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**“The impact of Web 2.0 within the tourism industry:
How user-generated content websites have changed the role of
customers and generated another way of marketing for tourism
organisations.”**

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Furthermore, I am grateful to Anthony Strugo to have participated in another interview that helped my study, giving me his feelings and thoughts about TripAdvisor and who explained how it is beneficial for his hotels.

I would also like to thank all the people that took the time to respond to my questionnaire and give their opinion about the present study. A copy of the questionnaire can be found in the appendices.

ABSTRACT

The development and quick proliferation of Internet has generated the creation of social media websites, which emphasised the appearance of Web 2.0.

Social media represents a turning point for organisations, especially in the hospitality and tourism industries where Internet is a marketing tool, used for promotion, product distribution, communication, management and research.

The emergence of Web 2.0, also called Travel 2.0 in these industries, has led to the creation of many virtual communities and user-generated content websites, giving more independence and power to customers. Indeed, information is shared without any control from businesses, which represent challenges for tourism organisations.

However, this challenge, if properly understood by tourism organisations, can be beneficial, since it can improve the relationship with the consumers and generate sales and profits.

The purpose of this present essay is to assess the impact of user-generated content websites on the role of customers within tourism organisations and especially for hotels, and the challenges but also opportunities these organisations are facing, and how they can benefit from this new era.

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INTRODUCTION

At the end of the 20th century, Internet and its proliferation have caused a drastic change in many people's economic and social life. Recently, another phenomenon perceived as a 'revolution' arose, influencing the manner people communicate, think, work and manage their businesses. The trendy term for it is Web 2.0, which is defined by all the web-based services that allow everyone, everywhere in the world, to share information, personal opinions and experiences, and to interact with each other more easily. Web 2.0 allows a dynamic interaction between users, generating profit through the online advertising.

Until recently, businesses were the only ones at the origin of the content provided on Internet, but with the expansion of social media websites, customers are now able to do so. Hence, a lot of virtual communities and user-generated content websites have been created.

User-generated content is assimilated to word of mouth and can be interpreted as a modern version of it. Richardson (2006) notes that it is 'perceived as a place where everyone can meet, read and write'.

A change has occurred on the Internet, with a transfer from business-to-consumer marketing to a peer-to-peer era.

In the tourism industry, Internet represents nowadays a marketing tool that helps with the promotion, product distribution, communication, management and research; and Web 2.0 has affected all of these functions.

Furthermore, with the easier access to information, customers are more powerful than they were before. Web 2.0, which is referred as Travel 2.0 in the tourism industry, is therefore affecting the reputation and strategy of tourism organisations.

Managers have less control over customers, which is challenging and can be considered as a threat for some companies.

However, it also offers opportunities as Travel 2.0 has facilitated the sharing of information for customers and organisations as well with the possibility of interactions between both.

Managers and marketers can therefore see potential benefits in Travel 2.0 and user-generated content websites and design strategies based on it to avoid its negative impact.

The aim of this essay is to analyse the role of consumers within tourism organisations with the emergence of user-generated content websites, the consequences it can lead to for organisations and the way their managers can overcome this issue, using it at their advantage.

In this essay we are going to have a better understanding of Web 2.0 and its implication in the tourism industry. Based on literature reviews, we will identify the role of consumer-generated content websites (or user-generated content) in the tourism industry in order to explain the impact of these websites on the customers and the consequences it has led to for hotels.

Afterwards, with the example of two different hotels and with the intervention from customers, we will see concrete results as to the impact of UGC websites.

To conclude this essay, we will analyse the different ways in which tourism organisations and their managers can use UGC websites and incorporate it to their strategies to generate profits.

Chapter 2 – LITERATURE REVIEW

Chapter 2.1 – A summary analysis of the emergence of user-generated content websites

Eldbridge et al. (2010) found that customers want online reviewers to provide information that they do not usually have easily access to; details that are not available on the hotel websites or on other classic source of information.

Customers are looking for added value, which can be seen in the other consumers' experience, their point of views about the product or service, which explain why UGC are so popular and used nowadays.

User-generated content, as it names indicates, is defined by consumers, instead of marketers, sharing their own experiences, feelings and suggestions with other consumers (Ahuja, Michels, Walker and Weissbuch, 2007).

According to Blackshaw and Nazzaro (2006), UGC represent the online comments and reviews, profiles and images produced and uploaded by customers, and in particular travellers, but it is also a combination of opinions and feelings that are based on unsure information and experiences.

UGC websites come up either as blogs or as websites with reviews about specific products and/ or services. Tourism has been for a long time determined as one of the major 'components' of online business world. Most of the reviews provided concern only accommodation, which is why in the major part of the present essay, lots of references will relate to hotels, as the tourism industry is vast.

Two main reasons of using UGC have been determined by Pan et al. (2007) in their study:

- The trust of the source is the first reason as these websites provide genuine information coming from honest and independent people having experienced the product and service;
- The travellers' opinions came as the second reason as it allows customers to compare the different reviews and experiences as well as the positive and negative comments to make their decision.

Indeed, many scholars found that there is no bias with non-commercial information; it is more credible and reliable, which explain why consumers see information shared by their peers as trustworthy and more useful (Litvin, Goldsmith, and Pan 2008; Chung and Buhalis 2008).

According to Qiang Ye et al. (2011), the peer-to-peer sharing of information inspires trust for consumers towards the product or service. Smith (1993) noted that this type of information is alluding to word-of-mouth, which is sensed as being more credible than information provided by marketers themselves, as it is more expressive.

Indeed, Litvin et al. (2008) observed that consumers trust more word-of-mouth information than information coming from corporate such as travel agents, etc. since the data comes from independent customers who do not have any financial interest in sharing their own experience.

The main reference in this essay will be TripAdvisor, created in 2000, the biggest travel community, including over than 3.7 million of hotels, accommodations, restaurants and other attractions. TripAdvisor has over than 260 million of visitors a month, providing more than 150 millions of online reviews from customers. On this website, consumers share their experience and suggestions on various

products and/ or services offered in the tourism industry, and rate the hotels in terms of different criteria.

The development of Web 2.0 and websites such as TripAdvisor have emphasised the central role of the customers who are now providing content and responding to it.

Chapter 2.2 – The impact of UGC on the role of customers

Werthner and Ricci (2004) observed the appearance of a new profile of users who behave as their own travel agents and who organise their own personalised travel plan.

Indeed, as noted by O'Connor (2008), with the emergence of UGC websites, customers are not dependent on the marketer of websites to post or share information anymore and they can increasingly have trust in dynamic and unfiltered information, coming from their own peers. Customers now have access to the information on their will, which make them more powerful than the sellers.

Senecal and Nantel (2004) stated that lots of consumers are sceptical about information provided by people who have an interest in doing so, and therefore tend to rely more on other consumers who are sharing their experiences and who evaluate the product and service. Indeed, according to Park et al. (2007), the information available on websites such as TripAdvisor is considered more reliable and true because it is supposed to be selfless as coming from independent customers.

The customers have the power over the buyers as the products and services are no longer sold at the seller's convenience. Indeed, customers have the bargaining power; they have the control of the information thanks to Web 2.0, which has also resulted in more expectations from the customers.

With the transfer of power, customers detain more information about the sellers and their products and services than the sellers have about themselves. This shows that there will be a consequent divergence between the past and the future customers, they are going to be more demanding, needing more specific information, etc.

According to Jeng and Fesenmaier (2002), the majority of consumers travelling use Internet looking for information to determine their destination. Nowadays the comments and reviews on social media websites are more and more important in the customer's 'decision-making process' (Litvin et al., 2008).

Gretzel et al. (2007) in their study about TripAdvisor consumers, found that comparing customers' comments about tourism products and services is the most popular occupation.

Park, Lee and Han (2007) noted that coherent and convincing reviews have a positive impact on the probability of purchase for the consumer. Customers, through their reviews and comments are influencing their peers and determining their final decision. The seller and marketer are no longer the one who attract and urge the customers to buy their own products and services.

On websites such as TripAdvisor, the advantage is that the information is available for free and it is based on a peer-to-peer sharing of information. Consumers can create a subject and any other travellers can enjoy the data available and also post their own comments. Consumers on TripAdvisor are independent and there is no benefit or any kind of reward for them in adding their comments, reviews, etc. except from helping the others.

Sarks (2007) observed that UGC has an impact on travel bookings made online, evaluated at approximately US\$10 billion p.a. Besides, he found that more than 20% of customers rely on UGC when planning their trip. Customers tend to trust more the UGC websites rather than the traditional ones as it is seen as more personal and thus true.

Deloitte and Touche USA found that 77% of customers travelling take into account online reviews to plan their journey. Wasserman's study (2007) revealed that one third of customers using Internet stated that websites providing social content influenced their final decision of purchase. Freed (2007) as for him

observed that consumers getting to online reviews have more contentment with the online purchasing.

Besides, another survey realised in the United Kingdom in 2005 by the Pew Research Centre showed that 80% of the English customers are first looking online rather than booking directly a hotel, and half of them admitted having abandoned the booking of the hotel they had thought of because of negative comments on websites such as TripAdvisor.

These websites can therefore create a veritable dependence for some customers that cannot stop visiting the website and constantly look at the reviews about a particular place they want to book. This dependence is making customers less adventurous, they tend to rely a lot on other customers before experiencing themselves a product or service.

For example, if sometimes a place is not listed on TripAdvisor, customers decide not to go there, or alternatively if the place is listed but negative reviews are posted, the customer will not book and not try to judge the hotel by his own experience.

The perception of user-generated content website differ across the different users though. Indeed, even if the number of consumers using UGC websites is very important, they do not all find the information provided trustworthy or reliable. But TripAdvisor as well as Lonely planet are part of the 'professional travel websites' that are the most trusted compared to other UGC websites.

The use of UGC is controversial. On one hand, consumers might perceive UGC as credible because the information comes from travellers who do not have any commercial interest whereas on the other hand the source of information dispute the authenticity of the information.

Some concerns as for the credibility and relevance of UGC have been raised. The characteristics of the travellers posting reviews are usually unknown; therefore the

reliability of the information is put in doubt. Besides, the unknown reviewer may not necessarily have the same expectations as the customers reading the reviews. As it is difficult to determine the profile of the consumer leaving the post or review online, it is hard to determine the trustworthiness of the information.

What is more, some comments might potentially be fake; coming from corporate acting like independent consumers, either intervening in favour of their own establishment or tarnishing the reputation of their competitors. However, other consumers do not qualify this as a concern since in their opinion these kinds of reviews are easily identifiable and therefore not taken into account.

In addition, we might question the efficiency of some reviews as lots of extreme opinions are shared, some can be seen as too positive or other too negative.

In another way, UGC also impact the tourism organisations whether it is positively or negatively.

Chapter 2.3 – The consequences for tourism organisations

Tourism organisations are henceforth dealing with a new customer who has access to all information he needs and who can also share his own opinions, experiences, etc. independently.

Nowadays, virtual communities and other websites such as TripAdvisor influence the behaviour of many consumers, which impacts the image of tourism organisations.

Furthermore, the importance of UGC websites is also affecting the rating of hotels since these tourism establishments are rated according to the information shared by consumers.

Therefore, UGC represent a challenge for tourism organisations as negative word-of-mouth, or reviews about their own business can impact and tarnish their reputation and image, which is difficult to handle, especially when they have no way to assess the information coming from independent and unknown sources.

If we take the example of TripAdvisor precisely, the Social Media for Brand Report in 2007 revealed that, in the United Kingdom, approximately half of the customers, because of unfavourable reviews, did not go further with their bookings for fear of experiencing the same as the previous customers.

Moreover, the way to respond to the increase of UGC is unclear for hotels. Organisations and marketers are not able to control and approve or condemn the information provided to consumers about their products and services.

According to the daily newspaper the guardian, lots of hoteliers are infuriated with TripAdvisor because of the information posted about their establishments and many are responding through legal action or by other means. The small businesses are the most affected because not many reviews are posted about their services or products therefore a few negative ones can ruin their business.

In spite of some problems that hoteliers had with TripAdvisor, it also represents a good resource for them as negative comments can help them improve their services, as Litvin et al. (2007) claimed, hotels can improve their products and/ or services for a better customers' satisfaction and therefore respond to the customer's issues, accessing to their experiences and expectations. Furthermore, favourable reviews will always generate satisfaction for the marketer and managers of the hotel.

As we can see on the table below, reviews from consumers on UGC websites can be beneficial:

Increases the likelihood of consumers having a good opinion of a business
Improves the search engine ranking of websites that contain UGC
Enhances cross selling opportunities for different products/services
Ability to convert consumers from 'observers' to 'purchasers' due to the trustworthiness of consumer reviews (increases in conversion up to 10% have been reported)
Increases consumer loyalty to websites that contain UGC to the ongoing development of content and dialogue on key issues
Provides relevant and up to date consumer feedback on products and services

Table 3: Potential business benefits gained from consumer review of UGC

Source: Carmen, C. et al. (2008) 'Consumer-generated web-based tourism marketing', *Sustainable Tourism CRC*¹

Indeed, virtual communities not only represent challenges for tourism organisations, but also opportunities since it is easier for consumers to access the information they need and it also allow them to build and strengthen relationships with the companies. But tourism organisations can only benefit from these communities if they properly understand the basic nature of these kinds of websites.

Reichheld (2001, 2003) stated that the tendency that consumers have to recommend products or services to others is seen as the most essential measure of

¹ Table adapted from Donnelly (2006) and Universal McCann (2006)

success for an organisation. Besides, Price & Starkov (2006) claimed that Tripadvisor encourages the distribution of tourism organisations with the income resulting from the links leading to booking platforms.

Furthermore, UGC is a tool that can allow hotels to create their customers profiles, strengthen their customers' engagement thanks to the improvement of their customer service. It can also help in building brand awareness and maintain a good reputation (Laboy and Torchio 2007 and Dellarocas 2003). Indeed, Bruyn and Lilien (2008) noted that websites such as TripAdvisor contribute to the promotion and awareness of tourism products or services.

According to Litvin et al. (2007), virtual communities represent an effective tool in terms of analysis of the strategies of the competitors as well as market research. Users of virtual communities can inform others about organisations' innovation, which is favourable for the organisation itself as the features of the new product are accessible to all the other users (Jeppesen and Frederiksen, 2006). Laboy and Torchio insist on the possibility of increasing the organisation's customers' portfolio as well as the customers' loyalty via UGC websites.

The proliferation of UGC websites has therefore resulted in a change in the relationship between the customer and the seller, the customer now having the bargaining power.

Hence, this is a real challenge for tourism organisations, as they do not have an expert knowledge on the information provided and it can result in the failure of their business. However, if hotels or other tourism organisations manage to make the most of the functioning of UGC and information online, it can help them to promote efficiently their establishment. Hotels can sustain their competitive advantage through innovation with a proper understanding of virtual communities.

Chapter 3 – RESEARCH METHODOLOGY

To better understand the impact of UGC websites on the role of customers within the tourism industry, in addition of the secondary data provided by the literature review, primary data was conducted in two ways.

I first realised a questionnaire (see Appendix 1) among my relatives, friends and family. The 20 participants are aged between 19 years old and 52 years old, either students or workers, thus with different habits, giving me the opportunity to have various opinions.

The aim of this questionnaire was to evaluate the importance of UGC websites using TripAdvisor as the main example as it is the most famous one; and the way customers are using it, in other words their perception of these websites. Furthermore, I asked all of the participants to rate websites such as TripAdvisor in terms of trustworthiness, which helped them to determine the influence this website has on their purchase decision.

The questionnaire was realised individually and directly with the participant for half of them, and online for the other half of participants.

Moreover, in order to have a concrete example of the consequences of UGC websites on hotels, I also realised an interview with Anthony Strugo, the owner of four hotels in Brazil, Mozambique and in the Azores; as well as an interview with a colleague I used to work with two years ago during my internship, Lucy Saunders, who is the business development executive of The Jockey Club Rooms, in Newmarket, in the United Kingdom.

To conclude this essay, I used other literature reviews as to the integration of UGC to tourism organisations' marketing strategy.

Chapter 4 – FINDINGS FROM THE PRIMARY RESEARCH

Chapter 4.1 – Customers' perception of UGC websites

Referring to chapter 2.1, the emergence of UGC websites has emphasised a change in the relationship between customers and hoteliers. Indeed, customers now have more power, being able to make their purchase decision thanks to their peers and less and less with the intervention of sellers and marketers.

As you can see below on table 1, according to 45% of the respondents of the questionnaire, the main reason of using UGC websites is the rating of hotel, which is made by customers depending on their experience at the place. And for 40% of the respondents, customers' reviews represent the principal motive for looking at the hotel on TripAdvisor and similar websites.

Consumers, with the possibility of ratings hotels and commenting their own experiences and stay, have the power to influence their peers, which makes the marketers and sellers' job obsolete, as people tend to believe more the information provided by independent sources rather than information and data coming from people paid for this service.

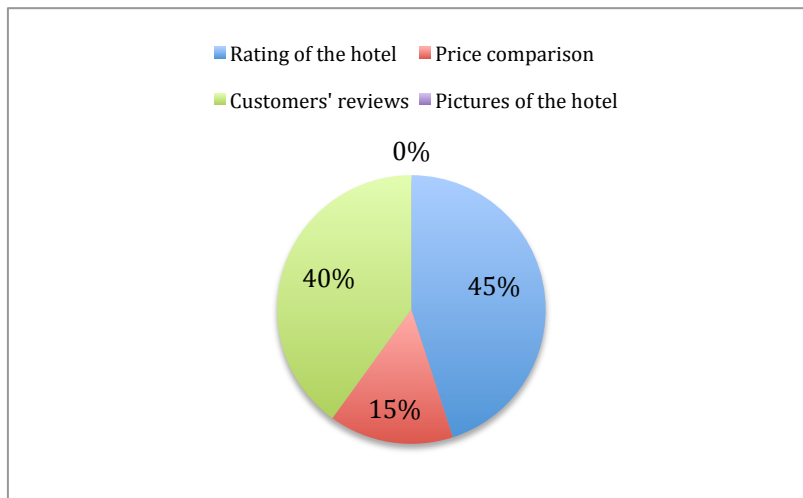


Table 1: Main reason for using UGC websites

Furthermore, in the course of the questionnaire, respondents gave their opinion as to how TripAdvisor (or similar UGC websites) influence their final decision when booking a hotel.

Table 2 shows the rating of this influence on a scale from 1 to 10 (where 1 represents no influence at all and 10 represents an entire influence) which reveals that for the majority of customers, UGC websites play an important role in their decision making process.

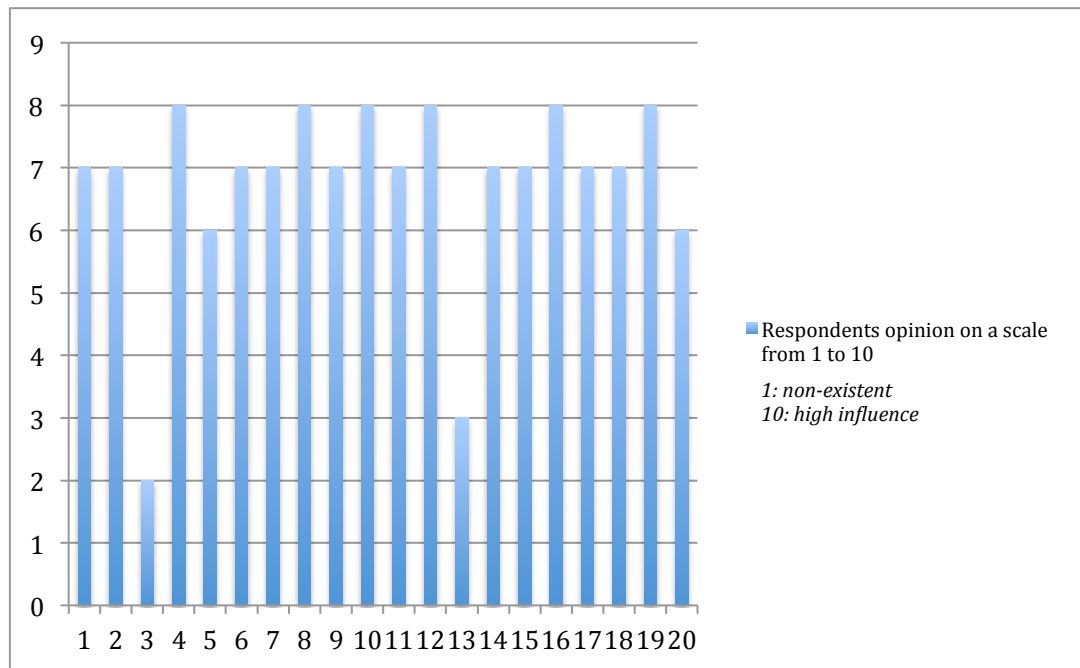


Table 2: Influence of TripAdvisor on the customers' final decision

The main reason of this influence is the sharing of customers' opinions, and the possibility of comparison between the different comments. The posts come from different customers with different expectations and culture, which allow having various points of view.

However it can also be seen as a negative aspect as it means that the customer posting the review do not necessarily have the same needs and expectations and is not necessarily comparable to yourself.

In some respondents opinions, the feedback from customers who already tried the place are really helpful and influencing; indeed, if the number of negative reviews for a certain hotel is important, it will prevent the customer from booking this place, whereas the presence of numerous positive reviews will represent a 'good sign' which will urge the consumer to book this hotel. The gathering of many different advices from his peers will make the customer more powerful.

Another reason raised by one of the respondent was the fact that official websites are not always seen as trustful. Indeed, customers can feel that the hotel is only

showcasing the best of its services, which is not as useful as consumers' reviews that are also raising the negative aspects of the hotel.

This is actually the ratings and customers' comments that have been identified by the respondents as what they like the most on these kinds of websites. One respondent stated that 'the comments are different and more personal than the one we can find on the official websites'.

In another participant's opinion, the participation of many different customers represent a important database allowing the traveller to have a rough idea about the hotel he or she wants to book.

However, when it came to characterise what the participants dislike the most in TripAdvisor or similar websites, some respondents raised the issue of the unidentified source, which make easier the possibility to write fake comments.

As previously mentioned, some of the respondent also alluded to the fact that the customer writing the review can be different from yourself, with different tastes which can make his or her review useful to you as you are not expecting the same type and quality of service.

Therefore, there are still some doubts about the trustworthiness of the information provided on TripAdvisor or similar UGC websites. One of the respondents stated that he trusted only 20% on the comments provided on TripAdvisor, as for him, anyone, including organisations, can post fake comments.

Yet, table 3 shows that most of the respondents trust TripAdvisor and UGC websites since it comes from customers and they do not see why fake experiences would be shared as there is not any kind of reward for the post of a comment but only the want to help the others and encourage them to visit a place or prevent them from living a unpleasant experience.

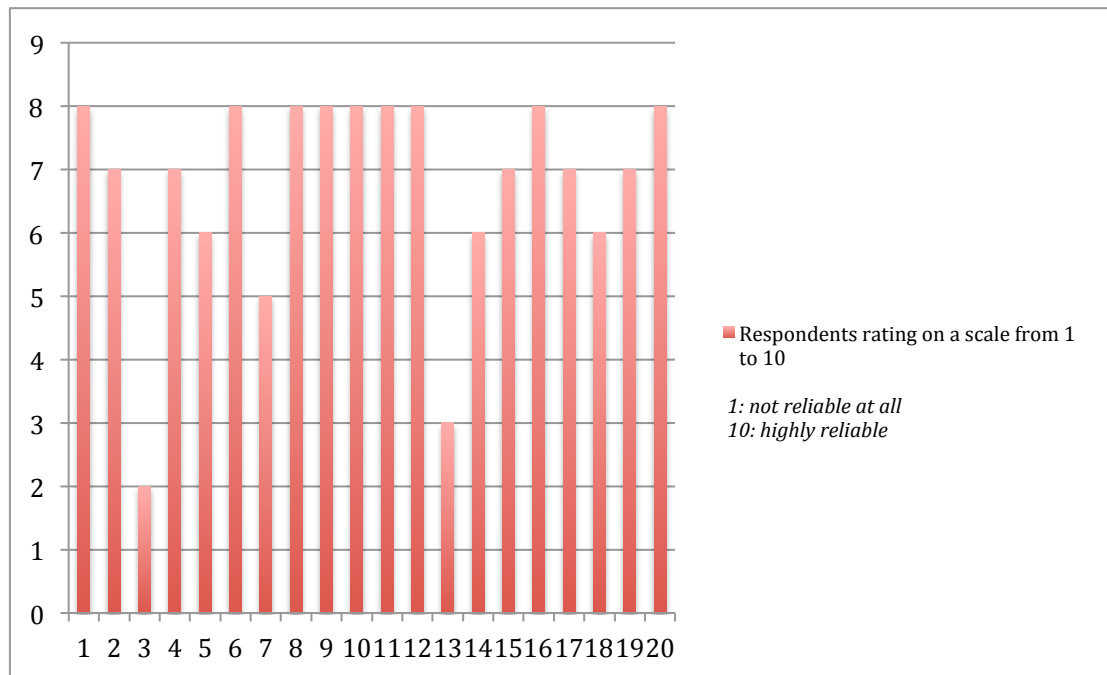


Table 3: TripAdvisor perceived truthfulness

Customers sharing their own experience make people feel more confident about a place they want to go to, which emphasises the importance of the new peer-to-peer era.

Customers detain the bargaining power; it is their own experience, which is influencing their peers' decision and their comments make hotels and marketers react. The customer is now the centre of attention of both the other consumers and the hotels.

That is why in the next chapter we will discuss the consequences that UGC websites imply for hotels.

Chapter 4.2 – Implication for tourism businesses: the case of hotels

According to chapter 3.2, the proliferation of UGC websites also impacts tourism businesses, and two aspects of this impact can be discussed.

First and foremost, these websites represent a challenge for organisations within the tourism industry. In the course of her interview, Lucy Saunders claimed that ‘website such as TripAdvisor could work against a hotel if they get negative reviews and adversely affect their bookings’.

Indeed, as seen earlier in the literature review, the fact that hotels cannot control the information provided in these kinds of websites is a real threat as it can seriously affect the reputation and image of a hotel and in some case it is really difficult for marketers or managers to overcome this issue.

As Lucy pointed out, ‘without removing the listing altogether there is little the hotel can do to delete these (negative reviews), and there are many cases where the hotel has to write a polite reply to justify whatever went wrong on each complaining customers visit.’

Lucy rightly observed that ‘quite often you can avert disaster by tackling the issue head on, but it is still impossible to remove the original angry post’. The way to deal with these kinds of websites and reviews is ambiguous for hotels and their marketers, and as UGC websites are increasing everyday, it represents a real threat in the tourism industry as the customers themselves could seriously unfavourably affect a hotel’s sales and therefore, its likelihood of success and prosperity.

However, negative reviews can also represent an opportunity as it allows an hotel to enhance its services by fixing what went wrong and thus better respond to the clients’ expectations.

Furthermore, other opportunities can be perceived through the use of UGC websites for hotels as it can help the venues and their managers in various ways, such as the development of the consumer's favourable perception of the venue, the improvement of the sales, the strengthening of the relationship between the hotel and its customers and the building of their loyalty, etc.

During the interview with Anthony Strugo, he stated that his hotels 'are fully booked for the rest of the year thanks to the word of mouth generated by TripAdvisor'. He recognised a great influence from TripAdvisor since it represents his only advertising tool.

Therefore UGC websites can be seen as another way of marketing hotels, which is less expensive for marketers, and maybe more efficient for some hotels.

Regarding the Jockey Club Rooms, Lucy observed an improvement of the venue's exposure to the relevant market (i.e. wedding clients and customers looking for accommodation) since their listing on UGC websites, however, she could not judge whether these websites are appealing the 'right' kind of clients that would correspond to their luxury high-end brand.

Anthony Strugo, as for him observed this phenomenon as an opportunity because, in his opinion, the customers are the best ambassadors of a brand so they are the best people to testimony about their experience. In his words, TripAdvisor is actually worth gold for his hotels since he knows what he is offering to his clients and with the use of this website, he does not need to pay for any kind of promotion or communication to sell his services as his customers are doing it for him.

With regards to the possibility of the posting of fake comments on these websites, as Lucy noted, managers of UGC certainly monitor the reviews in order to avoid false publicity (either positive or negative one) and the potential existence of these kinds of reviews must only represent a negligible part of all the contents provided.

TripAdvisor and other UGC websites can be very efficient in terms of marketing if the service corresponds to the customers' expectations. A manager who values the customers and makes his best to respond the clients' requirements will benefit from UGC websites since the customers' feedback will certainly bring in new customers and build the loyalty of the existing ones.

However, in the present essay, only two hotels have been taken as example, which does not necessarily mean that their experience is similar for other hotels or businesses in the tourism industry.

In spite of the negative aspect raised with the growing importance of UGC in the tourism industry, and even if customers detain the bargaining power, it also represents an opportunity for tourism businesses, if properly used.

Chapter 5 – THE BENEFIT OF WEB 2.0 FOR TOURISM ORGANISATIONS

Chapter 5.1 – The integration of UGC into tourism organisations' marketing strategy

Web 2.0 not only has changed the consumers' perspective on the Internet environment but also the perspective of managers and marketers.

In fact, according to Hausman (2005), tourism managers and marketers cannot neglect the growing importance of UGC websites such as TripAdvisor or VirtualTourist; which is why they have to often monitor these websites in order to gather feedback from customers, whether it is positive or negative, to be aware of consumers' reactions towards their offers (Dwivedi, Shibu & Ventakesh, 2007).

Consumer generated content is also a mean for hotels or restaurant (or other tourism related company), to improve their websites, maximising the way consumers are seeing them in terms of efficiency.

Indeed, as mentioned above, UGC websites such as TripAdvisor can tarnish the reputation and brand image of tourism organisations; however it can also help improving their service and quality, responding to customers' negative comments, or using positive comments as free promotion for their establishment.

Furthermore, according to the European Travel Commission (2012), the recent developments are suggesting that tourism companies, DMO's, hotel operators, etc., have to adapt themselves to the new market demands rather than trying to convince consumers to use the traditional platforms.

Besides according to Donnelly (2007), the use of this new 'trend', user-generated content, is efficient when correctly tagged since it enhances the pick up of sites by search engines resulting in high rankings.

Moreover, tourism organisations, airline and hotel operators have begun to employ social media strategies to influence travellers' decision making (Munar 2012).

Indeed, tourism organisations can take advantage of this social media era, integrating UGC to their marketing strategy; and they can achieve that in three different ways:

- Joining virtual communities and create a business profile, such as a fan business page on Facebook or on Myspace, add contents on Youtube, etc.;
- Using virtual worlds such as Univers or Second Life;
- Creating their own virtual communities;
- Implementing user-generated content on their own corporate websites with the creation of blogs, forums, possibility of comments from customers, etc.;
- Posting online discount offers and cheap deals through websites such as Groupon, vakantievelingen.nl, etc. (European Travel Commission, 2012).

Even if replying to negative comments on TripAdvisor or alike websites, can be part of an organisation's marketing strategy, the integration of UGC in their website is nowadays primordial for tourism businesses. This is why these days, more and more tourism organisations are taking advantage of UGC for their marketing strategies.

In order to do so, it is necessary for destination marketing organisations or travel companies, etc., to understand the way travellers are searching for information and the way they review it, according to the different steps of their travel decision making process (Choi, Lehto & O'Leary, 2007).

Integrating UGC to their strategy represents a cheaper way of promoting their service and image, which can also be more efficient since it allows a direct contact with the customer.

UGC is also a way for tourism organisations to create and improve their interaction with customers. According to Nelson (2006), the European manager of TripAdvisor himself suggests to travel companies to incorporate UGC websites in their own strategy. Indeed, thanks to the adoption of UGC, tourism organisations can engage with potential customers and create valuable relationship with them, controlling at the same time the information provided and the users of UGC.

This concept decreases the potential risk of failure of the organisation's project as well as the costs of development and set up.

The integration of social media and UGC to the companies' strategy is a form of intentional viral marketing (Bruyn & Lilien, 2008). Through viral marketing, the message is easily transferrable from emails to forums, promoting UGC communication and the positive promotional effects.

The power of Web 2.0 platforms for marketers is based on their capacity to develop the virtual community they are creating. This development not only lies on the marketers' provision of resources but also on the supplying of means giving the ability to customers to interact between themselves.

What is more, in the words of Qiang Ye et al. (2011), UGC and the consumer-to-consumer communication arouses the consumers' trust towards a service, an offer. This is a more strategic way for destination marketing organisations, airline or hotel operators (etc.); with a better understanding of social media aspects, the chances of success are better as well as the possibility of target market diversification (Yu 2012). This presents the opportunity for DMO's, or other tourism marketers to improve their services, creating and offering their own platform for travellers and potential customers to share and enjoy the benefits of web 2.0, while tourism organisations benefit from it and try to maintain the bargaining power.

Once UGC is incorporated to the tourism company's marketing strategy, its management is primordial. Ruzic and Biloz (2010) pointed out that this

management could be accomplished through the monitoring of reviews, the improvement of the consumers' knowledge, the evaluation of consumers' trends and statistics.

Sparks and Browning (2010) underlined that an efficient UGC management leads to a growth in the bookings possibilities. Furthermore, according to Yu (2012), an efficient operating of UGC allows companies to increase their sales.

Besides, according to Munar (2012), the employment of external expert can also help tourism operators and companies to oversee the increasing or decreasing demand of different target markets in order to be able to react in accordance to the market demand.

In order to better understand how tourism organisations and their marketers can benefit from UGC, in the next section, I am going to present concrete cases where company have integrated UGC to their marketing strategy.

Chapter 5.2 – Examples of tourism organisations adopting UGC

Nowadays, more and more tourism companies and destination marketing organisations are promoting their service through the incorporation of UGC content as part of their strategy.

Indeed, an important number of hotel operators (Sheraton hotel, Four Seasons Hotel and Resort), airline companies (Air France, Emirates Airline, etc.), restaurants (l'Entrecôte, La Hormiga, etc.), and others, have already created basic social media page on websites such as Facebook or Twitter, in order to share their news, their new services or offers, to promote it through promotional campaigns, photos or videos.

As you can see on the table above, there is indeed numerous UGC websites where tourism organisations can enjoy the use of UGC and create their own 'profile' or page.

Site Name (Address)	Category
COMMERCIAL SITES – 5 STAR RATINGS	
Trip Advisor (www.tripadvisor.com)	Comm – 5 star
Epic Trip (www.epictrip.com)	Comm – 5 star
IgoUgo (www.igougo.com)	Comm – 5 star
Lonely Planet's Bluelist (www.lonelyplanet.com/bluelist)	Comm – 5 star
Orbitz (www.orbitzinsider.com)	Comm – 5 star
Mapsack (www.mapsack.com)	Comm – 5 star
Virtual Tourist (www.virtualtourist.com)	Comm – 5 star
Trip Up (www.tripup.com)	Comm – 5 star
Travelocity (www.travelocity.com)	Comm – 5 star
Expedia (www.expedia.com/destinations)	Comm – 5 star
Yahoo Travel (travel.yahoo.com)	Comm – 5 star
TravBuddy (www.travbuddy.com)	Comm – 5 star
STA Travel Blogs (www.statraveljournals.com)	Comm – 5 star
COMMERCIAL SITES – NO RATINGS	
Flickr Travel (www.flickr.com/travel)	Comm – No rating
Gusto (www.gusto.com)	Comm – No rating
Travelistic (www.travelistic.com)	Comm – No rating
The Lobby (www.thelobby.com)	Comm – No rating
Kayak (www.kayak.com)	Comm – No rating
Visit Victoria (www.visitvictoria.com)	Comm – No rating
Lonely Planet TV (www.lonelyplanet.tv)	Comm – No rating
Schmap (www.schmap.com)	Comm – No rating
Trip Hub (www.triphub.com)	Comm – No rating
Del.icio.us (del.icio.us)	Comm – No rating
NON COMMERCIAL SITES	
This Place I Know (www.thisplaceiknow.com)	Non-commercial
Wikitravel (www.wikitravel.com)	Non-commercial
Travel Blog (www.travelblog.com)	Non-commercial
Travel Rants (www.travelrants.com)	Non-commercial
Trips Log (www.tripslog.com)	Non-commercial
YouTube Travel (www.youtube.com/travel)	Non-commercial
V Carious (www.vcarious.com)	Non-commercial
World 66 (www.world66.com)	Non-commercial

Title: Popular UGC travel websites²

Furthermore, a growing number of tourism organisations are also integrating UGC content to their own websites.

Well-known, brand hotels chain would be the major ones to have started to take advantage of UGC. Indeed, Starwood Hotels, a leading hotel brand, among an important number of other hotels, is promoting its services and its brand through

² Carmen, C. et al. (2008) 'Consumer-generated web-based tourism marketing', *Sustainable Tourism CRC*

the 'Second Life' website, which is a virtual community, selling 'virtual land to virtual residents' (Adler, 2007)³.

Another well-known hotel, Sheraton, has created its own UGC website TheLobby.com, where the major element is the integration of travellers' stories (Bray, 2006). In Bray's words (2006), this UGC website not only allows readers and potential consumers to comment their own experiences with the hotel chain, but it also strongly stimulates the readers to write and share their experiences with other site users⁴.

Afterwards, other tourism companies, particularly travel agencies, seeing the positive effect of integrating UGC to their strategy have been following the choice of numerous hotels, to enhance the communication with customers.

Foder, an important American travel advisor, as an example, has decided to integrate UGC content to its online travel guides, allowing hotel consumers to comment their experience, along side the usual travellers that are commenting.

STA travel as for it, has decided to work together with Red Dot, a content system provider, in order to create a platform within their own websites, where travellers can share with one another their holiday planning process with the possibility of adding different contents such as comments, sharing photos or videos, reviews, etc. (Bentley, 2007)⁵.

Moreover, numerous DMOs have started as well or are in the process of using social networking functions within their own sites with the aim of engaging with the users more efficiently.

Munar (2012) has indeed noted another positive use of UGC with the DMO Visit Sweden, which has followed the immersion strategy, designing a platform named

³ Carmen, C. et al. (2008) 'Consumer-generated web-based tourism marketing', *Sustainable Tourism CRC*

⁴ Carmen, C. et al. (2008) 'Consumer-generated web-based tourism marketing', *Sustainable Tourism CRC*

⁵ Carmen, C. et al. (2008) 'Consumer-generated web-based tourism marketing', *Sustainable Tourism CRC*

‘Community of Sweden’, in which travellers are free to share their travel experience uploading comments, videos or photos, etc.

Here, the strategy is to concentrate the platform on the community involvement through the spontaneous and unsolicited participation, with a control from the organisation, which however stays minimal (Swanepoel et al. 2009).

Airlines companies are also admitting the benefits that can arouse from the utilisation of UGC as a marketing tool.

For example, Air New Zealand, has urged a group of Chinese celebrities, travelling in New Zealand, to share their travel experiences on the website created by the airline company to promote its services: www.experiencesomethingnew.com (Lee, 2007). Thanks to their participation, the airline company’s campaign has been fortunate as the company has been able to attract Chinese tourists.

Bray (2007) has observed that another airline company; however American, has used a similar strategy and what is more, he noted that car rental are also adopting UGC. As an example, Avis, an English car rental company, has established its own blog website www.wetryharder.co.uk⁶, where customers can interact with one another and be updated about the company, thanks to the content provided.

In spite of the number of tourism organisations, hotels, restaurants, integrating UGC to their strategy and despite of the positive effects arising from it, there are also some criticism and some doubts towards the use of UGC from tourism marketers and managers.

⁶ Carmen, C. et al. (2008) ‘Consumer-generated web-based tourism marketing’, *Sustainable Tourism CRC*

Chapter 5.3 - Difficulty of the process for tourism marketers

According to Kelly (2007), organisations within the travel industry remain unsure about the way to answer to Web 2.0. Indeed, the consumers are more prepared to enjoy Web 2.0 than tourism companies, which seek taking advantage of it.

In spite the important necessity for tourism businesses to integrate UGC to their marketing strategy, it still remains difficult for their managers to enjoy the benefits of Web 2.0 and to use and/ or set up properly their own UGC.

What is more, social media, UGC platforms, represent in fact an online version of the traditional marketing approach; which is why it lacks of efficiency. Indeed, according to Hays et al. (2012), the majority of tourism organisations only integrate social media as an additional form of marketing and still sustain their traditional strategies, which points out a lack of confidence from the organisation as well as a lack of creativity. In these cases, the integration of UGC would be almost useless, as the organisation do not provide something outstanding for the consumers to remember it.

Regarding the use of existing UGC such as Facebook and Twitter, it is easy for tourism companies to use it at their advantage, creating their own pages on these websites. However, in the words of Hays et al. (2012), the level of success is not clear, as we do not have real measures of the sales and customers it has brought so far. Furthermore, creating a profile on these websites is simple, but it is necessary to entertain this profile, posting information and offers as often as possible. There are indeed companies that create a profile on Facebook or Twitter and which forget to update it, losing the interest of consumers.

Creating their own UGC, represents a real challenge for tourism marketers and managers, as the UGC, in order to be fully working, has to provide enough

captivating content, which has to be at the same time distinct to what is provided on individual UGC websites and not over promotional.

Furthermore, all of the content provided on the UGC needs to fulfil the customers' expectations. This first step, which can seem easy to accomplish remains one of the most difficult one, as it is the basis of the good working of the integration of UGC.

Once the UGC established and incorporated as part of the marketing strategy, some tourism marketers lack of contact with the customers.

It is indeed essential for them to establish and maintain contact with the potential and existing customers by frequently uploading distinct content on the UGC and interacting with the customers.

In order for the relation with the customer to remain, tourism marketers have to often interact with them through the intermediary of UGC. Besides, lots of criticisms emphasize the fact that lots of tourism marketers, provide information on their own UGC but do not motivate the customers in order to make them participate on the platform.

Controlling their UGC while urging customers to participate represent another issue of Web 2.0 for tourism organisations. This trend is still new for tourism companies, and many of them, trying to use UGC to their advantage, do not know how to use it properly for them to keep control over their platform. Indeed, many of them are afraid to loose the control over the UGC, giving too much independence to customers.

Another issue that can be encountered by tourism marketers while creating their own UGC is the lack of confidence from customers, as they usually feel more confident on individual platform that are not coming from the organisation itself.

This is why; it is really delicate for tourism organisations to create their own UGC, as once again, they need to be really careful about the information they provide which cannot only promote their services and brand image. This

represents another challenge, as the way the UGC is managed by the company will determine its efficiency as well as the fidelity of customers.

Furthermore, each tourism company or business necessitate a different strategy, which means that the social media strategy will also be distinct, and as the use of Web 2.0 is yet difficult, the adaptation to each one strategy is another issue even more important, as there is no one best way to do it (Hede & Kellet, 2012).

There is also a concern about the truthfulness of the content provided on the UGC. This represented indeed an issue for customers, on platforms such as TripAdvisor, etc., which is why it is an even more important concern on corporate platform, although it can also be seen as a proof of veracity as at least it is known that the content come from the corporate.

However, as observed by Wang and Fesenmaier (2004), making the interaction between customers through the intermediary of online platforms; whether it is on individual platform or on the corporate one, can reinforce the relation between customers and corporate, however cannot happen in the case of fake content.

Many tourism marketers are tempted to add 'fake' content, acting as independent customers, to testimony in favour of the tourism organisation, in order to urge the consumers to try its services. However, tourism businesses have to differentiate themselves from other online platform, by justifying the truthfulness of the content provided, so a real contract of trust can be established between the company and its consumers.

Moreover, according to Bray (2007), the studies in regard to the effectiveness of UGC usage in the tourism sector are restricted as this is still a new phenomenon. However, he observed that the initial answers coming from this industry, as to the emergence of UGC has failed to a certain extent since suppliers themselves have tried to publish reviews, promoting their own services and offers.

Another issue that can be raised is that hotels and its marketers and managers can urge customers to write positive reviews about their own establishment and

services in exchange of rewards, which can take form of money, voucher, etc. This kind of behaviour would not be encouraging, as we could not talk anymore about 'independence' of the customers on UGC websites and 'trustworthiness' of the content provided and therefore, the integration of UGC to the company strategy would entirely fail.

The integration of UGC to the tourism organisations marketing strategy, while being necessary in this new Web 2.0 era with the growing importance of UGC and the taking of control from customers; it also remains unsure and unclear as there are lots of concerns to take into consideration and as the trust is difficult to establish with the consumers on their own platforms.

Tourism organisations using UGC have to be really careful to better its odds to keep or regain the control over their UGC and the selling of their services.

Chapter 6 – LIMITATIONS OF THE STUDY

First of all, the study presents some limits in regards to the respondents of the questionnaire, who are not representative of all the customers within the tourism industry. Indeed, they are not numerous and besides most of them are students, whose opinions certainly differ from retired people, workers or families.

Besides, the questionnaire mostly refers to TripAdvisor as it is the most famous UGC websites, therefore the answers are not necessarily equal for all UGC websites.

Thus, wider research needs to be made in order to have a more representative sample of the consumers within the tourism industry.

A major part of the study is also only focusing on hotels, which is not representative of all the tourism industry as this sector is vast and therefore comprising lots of different business activities and services.

In regards to the other part of the essay about the tourism organisations, there is a lack of concrete examples as to the integration of UGC since this is a new phenomenon; the information about it is restricted.

Furthermore, the interviews were only based on two different people, working within two different organisations, practising two different jobs. Therefore, their answers are not representative of all the tourism businesses as the implications of UGC websites differ across the various tourism companies, hotels and others.

What is more, as noted in the essay, each tourism organisation has its own strategy, which means that UGC will not work the same way for each one, which can possibly make some of the facts (efficiency, critics, etc.) irrelevant in some cases.

CONCLUSION

The development of UGC websites has facilitated the exchange of information between consumers. Indeed, with everyone having the possibility to share its own experience and opinions, customers now detain more information about services and products in the tourism industry as they had before with the only intervention of tourism businesses and their marketers.

The primary research realised revealed that everyone nowadays is using UGC websites even if it is not as a provider of information; UGC websites are part of the customers' decision-making process. Customers are thus more powerful, being the master of their own choice.

This modern version of word of mouth has resulted in more independent customers, relying on their peers who help them selflessly, contrary to the corporate; and who can with their own intervention, tarnish the reputation of a hotel or adversely affect its sales and thus its economic success.

Indeed, the change in the customer behaviour affects tourism businesses, as they do not control the flow and type of information provided. Unfavourable reviews can therefore be posted on UGC websites without the hotel and its staff being able to manage it.

This is why more and more hotels and other businesses are trying to integrate UGC websites to their marketing strategy, whether it is by replying to negative reviews on websites such as TripAdvisor or by incorporating their own UGC in their official website.

It is essential nowadays for a hotel or any other business within the tourism industry, to include UGC websites as part of their marketing. It is more and more used for the promotion of hotels' services as well as for the interaction with consumers, which is easier, allowing the hotel to strengthen its relationship with

them. Besides, it is a less expensive way of marketing, which can be more efficient, especially in terms of contact with the client.

However, the process still remains difficult for hotels as they need to have enough interesting contents which are not too promotional, different from the content provided on official websites and above all entertaining to suit the customers' expectations.

Furthermore, the contact with the consumers needs to be frequent, so they feel comfortable on these sites. However, consumers feel more confident writing on independent platform, trusting more the information provided, rather than on corporate websites, which is why corporate need to be careful about the way they are managing their UGC.

However, further research needs to be realised in order to have more comparable results coming from various hotels, having different characteristics and structure as well as other businesses in the tourism organisations.

Indeed, the consequences of UGC differ from a company to another, depending on the services provided, the customers targeted, the way the UGC is created and managed, etc.

In addition, further study with more comparable participants has to be done in order to come to a more conclusive and representative answer regarding the change in the customers' role. Besides, broader study need to be done in regards to the tourism organisations which have already integrating UGC to their strategy, to have concrete results as to its efficiency.

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APPENDICES

Appendix 1 – Questionnaire

I am realising a questionnaire for my independent study essay, whose topic is: how consumer-generated content websites have changed the role of consumers within tourism organisations?

Please mark the appropriate box next to your answer with an x.

1) Have you heard of user-generated content websites such as TripAdvisor for example?

Yes

No

If yes, can you please name another few?

2) Do you use these kinds of websites?

Yes

No

3) Do you use them as a reader?

Never

Sometimes

Often

Always

4) Classify in order of preference the following reasons for using user-generated content websites for travel and tourism.

Rating of the hotel and/ or restaurant

Price comparison

Customers' reviews

Pictures of the venue

5) Do you use them as provider of information (reviewing your stay in a hotel for example)?

Never

Sometimes

Often

Always

6) Do you share your experience when it was positive?

Never

Sometimes

Often

Always

7) Do you share your experience when it was negative?

Never

Sometimes

Often

Always

8) When planning a holiday or short break, which website do you consult?

Official website

User-generated content websites

Both

None

9) On a scale from 0 to 10/ 10 is high, how would you rate TripAdvisor or other user-generated content websites truthfulness?

0 1 2 3 4 5 6 7 8 9 10

9) A) Why?

10) On a scale from 0 to 10 where 0 is not at all and 10 entirely, how would you say websites such as TripAdvisor influence your decision?

0 1 2 3 4 5 6 7 8 9 10

10) A) Why?

11) What do you like best about these websites?

12) What do you dislike the most about these websites?

13) I am trying to determine if there is a correlation between the use of TripAdvisor and other and the age difference. How old are you?

Thank you for your time and participation!

Appendix 2 - Interview with Anthony Strugo

I realised an interview with Anthony Strugo, owner of four hotels in the Azores, Brazil and Mozambique.

Manon: Good morning Anthony. I am realising an essay about websites such as TripAdvisor and how it changed the customer's role within the tourism industry. You are the owner of four hotels yourself, so I would like to ask you a few questions if do you agree, to understand the impact of these websites on your hotels.

What kind of hotels are you the owner of?

Anthony: Hello Manon. I am the owner of four small hotels: one in the Azores, Casa na Praia and Casa de Areia in Brazil in Jericoara and Casa na Praia in Tofo, Mozambique. They are composed of fourteen rooms maximum and they are always busy.

I am not targeting a luxury clientele, in other words I want to attract customers who are not expecting luxury but who are looking for a sophisticated hotel with charm and idyllic surroundings, as they are all on the beach the infrastructure is in harmony with my policy.

M: Are all your hotels listed on websites such as TripAdvisor?

A: Yes, since a few years, my hotels are all on TripAdvisor precisely.

M: Since the presence of your hotels on TripAdvisor have you noticed an influence, a change, from this website?

A: You have to know that I am not doing any promotion or advertising for my hotels, and they are all fully booked for the rest of the year thanks to the word of

mouth generated by TripAdvisor. So yes, TripAdvisor has a great influence for my hotels since it represents my only advertising tool.

M: So would you say that TripAdvisor is a reliable website? What do you think about the fact that anyone can post a review online?

A: Of course, I think it is a reliable website; it is thanks to this website that my hotels are running and that I welcome many customers throughout the year. I see it as an opportunity because in my opinion the customers are the best ambassadors of the brand so they are the best people to testimony about their experience.

M: So in your opinion, TripAdvisor represents more an opportunity than a threat for your hotels?

A: TripAdvisor is the greatest opportunity of visibility for my hotels and I am trying to not make any mistake to avoid getting bad press. This website is worth gold for my hotels, I know what quality I am offering and I do not need to pay for any other kind of promotion or communication, my customers are doing it for me.

M: Have you ever had negative reviews on TripAdvisor?

A: For the moment I have not had any negative reviews but I am not away from that. However, I work on the basis that we provide services to the customers so it has to be the best, and I am counting on the quality and welcoming of customers. That is why my employees and me always offer to our customers a clean and beautiful hotel with a great decoration, products of quality and we try to welcome our clients as well as possible. A satisfied client is worth a hundred so I am playing the game, with an irreproachable service, kindness from the staff, etc. I do not see why people would complain about my hotels...

M: I do not see why either! But, if in the future, some negative reviews are posted how do you think you will handle it?

A: I think I will try to respond to it with an enhancement of the staff and services. I don't know if I will respond to it online but I will make sure that the issue is fixed so that customers will not experience it and have to write negatively about that again.

M: Have you or your employees ever written a review about your own hotels acting as an individual customer?

A: I was expecting this question but actually no, I have never done that, I have not felt the need to. After all, hospitality is a service job so if one wants to do it, one has to do it well so once again, I am playing the game and keep my fingers crossed to not have any bad reviews.

M: Thank you Anthony to have answered my questions. I wish you the best for the future.

Appendix 3 - Interview with Lucy Saunders

I realised an interview with Lucy Saunders, the business development executive of the Jockey Club Rooms.

The Jockey Club Rooms is a former private members club who opened its door to the public around 2000. Since then, every customer can enjoy the accommodation, private dining, and hiring of the place for a variety of events.

Manon: Good afternoon Lucy, I am realising an essay about websites such as TripAdvisor and how they changed the customer's role within the tourism industry. I am therefore having interests in the consequences it implies for hotels or venues like the Jockey Club Rooms.

Is the Jockey Club Rooms listed on TripAdvisor or on similar websites?

Lucy: Good afternoon Manon. Yes, we were on TripAdvisor, but asked to be removed. This is because we feared that Members would disagree with the listing if they had the chance to see it.

The only similar sites we have used are probably Hitched.com as a wedding venue and Sykes Cottages as accommodation. They are quite different from TripAdvisor but that is the closest I am thinking of. The difference is that, to be listed on these websites, we have a monthly fee to pay, which means that we are at the origin of the listing and not the customers.

Manon: What do you think about these kinds of websites and their efficiency for hotels or venues like yours?

Lucy: As I said we emailed TripAdvisor specifically to ask to be removed, simply because of the members but I think overall the website has both good and bad points. Indeed, it represents free promotion and free references of the services a company provides, and true ones too, as the consumers contribute it to. On the negative side, this could work against a hotel if they get negative reviews and

adversely affect their bookings. It is incredibly powerful so the good side effects could really boost a company, but the bad effects could seriously affect it.

Manon: What about the influence and impact coming from these websites on the Jockey Club Rooms?

Lucy: I can certainly say that the websites we are listed on improve our exposure to the relevant markets i.e. wedding clients and those looking for accommodation. Whether it is the 'right' kind of client for our luxury high-end brand is difficult to judge; bookings from them is possibly lower than from enquiries coming directly to the venue, customers who really understand the history and the type of venue we are.

They therefore certainly affect the sales positively, although they may waste more time for the team answering a larger volume of enquiries, a lot of which are unlikely to confirm. Overall and from a sales and marketing perspective, as long as they bring in more business than the cost of the listing they are worthwhile (I am especially referring to hitched.co.uk and sykes cottages since Tripadvisor is free).

Manon: How do you feel about negative reviews on these websites?

Lucy: From a PR perspective, they can be very dangerous sites to be a part of, due to the potential for negative reviews to be written. Without removing the listing altogether there is little the hotel can do to delete these, and there are many cases where the hotel has to write a polite reply to justify whatever went wrong on each complaining customers visit. Quite often you can avert disaster by tackling the issue head on, but it is still impossible to remove the original angry post.

Manon: What about the unknown of the source of these websites; do you think that hoteliers can ask their employees to write reviews acting as individuals?

Lucy: As you say it is of course possible to write false reviews, however this is strictly against the rules. I am pretty sure that they monitor this kind of false reviews and they certainly represent a negligible part of all the contents provided.

Manon: Thank you very much for your time, this has been really helpful for me.