

Monitoring Social Media - User Generated Content in the Hospitality Industry

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Brennpunkt eTourism
14.11.2011 an der Fachhochschule Salzburg

Social media consumers' perspective

- **Motives to contribute** (Nardi et al. 2004; Stoeckl et al. 2006)
- **Motives to read information** (Goldsmith et al. 2006; Gretzel et al. 2007)
- **Affects on online buying decisions** (Wen, 2008)
- **Website design** (Engele et al. 2009; Kansa et al. 2008)
- **Negative reviews**
 - **Balanced mixture of positive and negative reviews is authentic** (Lee et al. 2008)
 - **The more positive reviews the less attention to negative ones** (Lee et al. 2008; Reinecke 2008)
 - **Complainants expect organizational responses** (Blodgett, 1995)
 - **Sites allow remedial actions** (Harrison-Walker, 2001)

Social media - online reputation

Impacts on organization

- Brand building
- Customer acquisition
- Product/service development
- Quality control
- Supply chain quality assurance

facebook

YouTube

zoover
Wir waren schon da!

virtual
Tourist
Real Travelers - Real Info

(Dellarocas 2003; Carson 2008; Schmallegger et al. 2008;
O'Conner et al. 2008;
Ye et al. 2009)

tripadvisor

flickr

Wikitravel

Expedia.com

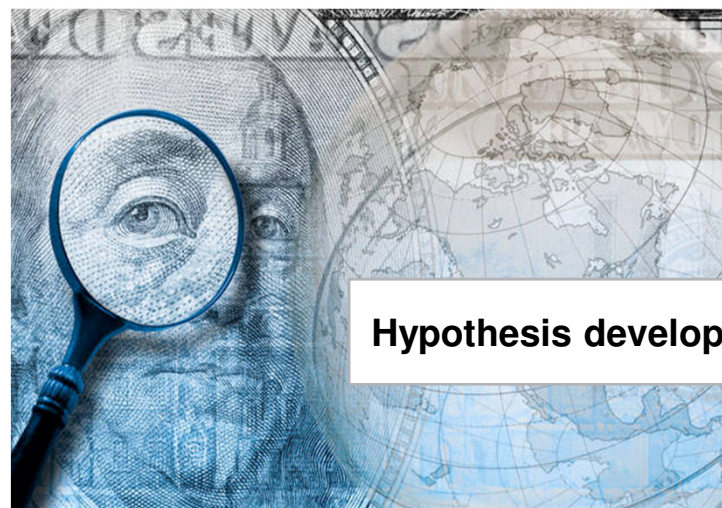
HOLIDAYCHECK

XING

BOOKING.COM
www.booking.com

HRS
HOTEL
RESERVATION
SERVICE

real travel
Real Travelers - Real Advice - Real Experiences



Hypothesis development

Quelle: <http://bernhofen-allianz.com/pb/images/img23830468207d73f992.jpg>

Hypothesis development I

- **Expectancy Disconfirmation Theory**
(R. L. Oliver, 1980)
- **Relationship between company size, awareness and amount of UGC** (Clark 2001)

H1: The hotel's level of grading correlates with the perceived importance of online reputation.

H2: The hotel's bed capacity correlates with the perceived importance of online reputation.

Hypothesis development II

- **Expectancy-Value Theories**
 - **Theory of Reasoned Action** (Fishbein et al. 1975)
 - **Technology Acceptance Model** (Davis 1989)

H3: Perceived importance of online reputation correlates with the frequency of monitoring UGC.

H4: The hotel's active application of social media platforms for marketing activities correlates with the frequency of monitoring.

Hypothesis development III

- **Online reputation imperative for “e-sellers”** (Füllhaas, 2008)
- **Consumers trust UGC** (Fesenmaier et al. 2008)
- **Greater impact of negative reviews** (Park et al. 2009; Ricci et al. 2006; Vermeulen et al. 2008)

H5: There are differences between the quantity of received bookings through booking platforms and the frequency of monitoring UGC.



Empirical study

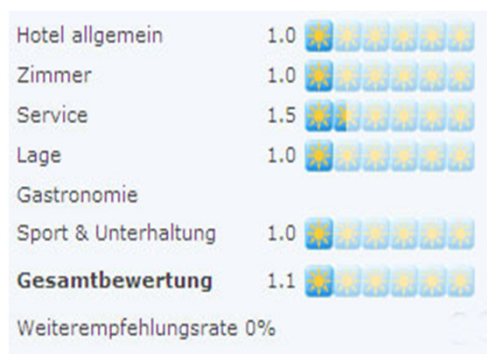
Study setting

- **Standardized questionnaire**
 - Two scenarios
 - Pretest
 - E-mail based distribution of the questionnaire

- **Content Analysis** (Mayring, 2010)

- **Analysis applying SPSS**
 - Cross-tabs
 - Correlation Analysis
 - ANOVA

Scenario 1 customer rating



- Hotel in general
- Room
- Service
- Location
- Gastronomy
- Sports & Entertainment
- Total Rating
- Recommendation Rate

Scenario 2 blog post / review



Um das Hotel „...“ macht man besser einen Bogen 🙄

Ich wünschte, ich hätte mich im Vorfeld besser über meine Reisedestination im Internet informiert. Auf gut Glück habe ich im Hotel „...“ ein Zimmer gebucht und das war der größte Reinfall. Ich habe einen horrenden Betrag für ein kleines, enges, schmutziges und schlecht ausgestattetes Zimmer bezahlt. Das Essen war wirklich schlecht und viel zu teuer. Ich werde nie wieder in diesem Hotel nächtigen. Die Mitarbeiter sind zwar nett, aber das Essen muss verbessert werden. Offen gesagt, das ist ein richtig schlechtes Hotel und ich hätte wirklich vorher auf einer Hotelbewertungsplattform nachsehen und ein anderes Hotel buchen sollen.

[...] this hotel was a flop
I paid a high very price for a small, dirty, and poorly equipped room.
The food tasted badly and was by far too expensive.
I will never again stay in this hotel.
[...] this is a really bad hotel [...] I should have booked another hotel.



Quelle: http://www.scalevp.com/images/basics/img_bg_results.jpg

Sample profile (1/2)

Sample size: 693

Hotel categorization	
≤ ★★	5.6%
★★★	42.0%
≥ ★★★★★	46.0%
Bed capacity	
≤ 30 beds	15.6%
31 to 70	34.3%
71 to 150	28.9%
≥ 150	21.2%
Privately owned	77.8%
Reason for travelling	
Leisure	61.7%
Length of stay	
< 4 nights	61.0%
4-7 nights	35.1%
>7 nights	3.9%

Sample profile (2/2)

Ownership	
Privately owned	77.8%
Reason for travelling	
Leisure	61.7%
Length of stay	
< 4 nights	61.0%
4-7 nights	35.1%
>7 nights	3.9%
Who completed the questionnaire?	
Executive/owner/president	62.8%
Front- / back office	23.6%
Marketing and Sales	9.5%

Monitoring online reputation

Importance of online reputation

Very important	77.1%
Important	21.5%

In charge of monitoring reputation

Top management	68.0%
Desk clerk	33.0%

Importance of being reviewed

Very important	34.3%
Important	45.2%


Only 44.2% actively motivate travellers to publish reviews

Monitoring booking platforms

	Daily	Once a week	Once a month	Once per ¼ year	Less often	Never
Tripadvisor	5.9	22.4	22.1	5.3	6.8	37.5
HolidayCheck	10.0	30.3	26.6	8.2	5.2	19.8
Expedia	4.2	20.3	21.8	7.1	8.5	38.1
Booking.com	12.4	35.8	22.2	5.9	4.6	19.0
HRS	12.0	33.6	23.8	5.3	5.5	19.8
Tiscover	4.6	12.7	13.0	4.0	11.1	54.5
Zoover	1.2	2.7	5.2	2.2	6.9	81.8

(in percentages)


80% of the top management manually enters keywords in search engines

Negative reviews

	Totally agree or agree
Improve service quality	79.5%
Important for adjusting/developing services	69.6%
Source for detecting customer wishes	66.8%
Important to be authentic	16.8%

Reactions to negative reviews

Revealed categories of handling negative comments

(Content Analysis according to Mayring, 2010)

1. No reaction
2. Get in contact with the author
3. Responses on the platform
4. Delete the comment
5. Enhance positive consumer reviews
6. Internal examination without contacting the guest
7. Assume that a false review was submitted
8. Legal actions

1. No reaction

- **Sure to offer excellent service**
 - „We don't have unsatisfied guests“
 - „There's no need to justify because we offer high quality service“
 - „The guest choses the wrong hotel category“
- **A single bad review/comment is of no consequence**
 - „We should not overrate this review“
 - „Some reviews are not objective. It is the opinion of a single customer that doesn't reflect the opinion of others“
 - „As long as there are enough positive reviews there is no reason to worry“
- **Don't know how to react on negative reviews/comments**

2. Contact the author

- Ask for further details
- Thank for the complaint and accept criticism
- Apologize
- Offer service compensation
- Ask guest to write another comment

3. Response on the platform

- „Everyone should see that we are concerned of the wishes and needs of our guests“
- „We would post an apology but also underline the advantages of our hotel“
- „We would post a link to a site where positive reviews can be found“

4. Delete the comment

- „This review is not fair and therefore has to be taken from the platform“
- „This review damages my business. It has to be deleted immediately“

5. Enhance positive reviews

- Put more effort in getting reviews from satisfied customers
- Ask customers to post a review

6. Internal investigation

- Ask employees what happened
- Comment would be subject to discuss in meetings
- Analyze the service quality with employees / with guests
- Analyze other reviews
- Start to continuously monitor social media platforms
- Improve service quality

7. Fake review

- „We don't take this review for serious, this must have been a joke“
- „This must have been a personal problem“
- „Maybe one of our competitors wrote this“
- „Guest is lying“

8. Consider legal actions

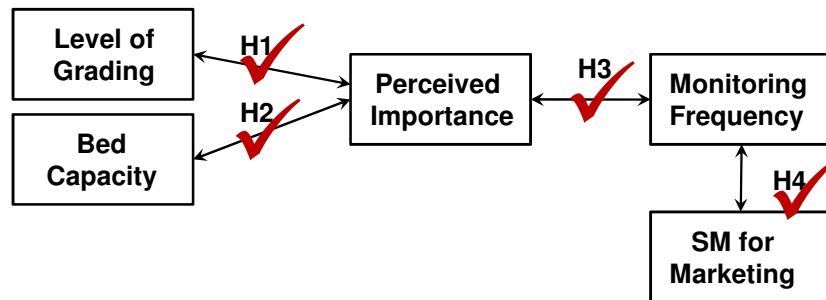
- „We would inform the lawyers immediately“

Content analysis Frequency of mentions

	Review n=503	Blog n=510
1 No reaction	12.9	10.8
2 Get in contact with the author	34.0	28.8
3 Responses on the platform	11.7	23.1
4 Delete the comment	7.2	12.7
5 Enhance positive consumer reviews	8.2	7.8
6 Internal investigation without contacting guest	26.6	18.0
7 Assume that a false review was submitted	6.6	3.3
8 Legal actions	0.6	3.5

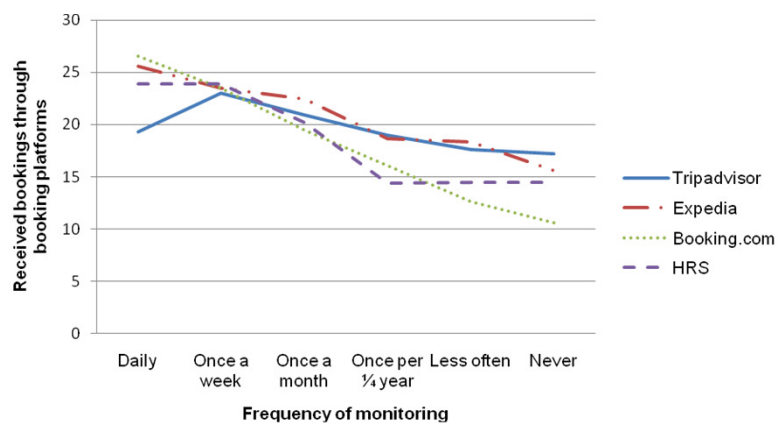
(in percentages)

Hypothesis testing: 1-4



H3 and H4 show no significant results for Tiscover and Zoover

Hypothesis testing: 5



No significant results for HolidayCheck, Tiscover and Zoover



Implications

Quelle: <http://www.anuno.de/assets/images/fazit.jpg>

Theoretical discussion (1/2)

Rating

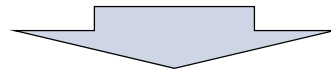
- Most mentioned reactions on negative ratings are
 - Getting in contact with dissatisfied customers
 - Investigation of the reason within the hotel



Hotels take care about dissatisfied customers and take complaints seriously

Blog / Review

- Most mentioned reactions on negative blog posts are
 - Getting in contact with dissatisfied customers
 - Place a statement on the platform



Growing understanding that social media is about interacting with the customer

Theoretical discussion (2/2)

- Majority does not motivate customers to rate/review
- Differences between quantity of received bookings and frequency of monitoring
- Still more than 20% do not monitor any platforms
- Managers do not delegate monitoring activities
- Monitoring = keyword search
- Attitude towards negative reviews is rather positive

Managerial implications

- Integrate social media in marketing activities
- Actively increase amount of reviews to raise awareness
- Use specialized search engines / applications
(e.g., <http://www.trusty.com/>;
<http://socialmention.com/>; <http://addictomatic.com/>)
- Improvement of corporate online reputation
 - Efficient complaint handling
 - Accept criticism
 - Conduct dialogues with customers
- Monitor platforms on a regular basis

Monitoring objectives

- Matching own and travelers' perception
- Control quality of services/products offered
- Insights into customers' needs and wishes
- Adaptation and development of services/products supplied
- Change of product/service attributes over time (e.g., day/season)
- Insights into activities of competitors
- Identify trends



Monitoring Web 2.0 - User Generated Content

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Future research

1. Comparison between countries

2. Convenience sample

3. Qualitative approach

- Review/Blog were very negative formulated
- No real situation

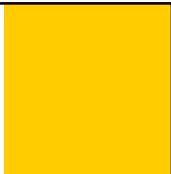
4. Longitudinal study

5. Measuring Social Media

- Volume of content created by consumers (UGC) / feedback
- Change of UGC volume over time (e.g., day, season)
- UGC about competitors
- UGC per category/topic
- Social Media behavior/interest per target group
- Sentiment / Satisfaction
- Fans / followers / friends / Likes / Favorites / Subscriptions (e.g., RSS, Podcasts) / Social bookmarks
- (Amount of realized) suggestions based on UGC



Dave, B. (2009)



Thank you for your attention!

