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Vol. 13 No. 01 (2024): Education, Sosial science and Planning technique, 2024

Education is a conscious and systematic effort, carried out by people who are responsible for the participation of students who have nature and character following the ideals of education. Education is to guide all the strengths that exist in children so that they, as humans and members of society, can achieve safety and happiness that is determined. In modern times the learning system is increasingly sophisticated because teachers must always

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 Make Submission



Analysis of the implementation of Revenue management strategies to increase Revenue Per available room at Harris Hotel Sentul Bogor

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Article Info	ABSTRACT
Keywords: Revenue Management, Revenue Strategy, Revenue Per Available Room	The Revenue Management strategy is used to measure the achievement of Revenue Per Available Room in addition to the level of room income. To maximize revenue, not only increasing occupancy rates but also optimizing selling prices or room rates. The purpose of this study is to determine Analysis of the Implementation of Revenue Management Strategy on Increasing Revenue Per Available Room at Harris Hotel Sentul Bogor. The research method used is a quantitative descriptive research method. The study used a sample of 95 respondents with 17 statements. The implementation of the Revenue Management Strategy was declared GOOD with an average value (mean) of 3.21 which was in the interval 2.51 – 3.25. This shows that the Harris Hotel Sentul Bogor has implemented a good strategy in the field of Revenue Management. Revenue Per Available Room is HIGH with an average (mean) value of 2.97 which is in the interval 2.51 – 3.25. This shows that it is a tourist attraction. This illustrates that the achievement of Revenue Per Available Room at Harris Hotel Sentul Bogor has been carried out well. Revenue Management Strategy (X) has an effect of 61.9% on Revenue Per Available Room (Y). While the remaining 38.1% is influenced by other variables not examined.
This is an open access article under the CC BY-NC license 	Corresponding Author: Tri Djoko Sulistiyo Institut Pariwisata Trisakti rinafitriana@polteksahid.ac.id

INTRODUCTION

Nowadays, tourism is seen as a necessity that causes an increase in travel demand by tourists, which of course will affect a country's income (Pertiwi, 2013). As a result of these factors, there has been an increase in the number of businesses operating in the tourism industry to meet the needs of the tourism industry and contribute to its development.

Of course, many aspects, including transportation, lodging, restaurants, tour guides, entertainment, and other facilities, are involved in tourism development, including all the complicated arrangements and mechanisms related to tourist movement and all activities. In general, we are aware of the strong link between tourism and the provision of supporting facilities or accommodation. This cannot be separated from the fact that the lodging industry is one of the foundations that supports the growth of the tourism industry.

Supporting facilities in the form of accommodation need to be increased in both quantity and quality so that they can satisfy the public while traveling in order to meet their tourism needs. The availability of accommodation has a significant impact on tourism growth because of its many contributions. Hotels and accommodation can be one of the most important supporting facilities or even basic tourism facilities to meet all these needs. This will ensure that visitors to the location can get the accommodation they need.

The impact is directly related to and stimulates activity in the lodging industry as tourism grows faster. This is where the hospitality industry connects with tourism; if tourism declines, conditions in hotels and other accommodation will likely worsen. Likewise, if one of the accommodations that support tourist activities, such as hotels or accommodation for tourists, is not available, then tourist activities will experience discomfort, and tourists will definitely have difficulty meeting their needs, especially if the activity has to be carried out for more than one day.

The hotel industry follows the development of the tourism industry which is entering the free market era with increasing growth and development. "The largest and most prevalent sub-sector in the tourism economy" is the lodging industry (Buhalis & Cooper, 1998: 313). Not only most of the travel and tourism industry, but also most, if not all, travelers require accommodation for a night or several days at their destination or transit area.

From an economic point of view, the tourism industry has been identified as the most significant and profitable, mainly because it generates significant foreign exchange for the country. In Indonesia itself, the tourism sector is included in the State Policy Guidelines (GBHN). As an integral part of national development. Tourism is able to support the country's development because:

- a. Contribute to the creation and expansion of jobs in various sectors, including hotel services, transportation, food and clothing industry, agriculture, entertainment and souvenirs.
- b. Contribute to the growth of small businesses such as restaurants, tourist attractions, entertainment venues, and other goods.
- c. Tourism facilitates cultural and natural preservation; This fosters a sense of mutual recognition and respect between nations, thereby improving relations between people who value peace.

Accommodation is one of the supporting elements for tourism activities. As a result, the hospitality services industry, which includes hotels, motels, and even accommodation built from people's homes, has grown side by side with the tourism industry. Hotels not only play an important role in the tourism industry, but also play an important role in nation building in various ways, including supporting businesses that provide education and training, increasing the country's foreign exchange, increasing regional and state income. income, and strengthen relations between nations.

The number of accommodation services in Indonesia, both star hotels and non-star hotels, continues to increase every year. However, due to the impact of the COVID-19

pandemic in 2021, many accommodations have closed due to a lack of interest from tourists looking for accommodation or other tourism-related activities.

Hotels are now more than just a place to stay; they are also a way for people to express their increasingly modern lifestyles. Hotels today offer a wide range of services, including health and fitness, culinary, fashion and beauty, media business meetings, seminars, wedding reception venues, workshops, national conferences, and even some hotels that allow guests to bring their pets. Because it has everything that guests need to support their various activities, the hotel is used as a location for various activities.

More and more hotel operators are investing in Indonesia to manage and run the day-to-day operations to serve their guests. This trend is in line with the development of the hotel industry in Indonesia and the growth of accommodation services, especially star hotels. Hotel operators are companies that own, operate and manage hotels. Usually, the hotel operator is a third party who guarantees that the hotel gets benefits, the best service and other benefits in accordance with the agreement between the hotel owner and the hotel operator. Additionally, hotel operators are responsible for maintaining the value of hotel assets, improving financial performance, property management and overall business, and improving employee working conditions.

Tauzia Hotel Management Company, founded by Marc Steinmeyer as Chief Operating Officer and Christophe Glass as Chief Projects, IT, and Estate Management, is one of the hotel operators opened in Indonesia since 2001. The Arabic name Tauzia means wisdom, but the Mandarin word Tauzia also can mean "thank you very much". It is hoped that Tauzia Hotel Management Company will always be able to develop and expand its global network through this positive name.

The oak tree, also known as the "oak tree", is the symbol of Tauzia Management. Oak trees are strong, sturdy trees with shady leaves and large root systems. The oak tree has four essences as a result of these characteristics, namely: shelter, where Tauzia Management acts as the parent organization that protects all the brands and businesses it oversees; growth, which shows Tauzia Management's ongoing commitment to innovation and development to expand its hotel network and services; strength (the ability to survive and overcome challenges); and long-term survival.

Choosing a name, color, tagline, and symbol are important considerations when creating a brand identity. Branding is more than just a strategy and tool for marketing. Essentially, a brand is a marketer's promise to offer customers the same features, benefits, and services for their products. The brand's mission and vision, as well as its capabilities, must be defined by the marketer. Marketers must consider the current contracts offered to consumers regarding their performance. Brand agreements must be honest.

The hotels managed by Tauzia Management over the last five years are listed in the table above, with the number of hotels increasing every year. Tauzia Management remains committed to continuing to open new hotels from 2020 to 2022 in accordance with the agreement with the owner company, even though several hotels were forced to close due to the COVID-19 pandemic which started in the first quarter. 2020.

Cities in Indonesia such as Jakarta, Bali, Bekasi, Bandung, Batam, Banjarmasin, Jambi, Malang, Pontianak, Pekanbaru, Pangkal Pinang, Puncak - Bogor, Surabaya, Samarinda, Semarang, Sentul, Solo, Yogyakarta, and Jayapura are just a few among them. 63 hotels managed by Tauzia Management until 2022. Meanwhile, these 63 hotels will have a total of 10,015 types of rooms in 2022. Indonesia but also in Malaysia and Vietnam until 2027.

Tauzia Management officially joined The Ascott Limited in 2018 to continue expanding its hotel network. Capitaland owns a company that acquired 70% of Tauzia Management's shares. With properties in the Asia-Pacific, Central Asia, Europe, Middle East, Africa and the United States, The Ascott Limited is one of the leading hotel owners. The company currently operates 71,000 apartment units and is still developing around 56,000 apartment units worldwide.

With the opening of Harris Hotel Batam Waterfront in 2001, Harris Brand was the first brand managed by Tauzia Management. In the following years, Harris Hotels were opened, including Harris Tuban Bali, Harris Kelapa Gading, and Harris Tebet, both of which are in Jakarta. The Harris Hotel focuses on hotels with a four-star rating. These hotels not only offer accommodation, but also facilities for meeting rooms, Harris Cafes, fitness centers, spas, Dino Kids Club and swimming pools at all Harris Hotels. With distinctive room and hotel designs dominated by orange and Juice Bar outlets in each hotel, this brand promotes the concept of healthy living for its guests. The main concept of the brand is "Healthy Lifestyle". Additionally, the brand provides free Wi-Fi for guests to use. Hotel Harris attracts loyal guests because of its distinctive concept.

There are 23 Harris Hotels in Indonesia in 2022, each with a total of 3,589 rooms. Some of these locations include Batam which has three hotels; Bekasi which has one hotel; Bandung which has two hotels; Jakarta which has four hotels; Surabaya which has two hotels; Malang has one hotel; Pontianak which has one hotel; Samarinda which has one hotel; Bali which has five hotels; Semarang has it

The Harris Hotel is a prime location, so it can also be used as a strategy. Harris Kelapa Gading Mall Jakarta, Harris FX Jakarta, Harris Bekasi, and Harris Festival Citylink Bandung are all connected to several Harris Lodgings. Harris Cokroaminoto Denpasar Bali is connected to the bus terminal, Harris Batam Waterfront and Harris Batam Center are connected to the ferry terminal, and the Harris Hotel is located in the city so it is easy for anyone to reach.

In January 2012, Harris Sentul Bogor began operations. The eleventh of 23 Harris hotels to open in in 2022 it will be Harris Hotel Sentul. Sentul International Conventions Center (SICC) has the same access as hotels, namely on Jalan Jenderal Sudirman No.1 Sentul City Bogor. The hotel has 160 rooms, six meeting rooms ranging in size from 42 to 106 square meters, extensive gardens, a large swimming pool, jogging track, spa with reflexology, Dino Kids Club and fitness facilities.

The atmosphere and resort facilities at Harris Hotel Sentul are also very attractive for families and guests who want to spend the weekend enjoying the coolness of the Sentul area. In addition, Harris Hotel Sentul is an ideal location for corporate guests to hold

business meetings. The swimming pool can be accessed directly from 12 rooms, while the other rooms have views of the garden or mountains surrounding Bogor. The facilities in the room, which include a work desk, daybed, aromatherapy, safe, and bathroom with shower and hairdryer, can also be said to be quite complete. To ensure that each guest room is kept clean, room service is also available and can be ordered at any time.

To maximize revenue, the hotel implements a Revenue Management strategy, where one of the strategies is to sell rooms using the dynamic pricing method. This strategy is used to optimize revenue from room sales. Apart from using this dynamic pricing method, other Revenue Management strategies can also increase income from other sources of income, such as food and beverage sales, laundry, spa, meeting rooms, even from bicycle rental and fishing which are facilities at Harris Sentul Bogor. A number of manufacturing and service industries, including hotels, restaurants, car rentals, airlines, and others, use revenue management, also known as revenue management.

In the hospitality industry, many hotels do not know how to implement revenue management. New departments in the hospitality industry are offering positions called yield management or revenue management. This position is not present in all hotels, and many people are not aware of its existence and operation. In essence, revenue management settings aim to maximize revenue by setting room rates dynamically, taking into account supply and demand, and ensuring that pricing can maximize revenue.

RevPAR (Revenue Per Available Room) is a metric that can provide information about how much a hotel earns and the amount of revenue that can be deposited each day into the hotel's bank account. This metric can be used to measure room pricing strategies. RevPAR is calculated not by the number of rooms sold but by dividing total room revenue by total rooms available. RevPAR provides a viable indicator for determining next steps in revenue management. This is because RevPAR has a consistent, fixed metric that can be used to evaluate a hotel's performance in the face of competition from competitors.

Revenue Management strategies are used to measure the achievement of Revenue Per Available Room in addition to the level of room income. To maximize income, not only increase occupancy rates but also optimize selling prices or room rates.

Literatur Riview

According to Kimes (2004) Revenue Management has a main focus, namely managing demand from consumers by using its four strategic elements, namely Market Segment, Time Duration, Capacity and Price Policy where each factor will be discussed in more detail as follows:

- Market Segmentation is a strategy involving dividing a market or population into subsets of consumers who share certain characteristics and have similar needs. One of the market segmentation studies in hotels is based on segmentation variables and selection criteria among various groups of people. There are five types of variables used to segment markets, namely geographic, demographic, psychographic and behavioral variables and the benefits sought.

- Duration Time is controlled by better managing customer arrivals, for example by overbooking and waiting list management) or by better managing duration (i.e. length or usage control). Much of the early (pre-1995) Revenue Management research focused on the duration aspects of Revenue Management and more specifically focused on various aspects of arrival management
- Capacity in product inventory is not necessarily fixed, but initial decisions need to be made regarding the amount and type of inventory to be carried, and at what price.
- Pricing Policy, pricing has been recognized as one of the strategic components that hospitality organizations often use to achieve Revenue Management objectives. For pricing to be able to achieve Revenue Management objectives, that is, it must determine price points that allocate the right inventory to the right customers at the right time.

Singh and Schmidgall's (2002) study ranked RevPAR as the second most important factor as an operating ratio for the lodging industry. Ismail et al (2002) argue that RevPAR is not only an important performance measure at the property level but also a measure of the performance of corporate securities of lodging companies.

Hotel owners use RevPAR as a performance metric for making merger and acquisition decisions (Zhang et al, 2020). Hotel operators consider RevPAR to be a standard metric of hotel supply and demand performance and often use it as a measure of growth (Cross et al., 2009). In addition, many investors including Wall Street analysts consider RevPAR as one of the important factors in estimating value flows and price fluctuations and developing estimates of future earnings (Elgonemy, 2000). Newell and Seabrook (2006) also identified RevPAR as one of the important factors for hotel investment decision making.

This research is quantitative research conducted from October 2022 to February 2023. Google Forms was used to conduct the research. The number of samples in this study was 95 samples taken using the Slovin formula.

RESULTS AND DISCUSSION

Validity test

It is known that the r table for the amount of data (N) 95 with a significance of 0.05 is 0.1698, the results of the r calculation show that all statements in each Revenue Management Strategy variable used as a research instrument are above 0.1698. Thus, r count \geq r table so it can be concluded that all statements in the questionnaire used in this research are valid.

Reliability Test

Based on the results of the reliability test, the Cronbach Alpha value for the Revenue Management Strategy variable is 0.817 in the very reliable category. The reliability test results of the Cronbach Alpha value for the Revenue Per Available Room variable are 0.654 in the reliable category.

Analysis of Mean Revenue Management Strategy Variables (X)

The overall calculation result of the mean of the four indicators of the Revenue Management Strategy Variable (X) is 3.21, which when adjusted to the Interval Value Level Criteria table is in the interval 2.51 – 3.25, namely GOOD. This illustrates that the Revenue Management Strategy that has been carried out at Harris Hotel Sentul Bogor has been carried out well.

The highest mean value for the Revenue Management Strategy Variable (X) indicator is 3.28 in statement 5, namely "The capacity of the facilities available at the hotel is sufficient to support room sales". This indicates that the facilities provided by the hotel and supporting room sales in statement 5 are in the VERY GOOD category because guests come to the hotel to not only enjoy accommodation, but all the recreational facilities provided by the hotel.

The lowest mean value for the Revenue Management Strategy Variable indicator (X) is 3.14 in statement 3, with the content of the statement "The implementation of the Revenue Management Strategy has been determined within the appropriate time duration". This shows that the Revenue Management Strategy in statement 4 is in the GOOD category because there is already a time planning for when each strategy must be implemented.

Analysis of Mean Variable Revenue Per Available Room (Y)

The overall calculation result of the mean of the four indicators of the Revenue Per Available Room (Y) variable is 2.97, which when adjusted to the Interval Value Level Criteria table is in the interval 2.51 – 3.25, namely HIGH. This illustrates that the achievement of Revenue Per Available Room at Harris Hotel Sentul Bogor has been carried out well.

The highest mean value for the Variable Revenue Per Available Room (Y) indicator is 3.22 in statement 1, namely "Revenue from room sales is high when the occupancy rate is high". This indicates that maximizing the implementation of the Revenue Management Strategy is really implemented very well when demand is high so that statement 1 is in the HIGH category.

The lowest mean value for the Variable Revenue Per Available Room (Y) indicator is 2.26 in statement 2, with the content of the statement "Revenue from room sales is low when the occupancy rate is high". This shows that the achievement of Revenue Per Available Room in statement 2 is in the LOW category because it is natural for hotels not only to prioritize high occupancy rates without implementing a Revenue Management Strategy to maximize revenue.

Correlation Test

The data obtained has a correlation value of 0.406 with a "quite strong" positive relationship in the interval 0.400 - 0.599. This coefficient value means that there is a positive relationship between the research variable revenue management strategy and revenue per available room at Harris Hotel Sentul Bogor. The correlation is categorized as "quite strong".

Coefficient of Determination Test

R Square is 0.619. This means that the independent variable Revenue Management Strategy (X) has an effect of 61.9% on Revenue Per Available Room (Y). Meanwhile, the remaining 38.1% was influenced by other variables not studied.

Simple Linear Regression Test

The results obtained through SPSS show:

- a. If the independent variable has a value of 0 (zero), then the value of the dependent variable is 6.168.
- b. Revenue Management Strategy (X) on Revenue Per Available Room (Y)

The X1 coefficient value is 0.454, meaning that every increase in the Revenue Management Strategy variable by one unit will be followed by an increase in the Revenue Per Available Room variable by 0.454.

T test

It is known that tcount for N= 95 is 1.98580. Hypothesis testing of the influence of Revenue Management Strategy (X) on Revenue Per Available Room (Y). Obtained sig value. = 0.000 and t_count = 7.594. So the sig value is 0.000 > 0.05 with calculated t (7.594) > t table (1.6614). So H0 is rejected and H1 is accepted. So it can be concluded that the Revenue Management Strategy variable has a significant positive effect on Revenue Per Available Room.

CONCLUSIONS

Based on the discussion from the previous chapter regarding the research "Analysis of the Implementation of Revenue Management Strategies to Increase Revenue Per Available Room at HARRIS Hoel Sentul Bogor", the next step, which is the final step in this research, is to present the conclusions and suggestions for all the research that has been carried out. Based on the discussion of the research that has been carried out, conclusions can be gathered, namely: Implementation of Revenue Management Strategy is declared GOOD with an average value (mean) of 3.21 which is in the interval 2.51 – 3.25. This shows that Harris Hotel Sentul Bogor has implemented a good strategy in the field of Revenue Management. Revenue Per Available Room is HIGH with an average value (mean) of 2.97 which is in the interval 2.51 – 3.25. This shows that the tourist attraction. This illustrates that the achievement of Revenue Per Available Room at Harris Hotel Sentul Bogor has been done well. Revenue Management Strategy (X) has an effect of 61.9% on Revenue Per Available Room (Y). Meanwhile, the remaining 38.1% was influenced by other variables not studied. Based on data held by Harris Hotel Sentul Bogor, there is indeed an increase in RevPar which is influenced by the Revenue Management Strategy which is so well implemented that the Room Average Rate can be maintained quite well even though the occupancy rate fell in 2020. However, RevPar can again be increased in 2020. 2021 and 2022 in line with increasing demand and selling prices which are optimized when demand is high.

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