



## Guest Review Management on Trip Advisor to Enhance the Reputation of Conrad Bali Hotel

Ni Putu Narendra Reva Yanti<sup>1</sup>, I Gede Darmawijaya<sup>2\*</sup>, I Gusti Ayu Putu Wita Indrayani<sup>3</sup>

Politeknik Pariwisata Bali

**Corresponding Author:** I Gede Darmawijaya [darmawijaya@ppb.ac.id](mailto:darmawijaya@ppb.ac.id)

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### ABSTRACT

This study aims to evaluate how Hotel Conrad Bali manages guest reviews and how these strategies contribute to reputation enhancement. A descriptive qualitative method with a case study approach was employed. Data were obtained through in-depth interviews with the Quality Manager and documentation of 20 guest reviews on TripAdvisor, analyzed using the PDCA (Plan, Do, Check, Act) framework. The findings reveal that review management is handled by a dedicated team following Hilton's brand guidance through a relatively systematic process. Most responses demonstrated professionalism and empathy. The study also highlights a gap between planning and execution, particularly in the speed and consistency of responses. These findings underscore the need for a more structured and sustainable review management strategy through targeted communication training, clearer task delegation, and the integration of digital tools to support ongoing reputation management efforts.

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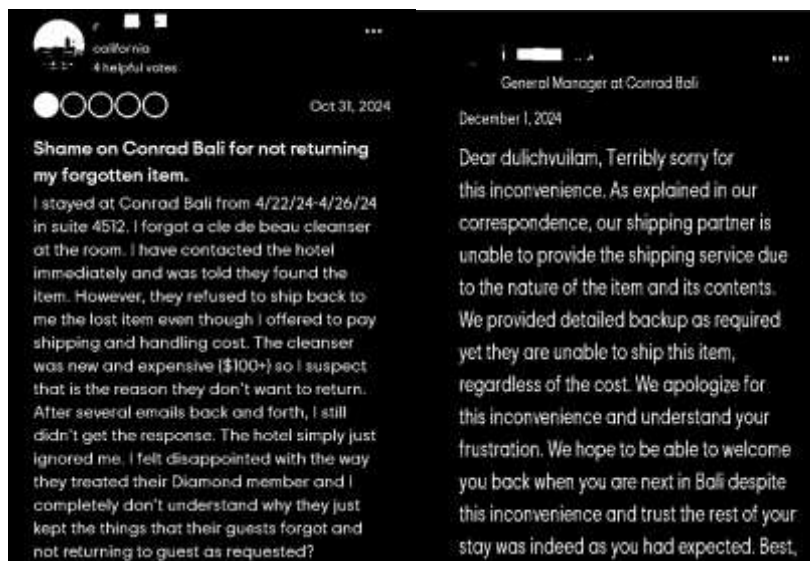
## INTRODUCTION

In the hospitality industry, guest reviews play a crucial role in shaping a hotel's reputation. Online review platforms such as TripAdvisor allow guests to share their experiences, rate services, and provide feedback that is accessible to potential customers. Studies have shown that online reviews significantly influence booking decisions, where positive reviews increase reservations while negative reviews can reduce hotel occupancy rates (Xie *et al.*, 2016). Therefore, managing guest reviews has become a vital aspect of hotel reputation strategy, which includes monitoring reviews, providing appropriate responses, and designing service improvement plans based on guest feedback.

As a form of Electronic Word-of-Mouth (E-WOM), guest reviews published on TripAdvisor hold strategic importance in shaping public perception and influencing prospective customers' accommodation decisions. This study focuses on analyzing guest reviews and management responses at Hotel Conrad Bali, which are published on this platform. TripAdvisor was selected as the primary object of study because it is one of the largest travel review platforms in the world and has a significant impact on a hotel's digital reputation (Xiang *et al.*, 2017). For Hotel Conrad Bali, managing reviews is not merely a reflection of service quality but also demonstrates the hotel's ability to handle guest complaints. When not handled properly, complaints can harm the hotel's reputation and adversely affect the image of the hospitality industry at large.

Management responses to online reviews serve as a key factor in maintaining guest trust and protecting the hotel's reputation. Sparks *et al.* (2016) found that hotels that actively respond to guest reviews tend to gain higher levels of trust from potential guests. Timely and professional responses to negative reviews not only minimize reputational damage but also improve guest loyalty.

At Hotel Conrad Bali, there are practical gaps in managing guest reviews on TripAdvisor. Although the hotel has implemented Key Performance Indicators (KPIs) to ensure that reviews are responded to within 24–48 hours, in practice, many reviews exceed this response window, with some remaining unanswered. Based on an interview with the Quality Manager conducted on January 2, 2025, several challenges in managing reviews were identified, including the absence of a formal Standard Operating Procedure (SOP), high workload among the General Manager (GM) and Director of Operations (DOO), a large volume of reviews, difficulty resolving complaints without detailed information, and guest dissatisfaction due to unmet expectations or factors beyond the hotel's control. The delay in responses is evident from the complaint illustrated in Figure 1, where a guest reported a lost item and poor complaint resolution. The review was posted on October 31, 2024, and received a response only on December 1, 2024.



Source: TripAdvisor Platform, 2025.

**Figure 1. Negative reviews**

This phenomenon highlights that the core issues in review management at Hotel Conrad Bali stem from the high volume of reviews, the workload of GM and DOO, and the lack of complaint detail, which make it difficult to resolve issues quickly and accurately. Casado-Diaz *et al.* (Casado-Díaz et al., 2020) state that excessive response delays can diminish guest perceptions of service quality. Additionally, hotels often face difficulties managing guest expectations due to exaggerated or biased reviews. These issues point to a gap between the hotel's established policies and their practical implementation. While procedures for responding to guest reviews exist, operational challenges often cause delays or inconsistencies. Inability to respond promptly and effectively can reduce guest satisfaction and negatively impact the hotel's image among potential guests.

From a theoretical perspective, prior research has primarily focused on the relationship between online reviews and customer decisions. Still, it has been limited in exploring effective strategies for managing reviews to enhance hotel reputation. Several studies have discussed the impact of online reviews on guest perception and service quality. For example, Pratiwi *et al.* (2023) found that poorly managed reviews can lead to recurring service issues. On the other hand, Anta *et al.* (2024) demonstrated that effective complaint-handling strategies can increase guest satisfaction and strengthen brand image. However, few studies have explored how combining prompt responses, effective problem resolution, and guest expectation alignment can improve hotel reputation on platforms like TripAdvisor. Thus, this study seeks to fill that gap by evaluating the effectiveness of guest review management in improving the reputation of Hotel Conrad Bali.

Accordingly, the scope of this study focuses on the analysis of 20 guest reviews (ten positive and ten negative) published on TripAdvisor from early 2022 to early 2025. The reviews were selected based on content relevance, response timing diversity, and the presence of a management response. The year 2022 was chosen as the starting point since it marks the initial post-pandemic recovery phase when review management patterns began to emerge. These boundaries

were established to allow for a deeper evaluation of the hotel's review management practices relative to their internal planning.

## LITERATURE REVIEW

Managing guest reviews on online platforms like TripAdvisor is crucial for a hotel's reputation, as these reviews significantly influence booking decisions. A study by Casado-Díaz et al. (2020) found that excessive delays in responding to guest reviews can diminish perceptions of service quality. Conversely, research by Sparks et al. (2016) showed that hotels that actively respond to guest reviews tend to gain higher levels of trust from potential guests. Timely and professional responses to negative reviews can not only minimize reputational damage but also improve guest loyalty. Anta et al. (2024) also demonstrated that effective complaint-handling strategies can increase guest satisfaction and strengthen a brand's image.

Despite the importance of effective review management, there are often practical gaps between a hotel's established policies and their actual implementation. A study by Pratiwi et al. (N. M. K. Pratiwi et al., 2023) found that poorly managed reviews can lead to recurring service issues. While some studies have focused on the relationship between online reviews and customer decisions, there is a limited amount of research exploring how to manage reviews to enhance a hotel's reputation effectively. This is particularly true regarding the combination of prompt responses, effective problem resolution, and aligning guest expectations to improve reputation on platforms like TripAdvisor.

This research aims to address that gap by evaluating the effectiveness of guest review management at Hotel Conrad Bali using a descriptive qualitative method with a case study approach. This study's methodology employs a PDCA (Plan, Do, Check, Act) framework, which is a continuous improvement tool used in various industries. The data were gathered through in-depth interviews and documentation of guest reviews on TripAdvisor. According to Balamane and Kolakowsky-Hayner (2017), qualitative data, which is non-numerical, is used to deepen understanding through methods like interviews and document analysis. This study's findings reveal that while Hotel Conrad Bali's review management is handled by a dedicated team following Hilton's guidelines, issues like delayed response times and a lack of a formal internal Standard Operating Procedure (SOP) exist. These findings highlight the need for a more structured and sustainable review management strategy.

## METHODOLOGY

To analyze the problems in this study, the data analysis technique used is qualitative descriptive, namely, non-numerical data based on words and narratives, used for the purpose of deepening understanding (exploration) and confirmation, such as through in-depth interviews, observations, case studies, and document analysis (Balamane, 2018). This study uses a framework of PDCA through four stages (*Plan, Do, Check, Act*) that is, a quality management system that is used as a continuous improvement tool and is widely applied in various industries (Taufik, 2020). To analyze the data in this study, the data collection techniques used are interviews and documentation studies. According to Irawan

*et al.* (2024), an interview is a question and answer process carried out by two people, namely the researcher as the interviewer and the *Quality Manager* as providing data based on their experience or knowledge of guest review management. According to Nopus (2020) Documentation study is a data collection method that utilizes written materials or documents relevant to the research topic. In this study, the data collected is in the form of guest reviews and hotel management responses.

## RESEARCH RESULTS

This study involved one respondent, the *Quality Manager* at Hotel Conrad Bali, who is responsible for managing guest reviews on the TripAdvisor platform. His responsibilities include monitoring, analyzing, and verifying guest review data as part of efforts to maintain and enhance the hotel's digital reputation. The interview was conducted through two sessions, namely, on January 2, 2025, and May 05, 2025, online using a list of questions compiled in the form of documents.

Based on the interview results, the Management of guest reviews at Hotel Conrad Bali is carried out by a dedicated team under the guidance of Hilton's global operational standards. This process is supported by the use of the *StayExperience* platform, an integrated system utilized across the Hilton hotel network worldwide, which is directly connected to various online review platforms, including TripAdvisor. In its implementation, the hotel management applies several Key Performance Indicators (KPIs), including response rate, response time (with a target of 24 to 48 hours), and the average review rating, which is monitored for continuous improvement. Documentation data in this study consisted of 20 guest reviews and corresponding management responses published on TripAdvisor, comprising 10 positive reviews and 10 negative ones. These reviews were analyzed using evaluation parameters derived from the article by *TrustYou* (2023) *How to Respond to Guest Reviews: A Hotelier's In-Depth Guide.*" The review analysis based on these parameters is presented in Tables 3.1 and 3.2.

Table 1. Sample Negative Reviews on *TripAdvisor* Hotel Conrad Bali Period: Sample from 2022 to 2025

Sample Negative Reviews		
Yes	Reviews	Response given by Management
1.	The review was written in February 2025, after being upgraded to a <i>Pool Villa</i> . Shortcomings in the <i>condition</i> of the villa, such as outdated decorations and non-functioning air conditioning, have been complained about.	A response by the <i>General Manager</i> was given on February 23, 2025, containing an apology and a promise to evaluate aspects of the facility.
2.	The review was written in January 2025, after a stay of nine nights. The hotel's condition is old, and the food is not satisfactory, while the bar staff is appreciated.	The response by the <i>General Manager</i> was given on January 13, 2025, accompanied by an apology and a plan to reward staff.

3.	A review was written on December 18, 2024, regarding <i> moldy suite rooms and unmaintained villas </i> have been complained about.	A response from <i> the Director of Operations </i> was given on December 19, 2024, containing appreciation for input and commitment to maintenance improvements.
4.	A review written on December 3, 2024, has criticized the hygiene standards at breakfast.	The response by the <i> General Manager </i> was submitted on December 7, 2024, containing an apology and a promise to evaluate food service procedures.
5	A review was written on October 5, 2023, about his experience in September 2023. Lack of room cleanliness and transport coordination has been complained about	A response from <i> the General Manager </i> on October 9, 2023, has been submitted, accompanied by an apology and appreciation for the input.
6	A review written on May 17, 2023, has noted bathroom leaks and hygiene issues.	A response by the <i> General Manager </i> was given on May 21, 2023, containing regret for the unsatisfactory experience.
7	A review was written on April 1, 2023, regarding the unpleasant smell on the pillow during a stay in March 2023.	A response by <i> the General Manager </i> was given on April 2, 2023, containing an investigation and improvement commitment.
8	A review written on July 1, 2022, has highlighted service inconsistencies in the restaurant's TRIBE.	The response from the <i> General Manager </i> on July 6, 2022, has conveyed an apology and commitment to improving service quality.
9	A review was written on March 2, 2022, regarding the chaos at <i> check-in </i> and housekeeping negligence.	A response from <i> the General Manager </i> was given on March 4, 2022, accompanied by an internal review and hope for a restoration of trust.
10	A review was written on January 27, 2022, regarding the experience in December 2021, has criticized the service and the distance of the breakfast location.	A response from the <i> General Manager </i> has been submitted, explaining the distance of the breakfast area and offering solutions for the next stay.

Source:  *TripAdvisor*  Platform Hotel Conrad Bali, 2025

Table 2. Sample Positive Reviews on  *TripAdvisor*  Hotel Conrad Bali  
Period: Sample from 2022 to 2025

Sample Positive Reviews		
Yes	Reviews	Response given by Management
1	A review was written in March 2025 regarding the fifth stay experience on February 2-14, 2025. The service and staff have been praised, and the stay has been excellent.	The response by <i> the General Manager </i> was given on March 8, 2025. Loyalty and positive experiences have been rewarded, and hopes for the next visit have been conveyed.
2	A review was written in February 2025 regarding the first experience at Conrad Bali. The hospitality and facilities have been appreciated.	The response by <i> the General Manager </i> was given on February 23, 2025. Accommodation options and positive impressions have been appreciated, as well as an invitation to return has been delivered.
3	Reviews have been written in February 2025 regarding the hotel's atmosphere and satisfactory staff friendliness.	The response by <i> the General Manager </i> was given on February 19, 2025. An amazing experience has been appreciated, and hopes to welcome back have been conveyed.

4	A review was written on January 25, 2024, about our stay in November 2023. Birthday celebrations and special service have been appreciated.	The response by <i>the General Manager</i> was given on January 25, 2024. Detailed reviews have been appreciated, and service commitments have been affirmed.
5	A review was written on December 23, 2024, regarding an amazing stay. Facilities and services have been rated satisfactory.	The response by the <i>General Manager</i> was given on December 30, 2024. Positive comments have been appreciated, and hopes for a return visit have been conveyed.
6	Reviews have been written in May 2024 regarding the good room and service, as well as the comfort of the pool.	The response by <i>the General Manager</i> was given on May 23, 2024. Positive assessments have been appreciated, and a desire to welcome back has been conveyed.
7	A review was written on November 28, 2023, regarding the comfort of the stay and the quality of the facilities.	The response by <i>the General Manager</i> was given on November 29, 2023. Positive comments have been appreciated, and a warm welcome for the return visit has been delivered.
8	A review was written on May 19, 2023, regarding the activities and the friendliness of the staff.	The response by <i>the General Manager</i> was given on May 21, 2023. Satisfaction with the stay has been appreciated, and enthusiasm for subsequent visits has been welcomed.
9	A review was written on December 14, 2022, regarding resort facilities and ease of access.	The response by <i>the General Manager</i> was given on December 22, 2022. The trust as a host has been rewarded, and the hope of welcoming back has been conveyed.
10	A review was written on June 4, 2022, regarding appreciation for the resort's staff and design.	A response by <i>the General Manager</i> was given on June 6, 2022. The satisfaction of the stay has been met with joy and gratitude.

Source: *TripAdvisor* Platform Hotel Conrad Bali, 2025

## DISCUSSION

In this section, the findings of this study will analyze the Management of Guest Reviews on *TripAdvisor* at Hotel Conrad Bali by analyzing the data from interviews with *Quality Managers* and an in-depth *study of review documentation* on the *TripAdvisor* platform using *the PDCA (Plan, Do, Check, Action)* framework.

### *Planning*

At the planning stage, Hotel Conrad Bali has established a clear organizational structure and strategic guidelines for managing online guest reviews. A dedicated team—consisting of the General Manager (GM), Director of Operations (DOO), and Quality Manager—has been formed to oversee and respond to reviews on *TripAdvisor*. Within this team, the Quality Manager is tasked with monitoring review content, verifying guest data through the Property Management System (PMS), such as Opera, and coordinating with relevant departments to clarify and resolve issues. Meanwhile, the GM and DOO are directly responsible for composing and posting responses to the reviews.

Although Hotel Conrad Bali does not yet have a formal internal Standard Operating Procedure (SOP) specifically for review management, Hilton's corporate guidelines provide a general reference. These guidelines include response time standards (within 24–48 hours for negative reviews), the use of professional, empathetic, and solution-oriented language, as well as internal reporting mechanisms to relevant departments. The typical structure of a response includes a greeting, an expression of gratitude or apology, clarification or explanation, and an invitation to return to the hotel.

To support the planning process, Hotel Conrad Bali uses the *StayExperience* platform, an integrated system implemented across all Hilton properties, which enables real-time monitoring of online reviews. Staff involved in review management have received online training and participate in monthly webinars covering response-writing techniques, empathetic communication, and complaint resolution strategies. However, these training sessions are primarily targeted at operational staff; the GM and DOO, who are responsible for crafting the responses, are not directly included in the training.

As part of its strategic efforts, Hotel Conrad Bali has also established several Key Performance Indicators (KPIs), including response rate, response speed according to time targets, and improvements in average review ratings on TripAdvisor. Despite these efforts, the planning phase still faces key challenges. The absence of a formally documented internal SOP can lead to inconsistencies, especially during staff turnover or increased review volume. Another issue lies in workload distribution—since the GM and DOO bear the primary responsibility for responding, time constraints often result in delayed responses. These delays may negatively affect the KPIs related to response speed and consistency. Therefore, this stage highlights the need for a comprehensive evaluation of the team structure, workload distribution, and effectiveness of existing training programs. The development of a more practical and adaptive internal SOP is also recommended. Well-structured planning, along with clear role delegation and process optimization, is crucial for supporting sustainable improvements in the hotel's digital reputation.

### ***Execution (Do)***

Analysis of the implementation stage (*Do*) was conducted based on 20 review samples that have been categorized as positive and negative, which were previously described in the section *Results*. The response from Management to each review was evaluated with reference to the parameters of the *TrustYou* (TrustYou, 2023), covering aspects of personalization, response speed, empathy, and the solutions offered.

From the analysis of the sample of negative reviews received by Hotel Conrad Bali, it can be concluded that the Management has shown commitment in responding to guest reviews consistently. In general, the response given has reflected a friendly, professional, and sincere attitude (in accordance with the parameters of "*be kind, professional, and genuine*"), as seen in the use of polite language and acknowledgment of guest complaints. Personalization has also been implemented quite well by mentioning the context of the review. Thank you

for the guest *feedback* is almost always delivered, although sometimes not explicitly. Invitations to return to stay are consistently written at the end of the response, indicating an effort to maintain a long-term relationship with the guest (in accordance with the *parameters* "*Thank the guest for their feedback*" and "*Invite the guest back for another visit*").

However, several aspects of implementation still need improvement. First, in terms of the speed of the response given, some responses were recorded as not to be given within the 24-48 hour time span as set out in *the Hilton* guidelines. Responses to reviews number 4, 5, 6, and 8 show a delay of 4 - 5 days. This corroborates the finding at the *Plan* stage that GM and DOO workloads are an obstacle to responding in a timely manner, even though *the Quality Manager* has prepared data to help respond to guest reviews. Second, although the responses given differ in content from the management response, most still follow a standard structure and use repetitive sentences, so they do not meet the parameter of "*Be creative and find different ways to express yourself*", so it seems *like a template*.

The cause of these delays and lack of creativity most likely stems from the limited time of GMs and DOOs in handling all reviews. Hence, the main focus tends to be on trying to provide replies as quickly as possible, without considering that some template replies, which seem small or trivial, can actually have a big impact if not handled properly immediately, as well as the lack of internal SOPs that support delegation or flexibility in the style of communication. To address this, it is recommended to re-evaluate the division of roles and delegation of responsibilities, as well as additional training that emphasizes creativity and personalization in response writing.

The results of the analysis of the positive review sample above have shown the consistency of hotel management in implementing several key parameters in the Management of guest reviews. The responses given are generally composed in friendly, professional, and sincere language, according to the parameters of "*Be kind, professional, and genuine*." Each response also routinely begins with a thank you for the guest's review, and ends with an invitation to return to stay, reflecting the implementation of *the* "*Thank the guest for their feedback*" and "*Invite the guest back for another visit*" *parameters*. Personalization is seen through the mention of the guest's account name. It references to the specific experience they experienced, indicating that Management actually reads and understands the content of the review according to the *parameter* "*Personalize your response whenever possible*". While communication structures and ethics have generally been implemented in accordance with Hilton's guidelines, some important aspects of implementation still need to be improved to achieve standard conformity. One aspect that needs to be considered is the tendency to use structures and phrases that are too standard and repetitive in some responses, without any creative expression. Sentences like "*we look forward to welcoming you back when you are next in Bali*" appear consistently without adjusting to the context of each guest's reviews, which makes the message seem *template* and less personal. This condition indicates that *the parameter* "*Be creative*

and find different ways to express yourself" has not been fully met in responding to both positive and negative reviews.

In addition, the aspect of appreciation for staff is also important. In some reviews, guests mention the name of the staff specifically. However, management responses still tend to refer to them in general as "our team" or "our team members", without explicitly mentioning the individual's name. This shows that the parameter "Give credit to the staff, especially if someone is specifically mentioned" has not been applied optimally. In fact, explicit mention of names not only gives the staff a proper appreciation but also reinforces a sincere and personal response in the eyes of guests. Finally, although the 24-48 hour response time limit is more emphasized for negative reviews, some responses to positive reviews appear to have been given past that timeframe, indicating that the constraints in terms of response speed are still an issue that needs to be followed up on systematically.

### Check

The next stage in the framework of PDCA is the check stage, which focuses on comparing the planning stage (*Plan*) with its actual implementation (*Do*). This stage will provide a *Corrective Action Plan (CAP)* that is in accordance with the root of the problem that occurred in the previous implementation stage, which will be described in the following Table 3.4.

Table 3. Evaluation of the check stage: Comparison of the Plan and DO stages, Problem Identification, and Corrective Action Plan (CAP)

Planning	Execution ( <i>Do</i> )	Root Cause Problem	Corrective Action Plan (CAP)
Review responses are planned to be provided within 24 - 48 hours in accordance with <i>Hilton's guidelines</i> and hotel KPIs.	Many reviews are responded to beyond 48 hours or even up to 3 - 5 days, both positive and negative.	The workload of the <i>General Manager</i> and <i>Director of Operations</i> is too high; there is no allocation of human resources to support the response process.	Delegate the drafting of responses to the <i>Quality Manager</i> and <i>Guest Experience team</i> , optimizing the use of the <i>StayExperience platform</i> .
Responses are prepared using personal and varied language, in the context of <i>Hilton's reviews</i> and guidelines.	Response content tends to be repetitive, using standard <i>templates</i> over and over again.	There is no specific training available for GMs and DOOs; high workloads lead to the use of response <i>templates</i> for time efficiency.	Management provides training in the form of <i>online training</i> and <i>monthly webinars</i> (not targeting GM and DOO), which include: Techniques for responding to empathy reviews, solutions, appropriate language, handling complaints (especially negative reviews), and use of <i>monitoring tools</i> .
The staff mentioned in the guest reviews were appreciated by the Management.	Most of the response mentions "our team" without explicitly mentioning the	Lack of attention or an appreciation mechanism for staff is explicitly mentioned in reviews.	Management has an awards program; <i>Employee of the Month</i> is based on guest appreciation, as well as

	staff name in the response.		internal recognition through <i>newsletters</i> or staff meetings.
Any follow-up statements from Management in the review related to guest complaints are planned to be monitored and evaluated.	No reporting has been found that shows follow-up on the commitments conveyed in the Management's response.	There is no internal tracking system available to monitor the implementation of follow-up on guest complaints.	Identify problem patterns, coordinate with relevant departments, staff retraining is provided, procedures are reviewed, and effectiveness is reviewed through subsequent guest reviews.

Source: Hotel Conrad Bali, 2025

Based on the results of the analysis in the comparison table between the planning stage (*Plan*) and actual implementation (*Do*), a number of significant gaps were found. In planning, the General Manager (GM) is scheduled to respond to guest reviews within 24 - 48 hours, using professional, empathetic, and solution-oriented language. However, at the implementation stage, most reviews actually received responses beyond the specified time limit, namely in the range of 3 to 4 days. In addition, the language style used in the response tends to be repetitive, templated, and less varied, so it does not meet the performance indicators and standards of *Hilton's* guidelines that have been set. The high workload of General Managers and Director of Operations and high volume of reviews influence this condition. As a form of adjustment, Management appointed a *Quality Manager* assisted by the *Guest Experience* team (Conrad Curator) to draft a review analysis as reference information before GM and DOO responded. This effort is also strengthened with online training and monthly webinars that discuss techniques for preparing appropriate, empathetic, and resilient review responses, handling complaints (especially for negative reviews), and the use of *monitoring tools* (such as the *StayExperience* platform).

Furthermore, in terms of the content of the review, some guests explicitly gave appreciation to certain staff by mentioning the names of individuals who were considered to have provided service beyond expectations. However, in the response given by Management, the names of the staff are generally not mentioned directly and are only generalized with the phrase "*our team*" or "*our team members*". This is not in line with the parameter "*Give credit to the staff, especially if someone is specifically mentioned*" in the *TrustYou* article. This is due to the lack of an internal mechanism that systematically forwards the staff's appreciation information to the party responsible for preparing the response, coupled with the limited time of the GM and DOO in responding, so that this kind of thing is not paid much attention to. As a form of solution, Management has implemented award programs such as *Employee of the Month*, which are based on appreciation from guests, as well as other forms of internal recognition through *newsletters* and staff meetings.

Finally, any follow-up statements or commitments from Management submitted in response to guest complaints related to facilities or services are ideally planned to be monitored and evaluated to prevent the recurrence of the same mistakes. However, in its implementation, no documentation or reporting

has been found that shows evidence of follow-up to the commitment. The absence of an internal tracking system is a major obstacle in ensuring that improvement promises are actually followed up on and evaluated. In response to this, Management has implemented several steps, such as identifying problems from reviews, coordinating across departments related to issues that arise, providing retraining to staff to minimize repeat errors, reviewing applicable procedures, and evaluating the effectiveness of improvements through subsequent guest reviews.

### ***Follow-up (Act)***

The follow-up stage (*Act*) is the final phase in the PDCA cycle that focuses on the implementation of actions based on the results of the evaluation of the *Check stage*. After identifying the root of the problem through a comparison between the planning (*Plan*) and implementation (*Do*) stages, Management prepares a *Corrective Action Plan (CAP)* that includes references from *Hilton's* guidelines, drafting of reports by *Quality Managers*, training such as *online training* and *monthly* webinars for staff, the use of the *StayExperience* platform, and cross-departmental coordination are also carried out to follow up on guest complaints in a more targeted manner.

Although some improvements have been implemented and there have been improvements, the implementation of CAP has not been fully optimal. The use of *the StayExperience platform* and data compilation has not had a significant impact on the speed and quality of responses, especially due to the high workload of GM and DOO. The training available also does not target executive Management (such as GM and DOO) as the main person in charge of responding, so the response is still general and repetitive. In addition, the commitment to improve in response has not been supported by an internal tracking system, so follow-up evaluations are not documented. Without a continuous evaluation system, actions at the *Act* stage risk becoming inconsistent. Therefore, it is necessary to strengthen the complaint follow-up reporting system, training for executive Management, and a mechanism for tracking commitments submitted in responses, so that review management on *TripAdvisor* can run optimally and in a structured manner.

## **CONCLUSION AND RECOMMENDATIONS**

The results of the study on the Management of guest reviews on *TripAdvisor* by Hotel Conrad Bali using the PDCA framework show that the process has been carried out in a structured manner through the formation of a dedicated team, the use of the *StayExperience platform*, and the implementation of guidance from Hilton regarding the structure and response time. However, the actual implementation in the field still encounters obstacles, such as the lack of internal SOPs, uneven distribution of workload, especially in GM and DOO, and the lack of special training for executive Management to handle reviews. This has an impact on delays in responding to reviews, a style of language that tends to be repetitive, and a lack of explicit appreciation for the staff that guests appreciate in the responses given. At the check stage, *the Quality Manager* has prepared a *Corrective Action Plan (CAP)* as a form of evaluation of implementation gaps. Still,

the implementation is not optimal because there is no follow-up tracking system available, and the existing training has not targeted executive Management directly.

Based on these findings, it can be suggested that hotels develop internal SOPs to support the guest review management flow from Hilton's guidelines, delegate review response responsibilities to the *Quality Manager* or *Guest Experience* team, or add new human resources, and provide communication training to executive Management with an emphasis on personalization and empathy. In addition, it is important to establish a tracking system for follow-up improvements submitted in the response, explicitly mention the names of appreciated staff as a form of appreciation in the response given to the review, and optimize the use of the features within *the StayExperience platform* to monitor reviews in *real-time* and prepare quality responses more efficiently. This strategy is expected to improve the consistency and effectiveness of review management, while strengthening Conrad Bali's digital reputation in an ongoing manner.

### FURTHER STUDY

Future research is recommended to expand the scope of the study beyond Conrad Bali Hotel to include other luxury hotels in Bali or international tourist destinations in order to provide a comparative analysis of guest review management strategies on TripAdvisor. In addition, future studies may apply quantitative or mixed-method approaches to empirically examine the impact of guest review management on occupancy rates, customer loyalty, and brand trust. Other variables, such as review sentiment, management response speed, and the role of other digital platforms, are also worthy of further investigation.

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