Critical Success Factors (CSFs) on Virtual Hotel Operators in Bandung City

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Abstract. The advancement of Information and Communication Technology (ICT) has encouraged the beginning of a new form of hospitality business known as a Virtual Hotel Operator (VHO). This hotel concept in recent years succeeded in attracting hotel management and cooperation from various accommodation entrepreneurs. VHO concept is considered a disruption that threatens the existing hotels. Some of the big VHO brands in Bandung include RedDoorz and Oyo. The presence of VHO might be one of the reasons for the decrease in the occupancy rate of star hotels. The other hand, the occupancy of non-star hotels continues to increase. It becomes urgent to understand the Critical Success Factors (CSFs) of the VHO. This study aims to identify the determinants of the success of VHO hotels in Bandung. This research is an exploratory study using primary data through surveys, and secondary data that focuses on hotel guests who have stayed through VHO in Bandung City CSFs are measured using questionnaire using the Likert scale of 5 and processed using SPSS 25. The findings of this study indicate that the choose VHOs is inspired by the variety of promotions offered, ease of access, and extensive hotel networks. Furthermore, the factors that support the success of VHO are components of service quality, core products and control strategies. The ease of booking a room and broadness of the network are keys in increasing VHO sales.

1. Introduction

The growth of the tourism and hospitality industry is inseparable from advancements in Information and Communication Technology (ICT) today. Technology has changed various aspects of human life and has had a significant impact on numerous industries. Internet, as a technological output, has changed how products and services distributed throughout the world. In the past era, suppliers of tourism products had no choice except to use intermediaries such as travel agents and tour operators. Today, the role of intermediaries is significantly declining. Given the intangibility of tourism products, there are no boundaries between intermediaries and consumers and are very dependent on the extent of accuracy and timeliness information [1].

The utilization of ICT with creative and innovative content has led to various forms of product innovation with unique characters. It has become a disruption for other industries [2]. The existence of technology makes it easier for tourists to travel, booking transportation tickets to booking accommodation. Technology not only transforms conventional trade into mobile commerce but also changes business models into an era of collaboration or economy sharing. This condition has shaken...
trade-in companies with traditional concepts [3]. Technology has brought a variety of conveniences for tourists and improved the quality of accommodation products. The existence of technology attracts start-ups to establish various platforms in the tourism and accommodation industries. The trend of staying at luxury hotels has now shifted to low-price hotels, for budget travellers what they need is clean rooms at affordable prices. This concept has led to the emergence of hotels with VHO concept. This platform then developed, starting from the trend of online booking or Online Travel Agent (OTA), then changing into a sharing economy, virtual communities, Virtual Hotel Operators.

VHO is an online platform that provides a list of accommodation in collaboration with various hotels to provide standard facilities and service quality to guests at relatively affordable prices [4]. Virtual Hotel Operator (VHO) is a new term that has emerged in the accommodation industry, along with technological developments. VHO originates from India and has occurred since 2015, and now the VHO concept is not only growing in India but various countries, including Indonesia [4]. VHO is a branded start-up accommodation network platform that provides a list of accommodation options and is managed by partners by providing online room rental facilities [5].

The presence of VHO is not only due to the impact ICT but also due to the booming of 'budget travel' which has been proven to generate millions of dollars from the tourism business. Its can be said that this industry is a very potential business [6]. For tourists with limited budgets, their need for accommodation is a clean room for sleeping and basic amenities [7]. At the same time, on the management side, the biggest obstacle is related to global product promotion and product quality standardization. Hence, with the existence of a VHO that has a chain budget hotel concept, the needs of both guest and owner can be accommodated [8].

VHO is a technology of business collaboration with hotel owners. This business is quite different from the OTA platform. Operationally, OTA aims to sell hotel tickets, transportation and other tourism activities where its services only focus on pre-sales activities. It means that there's a separate service between guest ordering and services during the stay. On the other side, the VHO business patterns seem like branding the whole hotel property. VHO provides integrated hotel management and marketing solutions with a global network and in turn, the hotel owner can focus on maintaining the property.

The successful growth of VHO concept attracts the analyze CSFs s) that influence the success of VHOs. CSFs has several dimensions that can ensure the success of an organization's competitiveness. This success can come from the company's internal and external conditions. The internal side is the company's ability to survive, such as employees, products, or processes [9] while the outer dimensions are competition and market conditions.

Bandung City, with various tourist attractions, becomes a favourite destination, especially for tourists from a neighbouring area such as Jabodetabek (Jakarta Bogor Depok Tangerang Bekasi). Whether they come for a day-trip or a weekend getaway, this condition makes the accommodation market grow increasingly. As one of the favourite tourist destinations in Indonesia which are famous for its culinary and shopping tourism, Bandung has a thriving accommodation business, after Jakarta and Bali. In general, the hotel business in West Java grew by 16.4%, and the highest growth was in Bandung City [10]. The great potential of Bandung market becomes a target for accommodation entrepreneurs, including VHOs.

Currently, the growth of budget hotels, especially with the VHO concept is growing in Bandung, and the number continues rising. This condition has an impact on hotel business competition. The trend of staying at star hotel chains with large and luxurious properties seems to have shifted with the presence of VHO with the concept of chain budget hotels. Data from the Central Statistics Agency in 2019 reveals the room occupancy rate of star hotels in Bandung City as of August 2019 reached 49.58%, decreased from the occupancy rate in July 2019 which gained 54.69%. Meanwhile, non-star hotels have been increasing. The non-star occupancy rate slowly reveals an increasing trend as of July 2019 with 34.13%, rose to 36.35% in August 2019[10]. This non-star hotel category includes budget hotels and hotels with a VHO concept. This condition indicates that the presence of VHOs has successfully attracted travellers in determining accommodation.

Although the number of budget hotels in Bandung City is multiplying, research related to Critical Success Factors for budget hotels, especially hotel cooperation with Virtual Hotel Operators, is still minimal. This research aims to get a better understanding of VHO hotels in Bandung City,
primarily regarding the Critical Success Factors in the operation of VHO. Previous research reveals the VHO is not disruption for the hospitality industry but its affect hotel performance. Therefore, it is necessary to study critical success factors or Critical Success Factor (CSFS) based on guest perception on Virtual Hotel Operators in Bandung City.

2. Literature Review

2.1. Budget Hotel

Budget hotels also called as economy hotels or hotels with limited services (these terms often used in the hospitality industry) [11, 12, 13]. Budget hotels are snowballing. This limited-service hotel initially appeared in America in 1963, in China grows in 1997, and in Indonesia, it began to develop since the beginning of 2000. This concept comes along with the booming travel budget, lifestyle and increasingly advanced technology in Indonesia. Accommodation industry. Statistical data reveals there are five out of ten well-known hotel brands have a budget hotel category [14] and now the number is increasing as the booming budget travel which makes low-prices hotels a very potential and lucrative market. There are several characteristics of budget hotels such as low tariff structures, lack of facilities, limited services and is located in strategic locations such as main roads, close to restaurants, business areas and the city centre [15]. In general, budget hotels have new construction or models with simple designs, and the volumetric construction method often used because it is quick and competitive in building hotels.

2.2. Critical Success Factor (CSFs)

CSFs refer to several dimensions that ensure the success of competitive achievement in an appropriate organization [16] (Rockart, 1979). CSFs is part of the planning process, a system of management and section of the program goals that a company requires to aim. In the hospitality industry, CSFs can be used to rank the performance of the company, which helps in understanding the CSFs and has a positive impact on organizational performance. CSFs is an element in organizing activities which focuses on success in the future. Naturally, CSFs is dynamic and can be shifting over time. CSFs consists of product or service quality, employee behaviour and brand awareness. CSFs is a characteristic, condition or variable which, when properly maintained or managed, can have a significant impact on the success of companies that compete in specific industries [17].

Based on various definitions related to the CSFs, we can say CSFs is not something narrow, in contrast to the key indicators that can be applied to all companies. CSFs is an essential element in an organization at any given time that enables companies to achieve success [18]. There are two dimensions of CSFs, namely the internal dimension and the external dimension. The inner dimensions reflect the company's primary ability to survive in the market such as human resources (HR), products, processes and others. Meanwhile, external dimensions such as competition, market conditions are things that are difficult to manage [19], these two dimensions have the same importance.

Several studies attended to identify and recognize customer needs and expectations in choosing accommodation [20]. People select accommodation based on location, safety, price, quality of service and brand reputation [21]. Furthermore, based on a survey of the group traveller which consists of three types; economy class, middle class and luxury, its can be known that their main considerations in choosing a hotel and making return visits are clean and comfortable rooms, strategic hotel location, service fast and courteous, environmental factors and friendly employees [22].

In the hospitality sector, studies related to CSFs prove the importance of CSFs in the hotel industry. Geller's [23] identified CSFs on the hotel industry directed on the utilization of CSFs to hotel information system design. Another study reveals corporations need to change the way of thinking about internal and structures to respond to environmental changes. Communication, coordination, internet and harmonization have become essential components of contemporary thinking. Zhang [24] analyzed the CSFs in Budget Hotel encompasses of people, timing, contextual constituent strategic selection, managerial and useable effectiveness, hotel product and culture. Besides, Mardani [25] determined the CSFs under three main factor with 16 items, the first factor is organizational factor include continuous advance, strategic provisioning, teamwork, company culture, organizational
trustfulness and management process. The Second factor is human power, which contains customer-focus employee empowerment. The Third factor is technology, including strategic control. Brotherton [26] identified 36 CSFs budget hotel items from academic and industry-focused articles. The study reveals CSFs into six components, covering Core Product, Location, consistency, Customer service, price and strategic control. The final model simplifies CSFs into 2 (two) main dimensions, accessibility and performance. However, in Indonesia, research related to CSFs, and VHO is still very minimal while the growth of budget hotels and VHOs keeps arising.

3. Research Method
This study aims to identify the CSFs of VHO in Bandung City. Research subjects are hotels that have cooperation with the VHO, both in management and hotel ownership. Data collection used a questionnaire developed based on the dimensions of the Critical Success Factor (CSFs), which was adopted from Brotherton (2004). The questionnaire developed into three parts, demographic data, respondent experience data and questions related to CSFs with a Likert scale of 5. The sample in the study were guests who had stayed at the VHO. The resulting data from the questionnaire were then analyzed by combining simple descriptive factor analysis to determine the success factors for VHO using SPSS 25. This research was conducted at the end of 2019 until early of 2020.

The first step in factor analysis is to formulate problems and identify or recognize the original variable to be analyzed. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the accuracy of factor analysis [27]. A high-value result between 0.5 - 1.0 means the factor analysis is correct, and if less than 0.5, the factor analysis is said to be incorrect. Then a correlation matrix of these variables is established, and the factor analysis method is chosen. Some numbers of factors to be extracted from these many variables and the rotation method that will be used to express standardized variables expressed in factors. The next step is to interpret the rotational factor.

4. Result Discussion
The respondents are divided equally between male and female. The oldest respondents are 49% of the age of 41-40 years, while the second is the age of 20-30 years, with 42%. Most frequent respondents' education level is Diploma with (44.9%). The most frequent jobs of respondents students and private employees with 43.8% and 39.6 % respectively. The area of origin of the respondents dominated by areas around West Java and city central (Jakarta, Bogor, Depok, Tangerang, Bekasi) with a percentage of 59,2 and 28,6% respectively.

| No. | Description     | Frequency | Percentage (%) |
|-----|-----------------|-----------|----------------|
| 1   | Gender          |           |                |
|     | Men             | 24        | 50             |
|     | Woman           | 24        | 50             |
| 2   | Age             |           |                |
|     | 20-30 years     | 21        | 42.9           |
|     | 31 - 40 years   | 0         | 0              |
|     | 41 - 50 Years   | 24        | 49             |
|     | > 50 Years      | 4         | 8.2            |
| 3   | Educational Level|          |                |
|     | High school     | 14        | 28.5           |
|     | Diploma         | 22        | 44.9           |
|     | Bachelor        | 8         | 16.3           |
In Bandung, some VHO brands are currently expanding. These brands include RedDoorz, Oyo, Airy and ZenRoom. The number of VHO growth in Bandung as of the end of 2019 shows VHO Brand RedDoorz 150 Partners, Oyo Room Which Has Launch in 2018 has 63 Hotel Partners, and Airyroom has 56 Partners.

Among these brands, the most chosen by the guest to stay is RedDoorz with 53.1% of respondents, followed by Airy Room with 22.4%, and Oyo with 8.2%. The rest of the respondents chose other brands. On average, the respondents stayed more than one night at the VHO Brand, many of the guests (27.1%) stay for two (2) nights, 10.4% guest stay for three (3) nights, and 22.9% spent more than three (3) nights.

4.1. Kaiser Meyer Olkin Test Results
To test the feasibility of the study on the adequacy of the sampling amount, the Kaiser-Meyer-Olkin (KMO) test was conducted [27]. The KMO test result value was 0.854, which means that it is more significant than > 0.05. This KMO value is in the interval of 0.8 ≤ KMO < 0.9, which means the data is on the "high" indicator.

Table 2. KMO test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.854 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 1448,119 |
| df | 351 |
| Sig. | 0.000 |

While the Bartlett test results show the value of 1448,119 with a significance level. 0.000 <0.05, so reject H 0, which means there is a correlation between variables. To find out the critical level of the 28 Critical Success Factor items on a Virtual Hotel Operator consisting of core products, locations, prices, service quality, strategic control and hygiene & quality.

Table 3. Important Levels Average of 28 CSFs

| No. | Description | N | Min | Max | Mean | Std. Deviation |
|-----|-------------|---|-----|-----|------|---------------|
| 1   | Various hotel promotions | 43 | 1.00 | 5.00 | 3,3023 | 1,14507 |
| 2   | Ease of access to the operator hotel virtual location | 43 | 1.00 | 5.00 | 3,2791 | 1,35094 |
| 3   | Has an extensive hotel chain | 43 | 1.00 | 5.00 | 3,2791 | 1,14071 |
| 4   | Cleanliness of the VHO room area | 43 | 1.00 | 5.00 | 3,2558 | 1,25533 |
| No. | Description                                                                 | Value | Weight | Factor Loadings |
|-----|------------------------------------------------------------------------------|-------|--------|-----------------|
| 5   | Virtual hotel operator located in a strategic area                           | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,2558 | 1.32904         |
| 6   | Employee skills in maintaining the cleanliness of VHO areas                  | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,2326 | 1.10921         |
| 7   | Ease of room booking process                                                | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,2093 | 1.22587         |
| 8   | The fresh fragrance of the room                                              | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,1860 | 1.20031         |
| 9   | Guest safety while staying at Virtual Hotel Operator                         | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,1860 | 1.21999         |
| 10  | Affordability room rates                                                     | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,1628 | 1.17372         |
| 11  | Employee cleanliness                                                         | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,1395 | 1,14604         |
| 12  | Standardization of room and hotel design                                     | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0698 | 1,05549         |
| 13  | Price match with the room product offered                                   | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0698 | 1,14216         |
| 14  | Availability of amenities in the operator hotel virtual room                 | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0465 | 1,23353         |
| 15  | The proportion of the number of smoking & non-smoking rooms                  | 42    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0238 | 1,11504         |
| 16  | Design of hotel room                                                         | 43    | 2.00   | 4.00            |
|     |                                                                             |       | 3,0233 | 0.26622         |
| 17  | Service friendliness                                                        | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0233 | 1,20492         |
| 18  | Convenience of VHO                                                           | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0233 | 1,12310         |
| 19  | The modernity of the room building                                           | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0233 | 1,20492         |
| 20  | Speedy of hotel employees in the check-in process                            | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 3,0000 | 1,13389         |
| 21  | Cancellation and change policy                                               | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9767 | 0.11156         |
| 22  | The suitability of hotel services with the price offered                     | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9767 | 0.13483         |
| 23  | Availability of amenities in the VHO room                                    | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9535 | 1,19430         |
| 24  | Various type of hotel room                                                   | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9535 | 0,89850         |
| 25  | Discipline in operational standards                                          | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9535 | 1,02245         |
| 26  | Availability of parking area                                                 | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,9535 | 1,13292         |
| 27  | The room size                                                                | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,8837 | 0.95641         |
| 28  | Response in handling guest complaints                                        | 43    | 1.00   | 5.00            |
|     |                                                                             |       | 2,8605 | 1,12507         |

Source: Processed Output Data SPSS 25, 2020

The data in Table 3, indicates the level of important reason or the most chosen by respondents in determining the VHO as a place to stay. Three items are found as the main choices: promotion, the easiness location access and extensive hotel network. It means that the marketing factor is the most concern in attracting hotel guests to stay. Its Followed by factors related to service quality, while price suitability is not a top consideration for hotel guests in choosing VHO.

The results of Adequacy (MSA) show there are three (3) indicators that have a loading factor of less than 0.5. Its means the item does not meet the requirements or not suitable to use. So its only 25 indicator items are used in the factor analysis. Following the data is represented ideal for factor analysis, after that the factor extraction process will be carried out by using the primary component method.
4.2. Results of Analysis of Critical Success Factor (CSFs) Virtual Hotel Operators in Bandung City

The survey questionnaire related to Critical Success Factor (CSFs) Virtual Hotel Operators in Bandung City can be seen as follow:

| No. | Critical Success Factor                                                                 | Factor 1 | Factor 2 | Factor 3 |
|-----|----------------------------------------------------------------------------------------|----------|----------|----------|
|     |                                                                                       | Service  | Strategic| Core Product |
| 1   | Hospitality employees virtual hotel operators in service                               | 0.771    |          |           |
| 2   | Speed of hotel operator virtual employees in the check-in process                      | 0.665    |          |           |
| 3   | Guest safety while staying at the Virtual Hotel Operator                                | 0.693    |          |           |
| 4   | Response in handling guest complaints                                                  | 0.784    |          |           |
| 5   | Cancellation and change of stay policy                                                 | 0.891    |          |           |
| 6   | Added value in other hotel supporting facilities                                       | 0.845    |          |           |
| 7   | Availability of amenities in the operator hotel virtual room                           | 0.721    |          |           |
| 8   | Cleanliness of the operator hotel virtual room area                                    | 0.684    |          |           |
| 9   | The fresh fragrance of the room                                                        | 0.636    |          |           |
| 10  | Hotel operator virtual employee cleanliness                                            | 0.649    |          |           |
| 11  | Employee skills in maintaining the cleanliness of the operator hotel virtual area      | 0.645    |          |           |
| 12  | Ease of access to the operator hotel virtual location                                  |          | 0.859    |           |
| 13  | Virtual hotel operator located in a strategic area                                     |          | 0.816    |           |
| 14  | The price match with the room product offered                                          |          | 0.854    |           |
| 15  | Affordability of virtual hotel room rates for hotel operators                          |          | 0.878    |           |
| 16  | Ease of room booking process                                                           |          | 0.868    |           |
| 17  | Standardization of room and hotel design                                               |          | 0.665    |           |
| 18  | Has an extensive hotel chain                                                           |          |          | 0.634    |
| 19  | The operator hotel virtual room size                                                  |          |          | 0.548    |
| 20  | The convenience of a hotel operator virtual room                                       |          |          | 0.656    |
| 21  | Diversity of choice of virtual hotel room operators                                   |          |          | 0.862    |
| 22  | The proportion of the number of smoking & non-smoking rooms                            |          |          | 0.662    |
| 23  | Renewal of room building                                                              |          |          | 0.662    |
| 24  | The suitability of hotel services with the price offered                               |          |          | 0.624    |
Table 4 shows the result of factor analysis with the Varimax rotation extraction method indicates that there are three (3) factors or components that formed in the CSFs of VHO in Bandung City.

Factor 1 explains 63.861% of the variance; this factor called with service quality. Which consists of eleven (11) items related to service quality, such as VHO Employee Friendliness, promptness in the check-in process, Guest security and safety, Response in handling guest complaints, Cancellation policies and changes to stay, Value added to supporting facilities, Availability of VHO amenities, Cleanliness of room area, Fresh smell of the room, Cleanliness of employees, Skills in maintaining the cleanliness of area. The findings support several studies that have been conducted previously [28, 29] that service quality is a significant factor and dimension of success in the hospitality industry and very closely associated with other factors. With the existence of service quality, it can affect guest satisfaction [30] will have an impact on customer loyalty [20]. Therefore very important for Hotel managers to improve strategies to deliver excellent service to guests and understanding what guest need[31].

Factor 2 explains the 8,735% of the variant is called strategic control which includes seven items. Such as easy access to VHO locations, Strategic areas, Price compatibility with room products offered, Affordability of VHO room prices, Booking process, Standardization of hotel and room design, has an extensive hotel chain. These conclusions support the previous study [26,32] strategic control as a determining factor for hotel success. The use of Information and technology impact on hotel marketing activities, through the internet and social media, substantially acquiring a potential customer and increase hotel competitiveness [33]. It is no doubt that technology has significantly enhanced hotel performance. Boundless network and easy room bookings are critical indicators to the rapid growth of VHOs.

Factor 3 demonstrates 5,007% of the variant, which is called the core product. It consists of seven (7) indicators. i.e. the room size, the comfort of the room, Variation choices of room, Proportion of the number of smoking & non-smoking rooms, The modernity of the room building, The suitability of hotel services with the price offered, and Hotel discipline in operational standards. The core product represents the room conditions rent to guests. This finding also supports previous studies [26,28] some experts reveal the core product as tangible.

5. Conclusion
The booming expansion of VHO has attracted academics and hotel professionals to examine the critical factors of hotel management with this concept. The CSFs approach is a top-down methodology that is useful in management planning for making business decisions and strategies. By understanding the CSFs of VHO can be a tool for management or organizations to achieve specific goals or objectives.

As a new form of management in the hospitality industry, VHO has been able to reach a significant market and become a threat to conventional hotel businesses. This study contributes to getting a better understanding of the keys success factors VHO business from guests' point of view. The results of the study found three main reasons for guests choosing VHO, i.e. promotion, ease of location access, and extensive hotel network or chains. Meanwhile, the critical factors that determine the success of a VHO consist of service quality, strategic control and hotel core products. Even though VHO has a concept similar to a budget hotel, room rates are not the principal decision for guests in choosing this type of accommodation. VHO relies not on only giving quality service; this concept also provides various promotions and a vast network in reaching its market.

5.1. Management implications
The presence of the hotel collaboration concept in the form of VHO has a significant impact on the hotel industry in Bandung. VHO provides a distinctive collaboration concept compared with other hotel cooperation forms such as franchise or contract management. VHO Not only offers hotel...
management but also provides solutions for small hotels to increase sales through an integrated marketing system with an extensive network. The findings of this study show whatever type and form of hotel management, service quality and core products become a priority to sustain hotel operation. However, as technology continues developing, the strategic control factor becomes a tool to struggle in the competitive market. It includes the easiness booking access and the broadness of the marketing network.

5.2. Research Limitations
This research is conducted shortly before the Covid 19 pandemic, which hit globally as of March 2020, where the hotel business, especially VHO, was prevalent in several big cities in Indonesia. The impact of the Pandemic hit the hospitality industry, and even many have closed as well as hotels with the VHO concept so that guest experience data relies on the previous guest experience. The data focuses on the side of guests who have stayed at VHOand sample sizes are relatively small. Further research expected to be able to obtain large amounts of data and be complemented by other stakeholders such as VHO management, the government and associations with updating situation after Pandemic.

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