend of online hotel room buying is also growing. Many hotel companies utilize websites to remain competitive in the industry for promotion, marketing and online transaction (Yeung & Law, 2006). The internet has been used widely in the hospitality marketing industry to provide both product information and transactional means. Unlike tangible products, services such as a hotel stay possess an invisible characteristic which requires consumers to have an experience of it before they can evaluate. Due to the intangible nature of the service product, consumers are forced to anchor their decision based on relatively dependable cues such as the content of the hotel website.

A good starting point to discuss the contents of a hotel website is Yeung & Law's (2006) statement that functionality refers to the contents of a website. Prior studies have evaluated hotel website content and features (Murphy, Forrest, Wotring, & Brymer, 1996; Weeks & Crouch, 1999), the richness of content information of hotel websites in Hong Kong and mainland China (Chung & Law, 2003; Law & Chung, 2003; Liang & Law, 2003) and information quality associated with customers and their perception of the information that is available on the hotel websites (Jeong & Lambert, 2001). Furthermore, a study conducted by Baloglu & Pekcan (2006) utilizes content analysis to analyze 4- and 5- star hotel websites in terms of site design characteristics and marketing practices. This study will analyze the content of five-star hotel websites in Indonesia to fulfill the purpose and the objectives of developing a hotel website content model for Hotel Tentrem.

Hotel Tentrem is an upcoming 5-star hotel located in Yogyakarta that is currently under construction. Yogyakarta is a tourist city in Indonesia known as the heart of classical

Javanese fine art and culture. It is also the city of where Borobudur Temple of Seven Wonders of the World is located. Hotel Tentrem is strategically located in the heart of the city of Yogyakarta. The hotel will have 285 private guest rooms including superior, deluxe rooms and suites. In addition, the hotel will feature five F&B outlets and meetings and conference facilities. A spa and fitness centre next to an outdoor swimming pool will also be available for the in-house guests to enjoy the ultimate wellness experience. This locally-owned business hotel is planning to showcase a small boutique located off the lobby lounge for local handicrafts and souvenirs. Hotel Tentrem will position itself as a resort hotel based on its strengths in the facilities and room sizes. However, this hotel is predicted to be able to reach business markets and attract business groups since it is designed to have a formal exterior and interior and moderately formal environment which are all attractive to the target markets.

This professional paper will help Hotel Tentrem's owners and managers understand the importance of building an effective hotel website. Through content analysis that will be conducted to analyze five-star Indonesian hotel websites, the strengths and weaknesses of the sample can be noted and improved upon for the development of Hotel Tentrem content model.

Purpose

The purpose of this professional paper is to develop an effective content model for the Hotel Tentrem website. The content model will be obtained and modified from literature review. This study will also utilize content analysis to analyze five-star hotel websites in Indonesia to identify the common problems associated with the hotel websites, justify specific measures to build a successful website and provide suggestions on the potential areas of improvement.

In this study, emphasis has been given to the content of five-star hotel websites in Indonesia as the main factor that contributes to the success of a hotel website. Hotel websites indeed have a tremendous potential if they are effectively utilized as a tool to remain competitive in the industry with a wide range of functions, such as promotion, online transaction, customer relationship management, etc. With the exception of international hotel chains, hotels in Indonesia have not made use of their websites sufficiently. For those local hotels, there are plenty of aspects that could be exploited to enhance their function as effective business tools. This study will look into these issues in more detail by analyzing the content of hotel websites in Indonesia and developing an appropriate content model for Indonesian hotels.

The grand opening of Hotel Tentrem is scheduled for November 11, 2011. Hence, it is necessary to build an effective website to support the business upon its opening. A hotel website is a tool to communicate directly and indirectly with existing or potential customers and it creates the very first impression of the products and services that are offered by the property. The presence of an effective website is helpful in opening more doors for hospitality business opportunities. Another intention is for the customers to be attracted to purchase the products and services offered. Furthermore, a hotel website can be utilized to nurture customer relationships. Other relevant variables of an effective website for accomplishing its functions are security, credibility, effective design, and ease of navigation. Due to these key reasons, an effective website is vital for the success of the business.

Justification

Hotel website is critical for a hotel property to succeed. From this perspective, hotel property is strategically positioned to exploit the potential of the internet. Therefore, hotel properties, particularly upscale ones, should put a major effort in building an effective hotel website that focuses on the website's content. An effective website is a website that can

perform to its function. Before discussing about the website's content, however, it would be necessary to have an idea about the customers' perspectives.

The content of the hotel website is one of the most critical aspects in developing it, aside from search engine optimization and hotel website design. This study is specifically focused on the content of five-star hotel websites in Indonesia. There are various studies published on the subject within the industry. However, there is a lack of material published on the subject of hotel websites in Indonesia. The instruments for analyzing the content of hotel website introduced in other studies and literatures may not work for Indonesian hotel websites. Therefore, some adjustments should be made to the existing instruments to fit in to the condition of hotel websites in Indonesia, such as the use of English as a second language. This modified content analysis instrument will be used to analyze five-star hotel websites in Indonesia.

As previously stated, Hotel Tentrem is developing its website upon its opening on November 11th, 2011. As a brand new hotel, a professionally created website is part of the hotel's initial strategy to catch the attention of customers and give a delightful first impression to them. Analyzing the content of Indonesian five-star hotel websites provides valuable insights for Hotel Tentrem to build an effective hotel website. Primarily, this study will help identifying critical contents that support the website to perform its functions. Furthermore, from the outcome of the analysis, the hotel can learn from other hotels' mistakes and prevent the occurrence of similar problems. Having the content model presented will make it easier for Hotel Tentrem to lay the groundwork for developing an effective website.

Constraints

This study takes content analysis and theoretical approaches into investigating the functionality of websites of five star hotels in Indonesia in order to develop a content model

for Hotel Tentrem's website. A number of important constraints need to be addressed beforehand with the intention of taking necessary precautions to reduce errors. Resources limitation is the main weakness of this study. There is a lack of studies conducted in the area of hotel website content analysis in Indonesia. Furthermore, the sample used was not representative of the entire five-star hotels in Indonesia due to the fact that not all of the hotels listed in the directory were star-rated. A more representative sample would have increased the strength of data quality.

Glossary

Content Model

The term content model used in this study refers to a projected set of criteria of hotel website dimensions and attributes that are essential to build an effective website. The content model was developed from the literature review and the outcomes of the content analysis focused on this study.

Content Analysis

Content analysis is a method of evaluating and analyzing websites based on its contents. The contents of a website are the elements of website functionality (Yeung & Law, 2006). Moreover, functionality relates to the information richness of a website (Bai, Law, & Wen, 2008).

PART TWO

Introduction

In Part One, the importance of establishing hotel websites for hotel properties was discussed, along with its functions and purposes. Previous studies in the area of hotel website content were also listed. Part One also describes the approaches taken to accomplish the purpose and the objectives of the study, which are content analysis approach to analyze five-star hotels in Indonesia and literature review. The background of Hotel Tentrem was explained briefly as well as the property's need to establish a website upon its opening.

Part Two presents a literature review that is related to the study followed by the methodology used in this study. The literature review is organized as follows:

- The Adoption of Websites in the Hospitality Industry.

  This section talks about the internet and website adoption growth in the recent years. Furthermore, the benefits of establishing hotel websites are addressed and the role functions of them are identified from other studies in the area of hotel website.

- Customers Preferences for Hotel Websites' Content

  This section discusses about factors that influence customers buying decision over the internet and also how customers expect a hotel website should be and/or have.

- The Establishment of Hotel Websites by Five-Star Hotel Properties in Indonesia.

  Internet adoption in Indonesia is discussed in this study as well as its common obstacles. Furthermore, it is discussed about what an upscale hotel website should have or should be. The common problems associated with five-star

hotel websites in Indonesia are also identified to build upon strengths and overcome weaknesses.

- The Development of Instrument for Content-Analyzing Five-Star Indonesian Hotel Websites.

  This section conveys the development process of instrument that will be used to content-analyze five-star hotel websites in Indonesia based on the literature review.

- Methodology

  Methodology is the last part discussed in Part Two which highlights the approaches taken to accomplish the purposes and objectives of the study.

In order to accomplish the purpose and the objectives, this study is structured as follows. First, the sample of five-star hotels in Indonesia are analyzed and observed. Findings and recommendations are then addressed. From the results of the analysis and also from the literature review, content model is developed for Hotel Tentrem. Results and general conclusion about the research are the last part discussed in this study.

Literature Review

Adoption of Hotel Website in the Hotel Industry

In the past, customers received marketing information about goods and services from a limited number of sources, such as televisions and newspapers (Zeithaml, Bitner, & Gremler, 2009). However, nowadays, communications can be conducted with richer variety of means, such as the internet. The percentage growth of world internet users from 2000 to 2010 was 445% (Internet World Stats, 2010). Consequently, the total of world internet users was 361 million in 2000 and reached 2 billion in 2010. Over the past decade, the adoption of website in the hospitality industry is gaining popularity as the Internet has tremendously

grown. It is projected that websites will play a major role of all hotel bookings in the upcoming years (Wong & Law, 2005).

Websites are utilized by many hotel properties worldwide to provide both product information and transactional means. The hotel website provides physical cues that create a direct first impression for offerings and encourage potential customers to make the transaction. Apart from promoting and selling products to consumers, the adoption of websites also offers the hotel property with important business opportunities (Kim & Kim, 2004). In fact, many hotel companies profoundly rely on their websites as the main wheel to drive the business. A hotel website is an important interface between a property and its customers for communication, business transaction and relationship means that can reduce costs of labor, distributions and marketing; and also increase revenue, marketing and market access. (Sigala, Lockwood, & Jones, 2001; Scaglione, Schegg, & Murphy, 2009). Furthermore, it is able to make the customers more attached to the property because it provides information about the products and services needed to make purchase decisions (Jeong & Lambert, 2001). A website is a potential investment for increasing customer loyalty which is essential for any business. The reason is stated by Shoemaker, Lewis and Yesawich (2007) that no business can begin to operate without customers. Moreover, Aksu & Tarcan (2002) suggested that customer loyalty results in decreased costs and increased profits, which can be created by meeting their expectations and satisfying their needs. These rationales have raised researchers' interest in the area of hotel websites.

A study conducted by Scaglione et al., (2009) examines the relationship between website adoption and sales performance in Valais. The results of the study imply that there was a positive relationship between website adoption and revenue. The revenue was higher after adoption of website than before adoption. In line with online-buying trend, a numerous number of hotels have used their hotel website as marketing tools to attract customers,

particularly foreign markets and even to nurture customer relationships. According to Musante, Bojanic, and Zhang (2009) customer's online visit creates a first impression about the hotel's level of sophistication, amenities, and service provided which becomes an important determinant in decision-making process. Moreover, the quality of the website also impacts the image of the hotel since its website carries property's reputation and branding, which could influence customer's perception (Perdue, 2001). The establishment of hotel website has become the growing trend in the hospitality industry today. This trend has also positively influenced internet users' behaviors and responses toward hotel websites.

The presence of hotel websites provides ease for customers to find information that they need and communicate directly with the properties anytime and anywhere. Aksu & Tarcan (2002) stated that in 1995 the establishment of first hotel website in Turkey was intended for only five-star hotel, but the development of website has increased dramatically since then. From this study, they have found that the adoption of website facilitated two-way communication; providing information and transactional means for customers and also allowing customers to interact with the hotel properties. Morosan and Jeong (2008) looked at the key predictors of users' attitudes toward using two types of hotel reservation websites. Through their research, they discovered that users had a more favorable attitudes and stronger intentions to use third-party websites than hotel-owned websites. To alleviate this issue, a focus should be placed on providing information about the hotel's products and services on the website in a complete, useful, and reliable manner (Morosan & Jeong, 2008). In brief, in building a website, hotel property should consider customers' expectations towards it (Jeong & Lambert, 2001). A study conducted by Law & Hsu (2006) in China revealed that most customers had difficulties accessing and understanding the content of the websites due to the overall performance and/or quality of the website dimensions and attributes. Therefore, the content of the website should be able to meet customers' expectations.

Customers Preferences for Hotel Websites' Content

In attempt to gain long-term profitability, many companies investigate numerous strategies and invest a lot of money into it. However, they fail to notice the most important factor to be incorporated into those strategies, which is a customers' perspective. A customers' perspective is necessary to be included in the website development process as they are the ones who will use and determine the eventual success of a website (Chung & Law, 2003). An effective website is not merely a website that can perform to its function, but also meet customers' expectations. Zeithaml et al. (2009) stated "customer expectations are beliefs about service delivery that serve as standards or reference points against which performance is judge" (p. 75). This underlying principle has led many properties to wonder how customers evaluate service quality on the website (Parasuraman, Zeithaml, & Berry, 1994).

From a customers' perspective, the existence of a hotel website empowers them to serve themselves the way they want it, allows them to communicate directly with the hotels to request information and to purchase services and products without any geographical and time constraints (Yeung & Law, 2006). Additionally, the cost of searching for information is reduced and the predictability of product quality and convenience is maximized (Essawy, 2006). Law & Hsu (2006) distinguished two types of website visitors, online browsers and online purchasers. The former was defined as those internet users who had visited any hotel website whereas the latter was defined as those who had made purchase from any hotel website.

An attractive hotel website helps the property to stand out among competitors. In building hotel website content, hotel practitioners need to focus on elements that their potential customers are searching for. A previous study (Wong & Law, 2005) investigated the intention of travelers to make purchases over the internet. The outcome of their study is in

accordance with Jeong and Lambert's (2001) study, which identified customers' perception of information quality on the website as the most relevant factor for predicting their potential buying behavior. In order to improve the quality or completeness of information available on the website, hotel managers need to identify and present detailed information that can aid customers in making their purchase decisions (Jeong, Oh, & Gregoire, 2003). A study conducted by Bai et al. (2008) revealed that there was a direct positive correlation between website quality and customer satisfaction, while customer satisfaction had a direct and positive impact on purchase intentions.

A high-quality website is able to satisfy the customers by providing information that they are looking for. Consequently, the quality of a website is determined by the quality of information as part of the content. High quality website can be produced by building a content that is attractive, interactive, informative (Chu, 2001), useful, credible (Morosan & Jeong, 2008), relevant and accurate (Jeong & Lambert, 2001). For example, each type of hotel rooms has to be described on the website in details with clear and consistent language that is free from grammatical errors to assist customers in making their purchase decision. The description of the hotel room has to match the actual room situation. Therefore, it has to be updated regularly especially if there are changes made to the existing room, such as remodeling or renovation.

Apart from the quality of information provided on a website, the ease of use of a hotel website are also an important factor to be discussed (Yeung & Law, 2006). Louvieris, Driver, & Powell-Perry (2002) suggest that a hotel website should be more customer-oriented designed to allow customers to be in control for their own experience. For instance, enhancing the hotel website's ease of use can be done by "better organizing the website information and providing simple and clear directions for use" (Jeong et al., 2003, p. 172). Furthermore, by providing understandable and noticeable navigational buttons, suggestive

images, and easy to follow reservation engines, user-friendliness of a website can be enhanced (Morosan & Jeong, 2008).

Features to be included on a hospitality website are the features that meet the needs of the customers which mostly to find out information about the product and make reservation (Zeithaml, et.al, 2009). It is also noted in the study by Morosan and Jeong (2008), the additional interactive features that can be added to the website are maps, driving directions, virtual tours of the property and even online games. Other recommended value-added features include an online simultaneous currency converter to help the customers converting the value of currency that they need (Chu, 2001). Other than information quality and ease of use, website reliability and security are other technical attributes that need to be looked into when developing a hotel website and will be discussed in the following subchapters.

Establishment of Hotel Websites by Five-Star Hotel Properties in Indonesia

Tourism sector has become a major industry in Indonesia within the last three decades and it has experienced a phenomenal growth over the past few years (Shah & Gupta, 2000). They believed that this growth was due to the current regional and global free trade agreements as well as globalization. In particular, clientele and investments have come from Japan, Australia, and other countries of Southeast Asia. Additionally, the recent growth of the airline industries has also played a major role in improving the tourism industry in Indonesia. These overall growths have also a positive impact on hotel and lodging industries in Indonesia.

Many hotel industries worldwide have been using online reservation for supporting their business. Online reservation method offers benefits for hotel industries and customers by reducing costs and providing real-time information to both parties (Kim & Kim, 2004). Nevertheless, this is not the case in a developing country like Indonesia. A study conducted by Suryani (2007) shows that online reservation system is hard to be applied in an Indonesian

context where the infrastructure does not yet provide for quick access to the internet and to the new media technologies. Furthermore, even when access was possible there are problems related to connection, download speed and capability. However, according to Internet World Stats (2010), the number of internet users in Indonesia increased by 1,400% in 10 years from 2 million users in 2000 to 30 million in 2010. This number shows that Indonesia has enormous potential as an online market (Internet World Stats, 2010). Therefore, it is predicted that online buying trend in Indonesia will continue to grow significantly in the coming years.

Lack of online reservation engines may be the most common problem associated with hotel websites in Indonesia due to reliance on traditional distribution channels. Indonesian hotels in general have not fully grasped the potential of their websites, in terms of design, contents and reservation engines. Customers nowadays are more willing to make online purchases nowadays due to recent improvements in website stability and internet security (Law & Hsu, 2006). Therefore, five-star Indonesian hotels should exploit the potential to bring more revenue and businesses by utilizing their websites effectively and having reservation and/or transaction engines available on the websites. Transactional-capable hotel website serves as a relationship marketing tool to retain existing online purchasers who can help companies develop customer loyalty (Jang, Hu, & Bai, 2006).

Major income of five-star Indonesian hotels still comes from the traditional distribution channels, such as travel agents, call centers, in-house reservation agents, and tour operators. The trend towards traditional distribution channels is caused by many factors. According to Udo (2001), security concern is one of the main barriers for website visitors to purchase over the internet. Many customers are still hesitant about giving credit-card numbers or personal information on the internet (Zeithaml et al., 2009). However, Wong and Law (2005) wrote "with the improvement in security devices in online businesses in recent

years, the concern of travellers may shift to other factors" (p.313). Price is another factor customers stay with traditional distribution channels. Hotels' intermediaries have the bargaining power to offer lower and more attractive prices to customers (Schmidt, Cantallops, & Santos, 2008).

As previously mentioned, transaction security and confidentiality are some areas of concern to most customers in purchasing over the hotel websites in Indonesia. For that reason, upscale hoteliers need to pay attention to these issues which can be solved by abiding to these following aspects:

Authentication (to prove the identity of the parties in an electronic transaction), Confidentiality (to protect the content and information of a transaction from unauthorized third party), Integrity (to protect the content of a message that has not been tampered with), Non-repudiation (to agree the terms of transaction and prevent denial of commitment), and Legal Commitment (to protect an electronic transaction with legal backing). (Chu, 2001, p. 99)

Providing security and confidentiality builds costumers' positive perception of website reliability. The reliability of a website has strong potential to influence perceived value and customer loyalty and also outweigh consumers' fulfillment and privacy concerns (Connolly, 2010). Furthermore, as said by Schmidt et al. (2008), the hoteliers should give some attention to the inefficient utilization of their websites as a secondary source of information and transactional means. Thus, they suggested that hoteliers should open and exploit the opportunities to have a direct contact with customers to reduce distributor bargaining power by having the reservation and client support systems working properly on the hotel website.

A previous study conducted by Lee and Morrison (2010) compared the performance of upscale hotel websites in South Korea and US. The main conclusion drawn from the study is that most upscale hotels in both countries were not utilizing their websites effectively from

the marketing and upscale hotel perspectives. Customers' expectations are greater for upscale hotels, hence, managers should insure that the property's website must clearly differentiate the property from competitors and demonstrates the unique features and advantages to potential guests (Lee & Morrison, 2010). Furthermore, upscale hotels should be presented as multi-faceted and dynamic by presenting their products and services other than rooms (e.g. banquets, conventions, F&B) on the website (Musante et al., 2009). Hotel managers of upscale hotel properties need to pay additional attention to website quality features to satisfy their online customers, particularly the information accuracy or reliability, navigational functions and the color combination used to construct the website (Jeong et al., 2003).

The Development of Instrument for Content Analysis

Many hospitality industries have been and will continue utilizing their hotel websites to drive business to avoid expensive intermediaries. Designing and creating a good hotel website is not an easy task; technical skills, good artistic taste and graphic design skills are needed to achieve it (Shoemaker et al., 2007). In order to be successful, a website should have a good design (Liang & Law, 2003). Hotel website design is a presentation of the contents which should be able to attract, inform and sell to customers during their online visit. Content is also an important aspect in creating a hotel website aside from the design. Therefore, hotel websites' contents and its presentation have become increasingly important to be further discussed (Shoemaker et al., 2007). Content refers to overall features provided in the website (Musante et al., 2009). A few studies were conducted to examine the contents of hotel and tourism related websites in Australia, Greece, Taiwan, and Turkey (Benckendorff & Black, 2000; Wan, 2002; Baloglu & Pekcan, 2006; Sigala, 2001).

Content analysis approach and literature review were adopted by Chung and Law (2003) to evaluate hotel websites in Hong Kong and build a conceptual framework for hotel website performance. The conceptual framework consists of five dimensions and its attributes

(see Table 1). Another study (Law & Hsu, 2006) adopted the conceptual framework

developed by Chung and Law (2003) to assess the importance of hotel website dimensions

and attributes in the comparison of online browsers and online purchasers.

Table 1

Chung and Law's (2006) Conceptual Framework for Hotel Website Performance

Dimensions	Definition	Attributes
Reservation Information	The dimension of reservations information refers to the features for making online facilities/services reservations on the website	Room rates
		Check rates and availability
		Online/real time reservations
		Security payment systems
		View or cancel reservations
		Reservation policies
		Check in and checkout time
		Worldwide reservations phone number
		Payment options
		Special request forms
Contact Information	The dimension of contact information refers to facilities for direct communications between a hotel and its customers.	Address
		Email address
		Contact person
		Fax number
		Frequently asked questions
		Feedback form
		Online forum
		Transportation

Dimensions	Definition	Attributes
Facilities Information	The dimension of facilities information refers to the general description of the hotel property, and information of facilities and services that are offered to the customers.	Hotel location maps Hotel facilities Guest room facilities Photos of hotel features Hotel descriptions Hotel promotions Restaurants Frequent guest programs Virtual tours Meeting facilities Employment opportunities Telephone number
Surrounding Area Information	The dimension of surrounding area information refers to the information related to the nearby environment.	Airport information Main attractions of the city General information about the city Public holidays Up-to-date information on the site
Website Management	The dimension of website management refers to the activities of maintaining a website in an efficient and effective way to ensure it is relevant and up-to-date.	Multilingual site Website download time Site map Search function Links to other related business

In a different way, another study (Baloglu & Pekcan, 2006) adopted a content analysis approach to analyze four and five-star hotel websites in Turkey in terms of site design characteristics (interactivity, navigation and functionality) and site marketing practices on the internet. The conceptual framework used in their study was developed upon the framework of Benckendorff and Black (2000) and literature review of other similar studies in effective site design and e-marketing (Baloglu & Pekcan, 2006). The results from the study showed that the upscale hotels in Turkey had not yet utilized their hotel websites to its full potential for informational and transactional marketing practices.

Table 2

Baloglu and Pekcan's (2006) Conceptual Framework for Analyzing Upscale Hotel Websites

Site Design Characteristics	
Interactivity	
Phone number listed	Calendar (for special programs)
Address listed	Updated exchange rate
Email hyperlink	Online survey
Online information request form	Online comment form
Email listed	Online guest book
Navigation	
Links to other sites	www links (hyperlinks)
Links to other revenue centers	Index page
Consistent navigation	Search capabilities
Ease of navigation	
Functionality	
Corporate identity	Download facilities
Background color	Ease of download

Background image	What's new?
Video	Variety of information
Audio	Detailed information
Date last updated	Multilingual capabilities
Banner advertisement	Flash animation
Do you have to scroll down on first page?	Ease of physical access to website

Site Marketing Characteristics

Hotel picture	Location map of the hotel
Room picture	Online payment
Quality of pictures	Online reservation
Quality of text	Reservation by email
Any promotion mentioned	Links to tourist information
Description of product and services	Availability of price info

From prior studies (Baloglu & Pekcan, 2006; Chung & Law, 2003; Law & Hsu, 2006) an instrument for content-analyzing five-star Indonesian hotel websites was developed. Some modifications were made to the existing instruments to make it more suitable in the context of five-star Indonesian hotel websites. Therefore, an instrument for content analysis are proposed and summed up in Appendix A. The instrument consists of six functionality elements, namely property's identity, sales and marketing, customer relationship, communication means, transactional means and informational means. Each of these elements contains attributes as the evaluation checklist points. These proposed functionality elements are also in accordance with a structure model of website proposed by Huang and Law (2003) which consists of four functional media, namely information medium, purchase medium, reception medium and traffic medium. The explanation of those medium is as follows:

Information Medium helps visitors to get enough understanding about the hotel such as product, price, external environment (customers needs & wants), people and partnership. By Purchase Medium, visitors could select products including hote product (Promotion, Packaging & Programming) and then make an online purchase. If visitors have any questions, they may come to Reception Medium and use various interactive tools to get help. The Reception Medium also helps visitors join some frequent plans to enjoy personalized service. Traffic Medium helps a hotel generate traffic on the website. (Huang & Law, 2003, p. 182)

The six elements proposed are based on the functionality of the hotel websites. The first function of a hotel website is the property's identity. A hotel website is created to reinforce the property's professional identity in the competitive marketplace. Particularly, for upscale properties, e.g. five-star Indonesian hotels, the presence of their hotel websites establishes the company's credible image and reputation which is essential for boosting the company's positive publicity. The second function is sales and marketing. On the website, descriptions and photos of products and services as well as up-to-date information on promotions and packages are well presented in multiple languages to advertise and sell to potential customers. Furthermore, it is also the function of the hotel website to also maintain and nurture a good relationship with the customers. This function is facilitated by certain features, such as guest book, loyalty program or frequent guest program, feedback form, free newsletter sign-up form, and customer service. The next 3 functions of a hotel website are the hotel's means of communication, transaction and information. The customers are enabled to directly communicate with the hotel, receive and/or obtain information that they need and also make a purchase through a hotel website anywhere and anytime.

Conclusion to Literature Review

To sum up, a hotel website is advantageous for both the customers and the property. The customers can have an easier and faster way to find information and purchase service products that they need or even to communicate with the property. In addition, a website is the hotel's cost-effective means for sales, marketing, and branding. Prior studies have found that the presence of a hotel website also increased revenue and improved customer loyalty. It is noted that in developing an effective hotel website, the content is the direct key for the website to perform its functions. Apart from the content, technical website attributes such as the quality of the content, ease of use, security and reliability are additional requirements that support the website to perform maximally. Along these lines, this study focuses on analyzing the content of five-star hotel websites in an Indonesian context to serve the main purpose of developing a content model for Hotel Tentrem's website.

PART THREE

Introduction

The purpose of this professional paper is to develop a content model for Hotel Tentrem's website. The website will perform two major functions, namely sales and marketing. The owners of Hotel Tentrem are very enthusiastic to have a future website up and running upon its opening. Apart from sales and marketing, they expect the website to carry a wide range of roles. Since Hotel Tentrem will be managed by PT. Candi Baru, a private limited company that owns several other service businesses in Indonesia, the presence of Hotel Tentrem website is ultimately expected to positively represent the company as a whole. Thus, creating an attractive hotel website with a decent and exclusive content is crucial in reflecting the company's image. Additionally, the management of Hotel Tentrem is also planning to utilize the website before its opening as a means of recruitment. This will be a good way to attract a pool of applicants and find the right people for the jobs through certain features of the website content. Futhermore, the website is also projected to carry other roles, such as building and maintaining customer relationships and providing the additional valuable information for the prospective customers and the link to the hotel's social network accounts.

It is predicted that Indonesia has a great potential in the hospitality industry and is expected to rise in 2020 (Priyambodo, 2011). Therefore, the need of establishing hotel websites to sustain the growth of the business is becoming more vital especially to keep up with the growth in travel and tourism industry in Indonesia. The content analysis was conducted to understand how five-star hotels in Indonesia utilize their websites' content to perform its functions. With the results of the content analysis discussed in this chapter, recommendations can be worded on further development of Hotel Tentrem's website. This chapter presents the results of the content analysis, along with the discussions and useful

recommendations for Hotel Tentrem's website. Last but not least, the content model of Hotel Tentrem's website will be proposed and presented in the last part of this chapter.

Methodology

Content analysis approach was adopted in this study to evaluate five-star Indonesian hotel websites. A list of hotels in Indonesia on the Entertainment Directory Book 2010 published by Gramedia Pustaka Utama was used for this study. The book has listed 967 hotels in 8 major cities in Indonesia, including Jakarta, Bali, Bandung, Makasar, Semarang, Solo, Surabaya, and Yogyakarta. Only 3.3% had their five-star rating and website address listed. A hotel website that was used by multiple hotel chains was analyzed for one time only. This narrowed down the total number of the sites to be content-analyzed to 28 websites (see Table 3). The majority of the five-star hotels were located in Bali, Jakarta and Bandung. Those listed hotels were content-analyzed in terms of their functions. The data gathered was then statistically analyzed to determine which attributes the hotel websites were lacking and which attributes were utilized maximally.

Table 3

Lists of the Selected Five-Star Hotel Websites in Indonesia

No	Hotel Website	Hotel Property	City
1	www.alilahotels.com	Alila Hotels and Resorts	Jakarta
2	www.hotelborobudur.com	Borobodur Jakarta Hotel	Jakarta
3	www.hotelciputra.com	Ciputra Hotel	Jakarta
4	www.ichotelsgroup.com	Crowne Plaza	Jakarta
		Intercontinental Mid Plaza	Jakarta
5	www.fourseasons.com	Four Season	Jakarta
6	www.gran-melia-jakarta.com	Gran Melia	Jakarta
7	www.jakarta.grand.hyatt.com	Grand Hyatt	Jakarta

No	Hotel Website	Hotel Property	City
8	www.starwoodhotels.com	Le Meridien	Jakarta
		Sheraton Media Hotel & Towers	Jakarta
		Hotel Sheraton	Bandung
9	www.mandarinoriental.com	Mandarin Oriental	Jakarta
10	www.hotelmulia.com	Mulia Senayan Hotel	Jakarta
11	www.nikkojakarta.com	Nikko Hotel	Jakarta
12	www.hotelsahidjaya.com	Sahid Jaya Hotel	Jakarta
13	www.shangri-la.com	Shangri la Hotel	Jakarta
14	www.sultanjakarta.com	Sultan Hotel	Jakarta
15	www.the-ascott.com	The Ascott	Jakarta
16	www.the-dharmawangsa.com	The Dharmawangsa	Jakarta
17	www.parklanejakarta.com	The Park Lane Hotel	Jakarta
18	www.ritzcarlton.com	The Ritz-Carlton	Jakarta
19	www.padmahotels.com	Hotel Padma Bali	Bali
20	www.sanurbeachhotelbali.com	Hotel Sanur Beach	Bali
21	www.innagrandbalibeach.com	Inna Grand Bali Beach	Bali
22	www.nusaduahotel.com	Nusa Dua Beach Hotel & Spa	Bali
23	www.accorhotels.com	Sofitel Seminyak Bali	Bali
24	www.thelegianbali.com	The Legian	Bali
25	www.oberoihotels.com	The Oberoi	Bali
26	www.aquila-international.com	Grand Aquila Bandung Hotel	Bandung
27	www.preanger.aerowisata.com	Grand Hotel Preanger	Bandung
28	www.bandung.regency.hyatt.com	Hyatt Regency Bandung	Bandung

Results and Discussions

Content Analysis

The sample, as shown in Table 3, consisted of both international chain hotels and locally-owned hotels. However, the sample was content-analyzed regardless of the hotel type. The content-analysis was conducted by using the instrument that consists of six functionality elements where each element had its own associated attributes. The followings are the result discussion for each functionality element.

Property's Identity

The first function is property's identity that had seven attributes, namely company profile, branded web address, corporate identity, hotel location maps, awards or achievements, employment opportunities and press release. The statistics (as shown in Table 4) showed that the attributes of company profile, branded web address and corporate identity were found on every hotel website. More than 90% of the properties had also made their hotel location maps available on the websites to provide ease for the customers to locate them. Furthermore, some of the hotel maps were enhanced with the features of driving navigation to and from the property as well as an estimated time of arrival. More than half of the hotel properties provided the attributes of awards or achievements, employment opportunities and press releases on their websites.

Table 4

Frequency Analysis and Means Score of Functionality Element of Property's Identity

Property Identity's Attributes	Frequency	Percentage
company profile	28	100
branded web address	28	100
corporate identity	28	100
hotel location maps	26	93

Property Identity's Attributes	Frequency	Percentage
awards or achievements	15	54
employment opportunities	16	57
press release	19	68

Sales and Marketing

Table 5 lists the second functionality element of sales and marketing's attributes. The attributes in the functionality element of sales and marketing mainly referred to the contents of a hotel website that promote, sell and increase the intention to purchase. All of the hotel websites had the attributes of hotel rooms, hotel features, dining facilities and recreational facilities uploaded. More than 85% had the attributes of MICE, banquet, hotel promotions or packages and up-to-date information. Some of the five-star hotels or resorts might not offer MICE and banquet products and services; hence, their websites were lacking of those attributes. Basically, all but two last attributes scored higher 85%. Those two attributes were language options and virtual tours. Roughly about half of the properties had the attribute of language options on their websites whereas virtual tours attribute was found on less than half of the hotel websites. Instead of providing virtual tours, the majority of the hotels had flash presenting the pictures of the hotel features on the first page of the website.

Table 5

Frequency Analysis and Means Score of Functionality Element of Sales and Marketing

Sales and Marketing's Attributes	Frequency	Percentage
hotel rooms (descriptions + photos)	28	100
photos of hotel features	28	100
dining facilities (information + photos)	28	100
recreational facilities (information + photos)	28	100

Sales and Marketing's Attributes	Frequency	Percentage
MICE products + services (information + photos)	25	89
banquet products + services (information + photos)	24	86
hotel promotions + packages	26	93
up-to-date information	24	86
multilingual site	16	57
virtual tours	11	39

Customer Relationship

Customer relationship, which includes building and maintaining relationships with customers, was considered one of the functions of a hotel website. This element had the attributes of frequent guest programs, online guest book or user registration, free sign-up for newsletter, customer service, feedback or survey form, and Frequently Asked Questions (FAQs) as conveyed in Table 6. Frequent guest programs and newsletter sign-up attributes were found on about half of the hotel websites. Roughly over a third of the hotel websites had feedback or survey form and FAQs attributes. While online guest book or user registration and customer service were the least popular attributes found, since they were only at about less than one third of the websites. Online guest book or user registration attribute was not found on many hotel websites because it was mostly replaced by the frequent guest programs or membership programs.

Table 6

Frequency Analysis and Means Score of Functionality Element of Customer Relationship

Customer Relationship's Attributes	Frequency	Percentage
frequent guest programs	15	54
online guest book / user registration	5	18

Customer Relationship's Attributes	Frequency	Percentage
free sign up for newsletter	16	57
customer service	9	32
feedback / survey form	11	39
Frequently Asked Questions (FAQs)	11	39

Communication Means

The fourth functionality element was communication means. The six attributes in the functionality element of communication means had the function to facilitate communications with potential customers, clients and/or partners. Those attributes were telephone number, address, email address, contact person, fax number, and online information request form (as shown in Table 7). Among all of the attributes, telephone number, address and fax number were found on every hotel website analyzed. Email address was also one of the most common attributes found on about 27 out of 28 hotel websites. More than half of the sample provided the feature of online information request form to aid more direct communication between the customers and the property. On the other hand, only less than one third had the contact persons stated on the website.

Table 7

Frequency Analysis and Means Score of Functionality Element of Communication Means

Communication Means' Attributes	Frequency	Percentage
telephone number	28	100
address	28	100
email address	27	96
contact person	9	32
fax number	28	100

Communication Means' Attributes	Frequency	Percentage
online information request form	19	68

Transactional Means

The frequency and percentage of the 12 attributes in transactional means are presented in Table 8. A total of nine attributes had the percentage of more than 85%. The other three attributes were used by less than 65% of the hotel websites. Those attributes were reservation phone number, check in/check out time and travel agents information.

Table 8

Frequency Analysis and Means Score of Functionality Element of Transactional Means

Transactional Means' Attributes	Frequency	Percentage
room rates	27	96
check rates and availability	27	96
online / real time reservations	24	86
secure payment system	24	86
view / cancel reservations	25	89
reservation policies	25	89
check in / checkout time	15	54
reservation phone number	17	61
payment options	25	89
special request form	28	100
travel agents information	11	39
updated exchange rates	24	86

Informational Means

Informational means was the last functionality element. This element had various attributes that serve the function of providing various information for the customers to help arranging their trip and/or to browse around the website. Table 9 conveys the frequency statistics of informational means element and its attributes. More than half of the hotel websites had the attributes of airport information, main attractions of the city, general information about the city, driving/transportation information, site map and privacy and terms of use. On the contrary, the attributes of website download time, date last updated and search function were found on less than 20% of the hotel websites.

Table 9

Frequency Analysis and Means Score of Functionality Element of Informational Means

Informational Means' Attributes	Frequency	Percentage
airport information	16	57
main attractions of the city	17	61
general information about the city	19	68
driving / transportation information	23	82
website download time	1	4
site map	16	57
search function	5	18
date last updated	2	7
privacy and terms of use	20	71

Discussion

In most cases, the five-star hotels in Indonesia were not utilizing their websites to its maximum potential. As discussed above, most of them were lacking of certain important attributes. Even the availability of certain attributes was not utilized to its full potential, for

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example the attribute of press release was found empty, the information on the page of hotel's promotion and package attribute was outdated and the attribute of employment opportunities was disabled. Not forgetting to mention that some of the online reservation systems were not intended for real time reservation and transaction. The quality of information provided was also lacking as some grammatical and spelling errors were found which left an unprofessional impression. These problems were mostly found on local hotel websites. As for international chain hotels, they had more complete and advanced set of features, provided large amount of more detailed and qualified information, and utilized every attribute available on the website in a more professional way. Although this study did not analyze the websites with regard to the hotel types, however, based on personal observations, international chain hotel websites were found to be more effectively maintained and utilized than local hotel websites.

Recommendations

There were a total of 261 hotels, resorts and lodgings in Yogyakarta, ranging from budget to upscale ones in 2010 (Utomo, Nurasyid, & Ontoseno, 2010). The number of hotels and hotel rooms has steadily increased over the years. As reported by Zachariah (2011) approximately eight new hotels are slated to begin operations in 2011 in Yogyakarta. Thus, as a new upscale hotel, Hotel Tentrem will be facing the challenge to survive and excel in the competitive tourism market in Yogyakarta. In view of this need, its website will help Hotel Tentrem to stand out in the competition and also withstand the pressures from competitors. Delivering services and communicating with the worldwide customers without any space-time constraints can only be accomplished through an effective hotel website. For this website to come to a reality there will be an enormous budget needed due to a high number of features required as identified in the content model. Therefore, this website development project should be adequately and extensively funded. It is critical that adequate funding consideration be given for this website development to succeed. Although the focus of this

study is to develop a content model for Hotel Tentrem's website, this content model may be

applied to other five-star hotel websites in Indonesia. However, this model may not be

suitable for middle to low class budget hotel because it may need a tremendous amount of

budget to develop.

A Content Model for Hotel Tentrem's Website

The instrument contained six functionality elements whereas the content model

proposed for Hotel Tentrem had seven different dimensions, namely company information,

product and service information, contact information, reservation information, surrounding

area information, website management and value-added features (as shown in Appendix B).

The recommendations for each dimension are as follows:

Dimension of Company Profile

The content model's first dimension of company information consisted of ten

attributes; seven of them were adopted from the instrument's first functionality element,

property's identity. The attributes of company profile and corporate identity are important

contents of a hotel website to give an introduction to potential customers, partners or other

parties about the property's core competencies, products and services, and competitive

advantages. In addition, the information about the company is one of the required information

that should be on the hotel website for trust development (Yeung & Law, 2006). Similarly,

the use of branded website address helps easy recall, enhances online trust (Murphy, Schegg,

& Olaru, 2006) and shows the property's commitment to the World Wide Web (Murphy,

Forrest, Wotring, & Brymer, 1996). Awards or achievements and press releases may also

help build a good reputation. Additionally, a hotel website offers the opportunity to attract

candidates and recruit qualified employees by having the feature of employment

opportunities where candidates can directly send their resume or contact the Human Resource

personnel. Direct online recruiting using the property's website also enables the property to eliminate the costs of job postings through other media.

There were three additional attributes added, i.e. downloadable and printable fact sheet, links to hotel's social media accounts, and links to other related businesses. Hotel Tentrem is a property of PT. Candi Baru, a private limited company that owns other service businesses, e.g. hotels and restaurants. Given the above reasons, it is a necessity for Hotel Tentrem to provide links to the website of the corporate company, PT. Candi Baru, and its other related properties and service businesses. Providing extended links to other websites helps creating networks and provides greater accessibility. In addition to this attribute, a newly-opened property needs to also be exposed in the social media to boost up publicity. Undoubtedly, building connections between the hotel website and the property's social media accounts is essential.

Nearly all of the hotel websites analyzed in this study had taken advantages of the popularity of social media by presenting the links to the properties' social media accounts. Facebook and Twitter accounts were the most popular social media application found on the websites. As spotted on some of the hotel websites analyzed, the logos of those media were put on the left or right bottom of the first page of the websites. Those logos could be clicked to give a direct access to the property's accounts. The role of social media is becoming increasingly important as it offers many benefits such as branding, creating awareness, promoting products or services, advertising special deals and promotions, facilitating communication with customers, providing better customer services and also recruiting talents. Furthermore, Kessler (2010) points out that interacting with customers via social media accounts, e.g. Facebook or Twitter, can improve customer service because conversation is accelerated and inquiries are responded in real time. In brief, the benefits of having social media accounts are reachable with no cost required.

The latest favorable application of social media is the location-based services where social media users can post their current location or where they have checked-in to. With this application, the properties can increase their publicity through word of mouth or word of check-in (Eaton, 2010). Due to the above reasons, hotel properties should grab these opportunities by having and maintaining the social media accounts in a professional way and linking them to the property's website for accessibility. However, hoteliers need to understand the needs to keep the information and updates posted regularly on the social media accounts. Hence, certain personnel should be appointed to be in charge of updating and responding to the customers' inquiries from the social media accounts. These responsibilities should be put as a specific part of a job description for a serious commitment.

Apart from social media accounts, many hotel properties analyzed had also taken the advantages of having a company's blog. According to Suster, (2010) blogging is vital for any businesses to familiarize the public with the company and its products and services, win the public's heart and make the company more accessible. The personnel, who are responsible in managing social media accounts, should also be in charge of updating the blog regularly. They need to work together with the other departments to gather necessary information to be shared with the blog readers. Hotel blog can discuss about various subjects, such as local attractions, popular dining sites, hotel news and events, promotions and special deals.

Additionally, a blog is also intended to encourage blog readers and/or the customers to share their experiences in using the property's products and services. Any customers' thoughts, questions, feedback, reviews and suggestions must be welcomed, appreciated and responded in a timely manner. If there should be a negative feedback, the hotel should respond quickly for service recovery. In preference to a blog, the hotel could also consider providing a feature on the website for the customers to post online reviews about the hotel. Ye, Law, and Gu (2009) suggest that online reviews provide a major impact on online sales.

These open communication practices are usually able to encourage the hotel's managers and employees to give their best in delivering services to customers.

In order to support advertising and promotion activities, online hotel promotion brochures or fact sheet could also be made available on the website. A hotel fact sheet usually contains detailed information about the property as well as the information about the surrounding and the property's core advantages. Along with the hotel fact sheet, there can also be downloadable and printable brochures which contain hotel's latest promotions, deals and/or special packages. The availability of those printable data allows third parties and/or customers to obtain hard copies for distribution or personal references. Over time, hotel promotions or deals and packages are constantly changing on a regular basis. Consequently, having those printable brochures and fact sheet available on the website may save the property a lot of money since they eliminate the costs of printing and distributing. Furthermore, it is also one of the practices of Corporate Social Responsibility to save the environment and reduce wastes.

Dimension of Product Information

The dimension of product information had ten attributes (see Appendix B). The availability of the descriptions and photos of each type of the hotel rooms is really important for the website to perform its function as sales and marketing tools. Potential customers and/or partners need that crucial information to be available on the website to make their purchase decision. All the attributes must be presented in an accurate, professional, clear, and complete manner, and the information must be accurate, reliable, and unbiased. Misleading information on the website may cause an adverse effect to the hotel's reputation and image. Hotel Tentrem's revenue stream will include not only room revenue but also revenues from F&B outlets, bars, fitness and spa, MICE, and banqueting. The attributes that provide information about those facilities are also important attributes and often requested by

customers. Hence, those attributes are better to be displayed on the first page of the website to ensure that the customers can easily find the information that they need. It is suggested that Hotel Tentrem should also provide video clips to portray the products and services on the website. Kim and Mattila (2010) claim that video clips are perceived as important by customers to be included on the website because they provide visual evidence of service quality. Moreover, "the availability of a virtual property tour would enable customers to better understand the hotel facilities" (Kim & Kim, 2004, p. 392).

Additional attributes of product information dimension are hotel promotions and packages, frequent guest programs, and e-brochures. The attribute of hotel promotions and packages is usually also displayed on the first page of the website. In order to provide more personalized service, Hotel Tentrem should create packages for specific target markets, for instance packages for family, couple, individual and group. The hotel promotions and packages should also be presented in a downloadable and printable form. In view of the fact that Hotel Tentrem is a new upcoming hotel, the opportunity to build a customer database should also be taken into account. In order to do so, a loyalty program should be designed in advance to help the hotel form a customer database. However, the management has to remember that confidentiality of the data has to be maintained at all time. Having this attribute of loyalty or frequent guest program incorporated on the website helps the company successfully implement this program and also provides easiness for the customers to find information.

Dimension of Contact Information

The third dimension of the content model was contact information, which had ten attributes, namely telephone number, address, email address, contact person, fax number, feedback or survey form, online information request form, free sign-up for newsletter, online calling request form and live chat. Customer's needs should be the main priority when

developing a hotel website. Providing important attributes or features that could enhance customer service is necessary. Previously, email, telephone number, and fax number were the only means of communication provided on the hotel websites. Nowadays, to cater more direct communication with the property, hotel websites are equipped with features such as online forms, feedback or survey form, live chat, and even free internet calls.

Regarding live chat, since it depends on the availability of the customer representative, the feature of live chat may not be always available for the customers. If the management of Hotel Tentrem decides to have this feature up on the web, it will need to be available at least during the normal business hours or more. Furthermore, it is necessary to let the customers know when the representative is available. Immediate, accurate and consistent responses should be given to any customers' inquiries in a professional manner. The features of live chat and internet call allow the property to provide instant responses to customers' questions and deliver what the customers want in real time. The possibility of having a phone talk or live chat customer service representative can increase customer satisfaction in using the hotel website.

Direct email feature or online information request form may be able to replace the need of stating the property's email address on the website. Nevertheless, some people may prefer to send messages through their individual emails. Therefore, it is suggested that both communication means are provided. Contact person information is important content that should be available on the website. The reason is because some customers may have confidential or personal inquiries that need to be communicated directly to the concerned personnel. What could be observed from the content analysis was that a number of properties also provided the customers with a special online request form to be called by the property. So, the customers only needed to leave personal phone number where they preferred to be

called back at. By adapting such latest technologies, the quality of service could be increased in various ways.

In this content model, the attribute of online form was distinguished into three types, namely online information request form, feedback or survey form, and online calling request form. Those online forms were intentionally distinguished to help customers easily choose which form provides the right function to meet their need. The attribute of online information request form should be provided for the customers to submit their general inquires. Some customers prefer to talk by phone rather than by email or chat, hence the attribute of online calling request form serves their request to be called by the property's representative. Whereas the last type of form is feedback or survey form which is specifically intended to gather feedback, critiques, and suggestions from the customers to know their expectations. All these attributes are projected to provide more personalized services for the customers. The hotel location maps and driving and/or transportation direction are better to be put close to the hotel address information.

Dimension of Reservation Information

The reservation information dimension referred to all the attributes available on the website in relation to making reservations. Those attributes were the 12 attributes of the instrument's functionality element of transactional means. According to personal observation, some of the local hotel websites used a similar online real time reservation system to book a room without any payment required. This kind of system is not an effective reservation system because both the hotel and the customer will not be assured whether the booking is final. Hotel Tentrem needs to ensure that the hotel's real time reservation engine always works properly and carries a wide variety of ability such as to check rates and room availability, view and cancel reservation, offer payment options, provide updated exchange rates and most importantly facilitate secure payment system. Usually, the procedures of

making an online reservation through a hotel website include four steps, namely choose dates, room and rates, enter guest information, review and complete reservation and receive confirmation. In the process of entering customer information, special requests upon arrival can be made by filling the special request form. As previously discussed, online security is still the major concern of purchasing over the internet. Therefore, the property needs to ensure that the online transaction engine is secured and provides assurance to the customers to boost their confidence in making online transactions. The absence of a secure system and security guarantee may cause the customers to experience reluctance to make bookings over the internet.

Encouraging customers to make a reservation through a hotel website could also be done by assuring them that the rates offered on the website are the lowest online rates. The customers also demand for adequate information to be provided on the website to make a purchase decision through the hotel's online reservation system. Reservation policies, check-in/check-out time, and any other information needed to make a reservation are crucial to be available on the website. Kim and Kim (2004) suggested "cancellation, refunds, and other general policies should be clearly explained and easily understood by online customers" (p.392). Reservation policy usually contains general reservation rules and regulations, e.g. cancellation, payment, and refunds that customers need to follow and also the procedures of making a reservation. Apart from providing an online reservation system, Hotel Tentrem needs to provide the reservation phone number as well for customers who prefer to make reservation over the phone. Furthermore, it is important for the hoteliers to learn customers' attitude toward the use of online reservation system. Kim and Kim (2004) argue that:

> When online reservation systems are designed for the first time users (e.g., the introductory stage), convenience, price, and safety factors should be emphasized. However, when the online customer base reaches the growth stage, information

search and transaction functions should be highlighted and integrated into the structure of online hotel reservation systems. As the number of hotel guests who have previous online purchase experience increases, most hotel online reservation systems should strengthen and emphasize ease of information search and transaction function. In other words, when online hospitality marketers focus on retaining existing online hotel reservation guests rather than creating new online guests, information search and transaction function should be emphasized. (pp. 391-392)

Dimension of Surrounding Area Information

In the dimension of surrounding area information, there were six associated attributes namely airport information, main attractions of the city, general information about the city, driving or transportation information, local time and weather condition. The availability of this information on the website provides effortlessness for the tourists to find general information and eliminates the needs to browse through other websites. In other words, it may increase customer satisfaction in using the website. Since it is uncommon to have website download time feature to be available on the website, its presence may increase confusion especially for inexperienced users. Hence, it is considered unnecessary to be included on the website.

As additional information, the hotel could also provide a city map or links to online maps, e.g. Google Maps or MapQuest to get driving directions to popular places in the city. Additional information that was often spotted on the five-star Indonesian hotel websites was the information about the local time and weather. International tourists usually find this information very useful. Kim and Kim (2004) argue that frequently requested or viewed information should be displayed on the first page of the website. The customers should be able to spot all the information and important features on the very first page of the hotel website without having to browse too much.

Dimension of Website Management

The attributes of website management dimensions were language options, site map, search function, date last updated, privacy statement and terms of use and online customer service. As hotel websites are usually catered to the international market, Li and Law (2007) argue that hotel websites should provide two or more language choices for customers. Site map and search function attributes are the navigators for easy use which facilitate direct access for the website users to the various contents in the website conveniently and efficiently. In addition, the attribute of date last updated plays an important role in demonstrating the content freshness and website maintenance activity. Most websites simply stated the current year which is not the indicator whether the website is updated or not. The inclusion of the date last updated on the website helps to prove that the content is updated which can enhance customer trust.

Dimension of Value-Added Features

The value-added feature dimension had five attributes; Frequently Asked Questions (FAQs), flash, and calendar of events. Integrating flash onto the hotel website may enhance the overall attractiveness of the website as a result of an artistic collaboration of visual, sound and technical systems. Flash is better to appear only on the first page of the website for a stunning look. The hotel's calendar of events may list significant upcoming events held by and/or at the Hotel Tentrem, local and international events happening throughout the city or even the country, and also public holidays.

Additional Recommendation

Specified attributes of each dimension of the proposed content model should be taken into consideration during the development of Hotel Tentrem's website. Apart from focusing on the functionality of the website, the hotel should be technically qualified. In other words, the website needs to be easily accessed, easily used, and secured. Furthermore, the

information presented must be complete, reliable, up-to-date, and accurate. The effectiveness of a website is also supported by the quality of the content and also the appearance. For example, the professional appearance or the high quality presentation of information and photos might grab the attention of the customers and induce their willingness to revisit the website in the future. The organization of the content is another important factor. The content must be well-designed and well-organized with a clear navigation. Important features and information are better to be placed at prominent places for easy searching and accessible from any other parts of the website. As an upscale hotel, Hotel Tentrem in the long run must continuously maintain and track the performance of the website for it to continuously perform its functions. Benckendorff and Black (2000) suggest that "the maintenance of the site involves the removal of outdated information and links and the addition of new information" (p.18).

Conclusion

This study also has several limitations. The results of this study may not be generalized to all five-star hotels in Indonesia. The sample was limited to hotels listed in the Entertainment Directory Book 2010. However, the book only listed hotels in major cities in Indonesia and only some of them had their star-rating included. Therefore, this sample may not represent all five-star hotels in Indonesia. A complete list of all five-star hotels in Indonesia may increase the generalization of the results. Hotel website design is one potential area that ought to be focused for future study of hotel websites. Alternatively, further studies on website effectiveness could propose new measurement instruments in comparison with this study as well as extend and compare the population to other locations. A second limitation of this study was the lack of comparison between the websites of international chain hotels and locally-owned hotels. Therefore, it is essential in further studies to make a content analysis of hotel websites with regards to the types of the hotels.

The purpose of this study was to develop a content model for Hotel Tentrem's website. To fulfill this purpose, content analysis was conducted to initially address the strengths and weaknesses of five-star hotel websites in Indonesia. From the content analysis, this study has found that generally five-star hotels in Indonesia have utilized their websites accordingly in terms of property's identity functionality, sales and marketing functionality, communication means functionality, and transactional means functionality. However, five-star hotel websites in Indonesia were not excelling on essential functions of customer relationship and informational means. From the results of this study, a content model (as shown in Appendix B) was proposed to aid in the development of Hotel Tentrem's website. Hotel Tentrem will apply this content model to build its website. Overall, this study provides important insights for analyzing and developing a hotel website as an important tool to increase the property's competitiveness in the online marketplace.

Some important actions and suggestions were also noted along with the content model to successfully develop an effective hotel website. Those actions include the optimization of the hotel website's functions by constructing and utilizing the content. In the future, after Hotel Tentrem's website has fully developed based on the proposed content model, another study can be conducted to measure the effectiveness of this content model and analyze website's overall contribution to the property's ROI and profitability. The hotel industry in Indonesia, and very likely the hotel industry in general, would benefit from this study. For instance, through the findings of this study, hotel managers are informed of a thorough understanding of the strengths and weaknesses of other five star hotels' websites in Indonesia.

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Appendix A

Content Analysis Instrument

FUNCTIONS AND ATTRIBUTES	Yes (1)	No (0)	FUNCTIONS AND ATTRIBUTES	Yes (1)	No (0)
Property's Identity			**Communication Means**		
company profile			telephone number		
branded web address			address		
corporate identity			email address		
hotel location maps			contact person		
awards or achievements			fax number		
employment opportunities			online information request form		
press release			**Transactional Means**		
Sales and Marketing			room rates		
hotel rooms (descriptions + photos)			check rates and availability		
photos of hotel features			online / real time reservations		
dining facilities (information + photos)			secure payment system		
			view / cancel reservations		
recreational facilities (information + photos)			reservation policies		
			check in / checkout time		
MICE products + services (information + photos)			reservation phone number		
			payment options		
banquet products + services (information + photos)			special request form		
			travel agents information		
hotel promotions + packages			updated exchange rates		
up-to-date information			**Informational Means**		
multilingual site			airport information		
virtual tours			main attractions of the city		
Customer Relationship			general information about the city		
frequent guest programs			driving / transportation information		
online guest book / user registration			website download time		
free sign up for newsletter			site map		
customer service			search function		
feedback / survey form			date last updated		
Frequently Asked Questions (FAQs)			privacy and terms of use		

Appendix B

Content Model for Hotel Tentrem's Website

Content Model for Hotel Tentrem's Website

Company Information	Product Information	Contact Information	Reservation Information	Surrounding Area Information	Website Management	Value-Added Features
company profile	hotel rooms (descriptions + photos)	telephone number	room rates	airport information	language options	Freuently Asked Questions (FAQs)
branded web address	photos of hotel features	address	check rates and availability	main attractions of the city	online customer service	flash
corporate identity	dining facilites (information + photos)	email address	online / real time reservations	general information about the city	site map	calendar of events
hotel location maps	recreational facilities (info + photos)	contact person	secure payment system	driving / transportation information	search function	
awards / achievements	MICE products + services (info + photos)	fax number	view / cancel reservations	local time	date last updated	
employment opportunity	banquet products + services (info + photos)	feedback / survey form	reservation policies	weather condition	privacy and terms of use	
press release	hotel promotions + packages	online information request form	check in / check out time			
hotel descriptions / fact sheet	frequent guest program	online calling request form	reservation phone number			
links to hotel's social media account	virtual tours	free sign-up for newsletter	payment options			
links to other related businesses	e-brochures	live chat	special request form			
			updated exchange rates			

fast download > content quality > ease of use/ user oriented > security > reliability > up-to-date

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