The Hong Kong Polytechnic University

School of Hotel and Tourism Management

A Fuzzy Analytic Hierarchy Process Evaluation of Hotel Websites

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CERTIFICATE OF ORIGINALITY

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ABSTRACT

At present, the Internet is playing an important role both on the supply-side and the demand-side. As such, the number of online users is growing every year which is a clear evidence for the importance of this technology (Internet World Stats, 2009a). In hospitality and tourism, the Internet has a great impact in which more travelers are using it to search for information and to complete transactions online (Law & Huang, 2006). Due to its importance, the Internet is gaining more attention from both academic researchers and industrial practitioners. Many website evaluation studies have been published since the late 1990s, but there is no existing standard method for website evaluation (Law, 2007).

The aim of this research is to develop a scientific model that integrates a set of website evaluation dimensions for evaluating website functionality performance. In this study, website functionality refers to the content of a site (Lu & Yeung, 1998; Chung & Law, 2003). Unlike previous studies, this research presents a new framework for evaluating website functionality performance by using a Fuzzy Analytic Hierarchy Process (Fuzzy AHP). Since human judgments are often uncertain and vague, using fuzzy set theory instead of exact numbers could capture decision makers' uncertainty. The presented method could rectify this limitation of cognitive uncertainty and subjectiveness of human judgements and provide more accurate overall evaluation results.

This research focuses on determining the functionality performance of hotel websites in Hong Kong from the perspective of Internet users. It methodologically contributes to measuring the relative importance of website dimensions and associated attributes

in website performance. Also, findings of this study could provide practical information to hoteliers on how to develop and improve their websites.

Keywords: Hotel website evaluation; functionality; Hotel Kong hotels; Fuzzy AHP

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IP Sze Ting, Crystal

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1 INTRODUCTION

1.1 Research Background

Information and Communication Technologies (ICTs) have changed the hospitality and tourism industries since the 1980s (Buhalis & Law, 2008). Business practices, strategies and industry structures have been transformed dramatically because of the progresses in ICTs (Porter, 2001). The developments of Computer Reservation Systems (CRSs) in the 1970s, Global Distribution Systems (GDSs) in the late 1980s and the Internet in the late 1990s have generated a new paradigm-shift and changed the operational practices in the industries (Buhalis, 2003; Buhalis & Law, 2008; Emmer, Tauck, Wilkinson & Moore, 1993; O'Connor, 1999). Increasingly, ICTs are playing an important role not only in tourism organizations and destinations, but also in the entire industry as a whole (UNWTO, 2001). Increasing numbers of travelers have used search engines to plan and experience their travels (Buhalis & Law, 2008). Also, ICTs have altered the way tourism organizations performed their businesses and interactions with their customers (Buhalis, 2003).

Without any time limits and geographical constraints, the Internet has been developed rapidly in general. In the hospitality industry, it has changed the way hotel rooms are sold and promoted (Law & Cheung, 2008). Customers can search and make reservations for their favorite hotels anytime and anywhere. Similarly, suppliers can build up a direct relationship with their customers, thereby providing up-to-date information, such as room rates (Cai, Card & Cole, 2004; Gilbert, Powell-Perry & Widijoso, 1999; Law & Cheung, 2008). Since there are numerous advantages of Internet applications, there is a rapid increase in the number of online users.

According to Internet World Stats (2009a), the number of Internet users in the world has grown from 360 million in 2000 to over 1.6 billion in mid-2009 with 24.7% penetration while the corresponding number in Hong Kong has grown from 2.2 million in 2000 to over 4.9 million in mid-2009 with 69.2% penetration. Besides, the advantages of using the Internet have been investigated in previous studies (Chan & Law, 2006; Lynch & Horton, 1999; Rong, Li & Law, 2009). Since products from the hospitality and tourism industries are perishable, they are highly relied on online distribution channels for promotion (Rong et al., 2009). To demonstrate, Eyefortravel (2007) found that 66.9% of travel website users in the U.S. subsequently made online purchases, mainly of airline tickets and hotel rooms. Chung and Law (2003) as well as Hawela, Boyle, and Murray (2007) stated that more customers would like to reserve a hotel room through online booking and at least one-third of all hotel bookings would be transacted online in 2010. Prior research not only have stated the importance of setting up websites in the hotel industry, but also emphasized the benefits (O'Connor, 2003; O'Connor & Frew, 2004; Toms and Taves, 2004). Hence, hoteliers are eager to capture the market share through the Internet.

Since a hotel website serves as an electronic platform for profitability (Chung & Law, 2003), hotel operators use the website for effective advertising and marketing to promote their rooms and attract more customers (Au Yeung & Law, 2006; Wan, 2002). However, a question is arisen whether a hotel website can provide sufficient and effective information to customers or not. It is thus crucial to determine the success factors for hotel websites.

Very few prior studies on hospitality or tourism and technology were published until the 1990s. Since then, the numbers of published articles in this area have been increased (Law & Hsu, 2006). These studies provided different methods for the industry to use the Internet effectively and recommend how commercial websites should be developed. In other words, these publications were taking the first steps to find out which factors could affect the sales of products and services over the Internet (Law & Hsu, 2006).

As discussed, a hotel website is a critical element in the hospitality industry. It is thus vital to determine the important attributes for hotel websites. According to Lu and Yeung (1998), functionality is the most critical dimension of website usefulness. It means whether a web page provides adequate information about its products and services. Also, functionality is an important criterion that determines customer usages and purchase behaviors on the websites (Lu & Yeung, 1998; Ma, Law & Ye, 2008). Therefore, in this study, website functionality was chosen for evaluation due to its importance (Lu & Yeung, 1998).

Additionally, there is a lack of advanced statistical techniques in website evaluation studies towards hospitality and tourism. According to Law, Qi and Buhalis (2010) as well as Ip, Law and Lee's (2011) studies, it is suggested that adopting a more sophisticated approach by integrating theories and models from other disciplines could be one of the future research directions of website evaluation in hospitality and tourism. By then, it is obvious that using a scientific model to evaluate the dimensions or attributes of website functionality is a novel approach.

Previous studies have been conducted to examine functionality on hotel website effectiveness. For example, the literature has listed a broad range of factors that should be included as part of functionality. Still, determining the most important criteria that influence functionality is important and helps hoteliers pay attention on factors with the highest weight and identify the best way to improve their hotel websites. That is, how to evaluate the relative importance of the dimension/ attribute/ criterion should be considered as a multiple criteria/ attribute decision-making problem. Previously, Analytic Hierarchy Process (AHP) is an appropriate method for solving multiple criteria/ attribute decision-making problems (Saaty, 1980). However, this method is often criticized for its inability to adequately handle the inherent uncertainty of human judgment (Chou, Hsu & Chen, 2008). This implies that human preference on the importance of criteria/ attributes is always uncertain and subjective. As such, decision makers might be reluctant or unable to assign crisp values when facing multiple criteria/ attribute decision making problems (Chan & Kumar, 2007). To solve this limitation of AHP, integrating fuzzy theory with AHP to determine the relative importance of criteria from subjective judgments of decision makers is suggested (Yang & Chen, 2004).

In view of the limitations of prior studies and a lack of accurate frameworks in evaluating the functionality of hotel websites, this research presents a scientific model to analyze the performance of hotel websites by using Fuzzy Analytic Hierarchy Process (hereafter known as Fuzzy AHP). This model could be useful for evaluating websites in the hotel and tourism industries. In addition, Fuzzy AHP is introduced to assist a website evaluation process. It is a decision-making tool for analysts to organize the critical aspects of a problem into a hierarchical structure (Teng, 2005).

By reducing complex decisions into a series of one-to-one comparison, Fuzzy AHP not only helps the analysts to find the best decision, but also offers a clear rationale for the choices made (Chin, Chiu & Tummala, 1999; Zaim, Sevkli & Tarim, 2003).

1.2 Scope of Study

While website evaluation studies in hospitality and tourism have been widely conducted in Western countries (Kim, Ma & Kim, 2006), there is an uncertainty of whether these findings are appropriate to reflect other website performances. Therefore, a gap in the literature exists among the following areas, including: a lack of a standardized framework in evaluating the functionality of hotel websites, limitations of previous studies, and an appropriate evaluation method.

This study is to evaluate Hong Kong hotel websites in terms of functionality performance. These hotels are the members of Hong Kong Hotels Association with a total 111 hotels. Hotels in Hong Kong, a leading travel destination in Asia with world-class hotel facilities, appear to recognize the importance of using website in their business strategy.

1.3 Research Objectives

This study aims to investigate hotel website performance in functionality by a Fuzzy AHP model. Hence, the objectives of this research are:

(a) to develop a comprehensive hierarchy for website functionality performance;

(b) to present a model that analyzes and measures the relative importance of hotel website dimensions and associated attributes using Fuzzy AHP;

(c) to evaluate the performance of Hong Kong hotel websites employing the model developed in objective (b); and

(d) to provide suggestions for hotels to improve the performance of their websites

1.4 Significance of the Study

1.4.1 Theoretical Contributions

Although there are a plethora of studies focusing on the evaluation of website functionality, there have been very few published articles that presented empirical test with scientific models which numerically evaluate the preferences of hotel website users in hospitality and tourism. As mentioned, determining the most important criteria that influence functionality is crucial since it could help hotel practitioners focus on factors with the highest weight and then improve their hotel websites. However, human judgment on the importance of criteria is always subjective and imprecise. By applying Fuzzy AHP in this study, the deficiency of dealing with human subjectiveness could be rectified. Also, one of the limitations of previous studies is to assume equal variance in all dimensions and attributes. In fact, each dimension and attribute possesses its own individual significance and meaning, it is unreasonable to assume that the importance of each dimension and attribute is equal (Tsaur & Wang, 2007). In this study, Fuzzy AHP was adopted to contribute to website performance evaluation by applying a Multiple Criteria Decision Making Model.

1.4.2 Practical Contributions

In view of the continuous growth of the applications of the Internet to the hospitality industry, hoteliers should take advantage of this technology and keep improving the contents of their websites. Since functionality is a critical part of the usefulness of websites (Lu & Yeung, 1998), hotels should put more effort on websites performance to remain competitive in this striving business market. Besides, Shellum (2004) pointed out that an effective hotel website can achieve higher profits from online bookings. Therefore, putting appropriate contents on a hotel website can generate more revenues. Apart from these, amid the financial tsunami, hotel operators are hit by falling occupancy rates and high operating costs (Daks, 2008). The establishment of websites not only lowers the distribution costs, but also gains higher profits and reaches a larger potential market (Law & Hsu, 2005). The findings of this research could provide practical information to hoteliers on how to develop and improve their websites in order to remain competitive in the present global financial downturn.

1.5 Summary and Organization of Chapters

This chapter introduces an overview of this research, scope of the study, research objective and significance of the study. Chapter 2 provides an overview of website evaluation in hospitality and tourism. Chapter 3 explains the research design, data collection, data analysis and the modeling process. Chapter 4 presents and discusses the results obtained from focus group interview, main survey and website evaluations. Chapter 5 reviews the general results of this study. Theoretical contributions, managerial contributions and recommendations, limitations of this study, and future research directions are also included in this chapter.

2 LITERATURE REVIEW

2.1 Introduction

Since the introduction of Information and Communication Technologies (ICTs) has dramatically changed the hospitality and tourism industries, more people would like to use the Internet to search for travel related information and then complete their transactions online. In order to respond to the higher expectation from online users towards websites, researchers have put more efforts in evaluating website features that would help hoteliers to improve their website quality and usefulness.

This research reviews published studies of website evaluation in the hotel and tourism industries. The aims of this Chapter are to identify the research gap in the existing literature and evaluate the use of hotel website evaluation models. Prior studies of website evaluations are generally classified into different categories and each category is explained in detail.

2.2 Importance of the Internet

According to the latest statistics regarding Internet usage, Internet World Stats (2009b) indicated that the number of Internet users has grown up to 362.3% from 2000 to 2009. This reflects that the Internet is playing a key role since it has been developed into a practical tool for business developers and users in searching for information and performing online purchases (Dellaert & Kahn, 1999). Also, Li and Suomi (2007) pointed out that a lot of practitioners are keen to get a larger share in the electronic market. Together with the growth in the number of websites, it is undoubted that the usage of the Internet becomes a huge potential market.

Regarding consumers, they would likely use online shopping since they not only communicate with suppliers directly, but also seek up-to-date information and perform transactions without any time limit and geographical constraints (Karayanni, 2003). Also, they would compare the prices and quality of the products through online shopping (O'Connor, 2004). Convenience and cheaper costs are the other reasons for consumers to shop online (Yang, Lester & James, 2007).

Apart from users, service providers would like to use the Internet to promote and sell products, as well as to provide services to targeted customers since the Internet serves as a platform for users to share knowledge, facilitate communication and process online business (González & Palacios, 2004). Besides, the cost in the establishment of a website is usually affordable. As such, enterprisers would likely be devoting a certain amount of budgets on websites development (Law & Hsu, 2006). Also, by using online surveys and instant feedback system, service providers could follow the comments from customers to improve their products and services, thereby developing a long term relationship (Buhalis, 2003).

2.3 Importance of Website Evaluation

Understanding customers' needs and the changing environment are the requirements for a good website design (Stockdale & Borovicka, 2007). In reality, the site must satisfy consumers' requests for specific information or online transactions (Heldal, Sjovold & Heldal, 2004). Effective websites involve continuous evaluation, careful organization, up-to-date information (Albert, Goes & Gupta, 2004), and continuing improvement (Reichheld, Markey & Hopton, 2000).

Nowadays, websites are commonly used for information search and electronic business. Therefore, the Internet has changed the ways of the markets, industries and businesses significantly. Many previous studies have pointed out that a website is essential in electronic commerce (Lee, Love & Han, 2008). Chen and Yen (2004) noted that websites have played a critical role in marketing because it not only attracts new visitors, but also maintains the current market. So, online businesses are growing while websites become an effective tool to attract the attention of new users and strengthen the service offering to existing consumers (Chiu, Hsieh, & Kao, 2005).

Due to the importance of a website, millions of dollars have been invested on website development. However, website performance and evaluation are often overlooked since there is little concern about the website effectiveness in satisfying a specific goal (Lee et al., 2008). Accordingly, experts have focused on the development of website evaluation. For example, Tierney (2000) stated that website evaluation is essential due to the large amount of costs for setup, advertising and maintenance. Hong and Kim (2004) found out there are three main criteria for website evaluation. First, a strong theoretical foundation is required to create the comprehensive criteria. Second, empirical validation is needed to ensure trustworthy outcomes. Third, the criteria can be employed in terms of different types of websites.

2.4 Importance of Website Functionality

Website functionality is the most important dimension of website usefulness (Lu & Yeung, 1998). It refers to the content of a website and whether a web page provides adequate information about the products and services. Also, it is a critical factor to determine website quality (Jayawardhena, 2004). Liao, Palvia and Lin (2006)

exhibited the examples of website content, including description of products or company background, contact information, general information of the company, product/ service details, and customer support. Since a well-design hotel website with useful information and extra benefits not only could increase sales volume, but also enhance hotel reputation (Chung & Law, 2003), it is critical to measure how rich in information hotel websites are.

2.5 Review of Website Evaluation Studies in the Hotel and Tourism Industries

In order to develop and maintain a website, it requires a large amount of resources (Bauernfeind & Mitsche, 2008). But, the introduction of websites developed by new comers makes competition harder. Therefore, evaluation is a necessity to improve a website, resulting in the development of different website evaluation approaches (Bauernfeind & Mitsche, 2008).

The importance of research in the hospitality and tourism industries has been recognized long time ago (Law & Chon, 2007). Academics have devoted their time in research to find any innovations and then apply the latest findings in the industries. The relationship between academic findings and industry implications is strongly linked as people from industries could benefit from research findings to improve their operational practices. In this study, 103 website evaluation studies in hotel and tourism industries that were published from 1996 to September 2009 were reviewed. Published articles were searched from four of the largest and most popular online databases and search engines, including EBSCOhost (http://search.ebscohost.com/), Science Direct (http://www.sciencedirect.com/), GoogleScholar (http://scholar.google.com.hk/) and Scopus (http://www.scopus.com/home.url). The

searching keywords included *website or web site/ website evaluation, website/ website quality, website/ website assessment, website/ website measurement, website/ website features, website/ website effectiveness*. After careful screening, articles were selected by relevance in terms of website evaluation in the hospitality and tourism fields. Also, the reviewed articles not only came from hospitality and tourism journals, but also included other academic fields. Therefore, the review of website evaluation is comprehensive and widely applicable. As Han and Mills (2006) stated that the use of the web in hospitality and tourism industries began in 1995, this study reviewed articles published from 1996 to September 2009. The aim of this part is to review prior publications related to hospitality field and then classify them into different categories. Finally, research gap was explored after the classification.

In previous studies, website evaluation was classified into either on qualitative methods or quantitative methods. In this study, website evaluation can be categorized into three classifications: (1) evaluation by development of phases, (2) evaluation by features and (3) evaluation by effectiveness. Figure 2.1 demonstrates the modification from Schmidt, Cantallops and dos Santos's (2008) study and provides a more detailed summary of website evaluation in hospitality and tourism. In this study, two dimensions including sub-categories were newly added which were evaluation by features and evaluation by effectiveness.

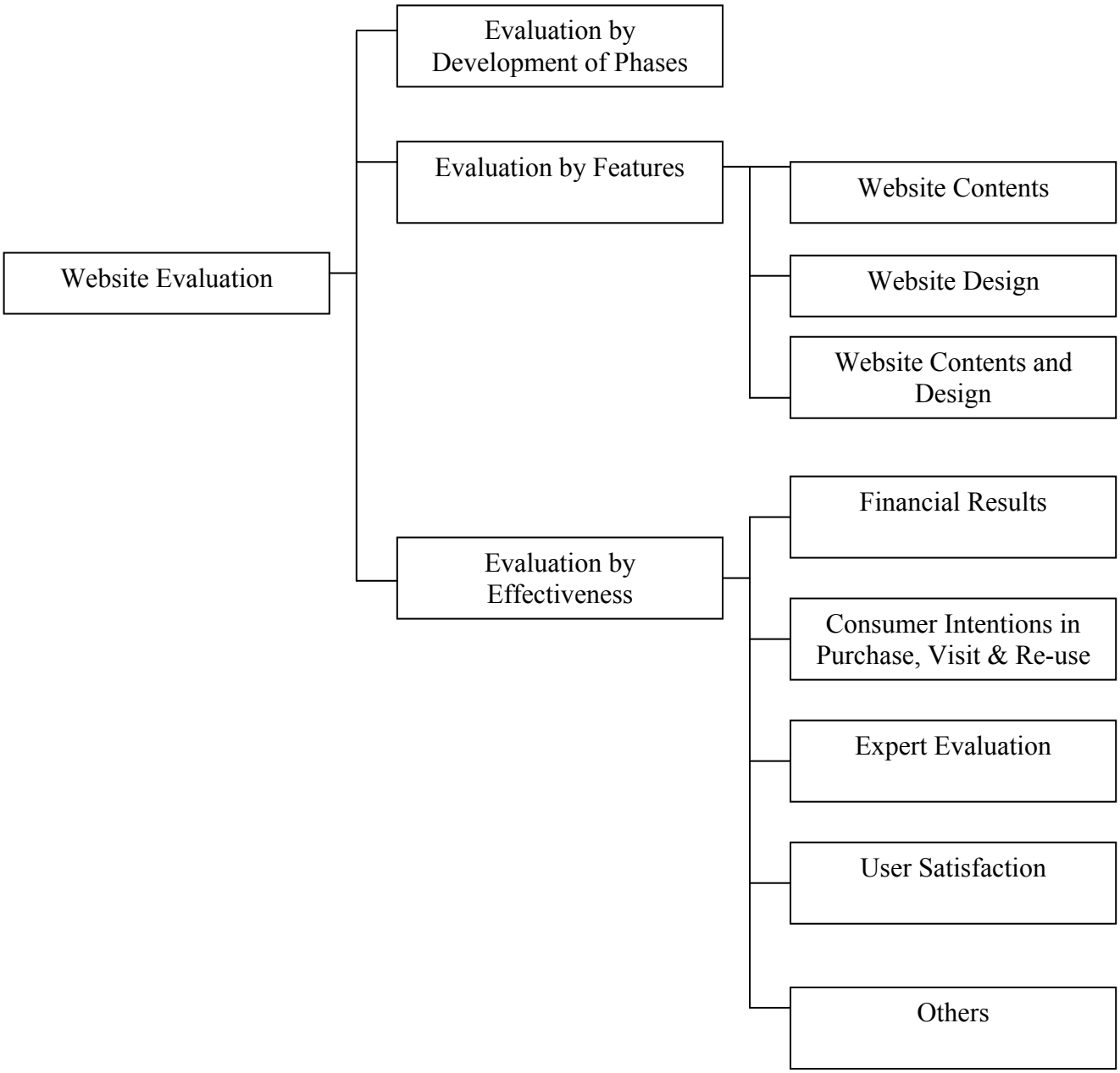

Figure 2.1 Summary of Website Evaluation

2.6 Evaluation by Development of Phases

Schmidt et al. (2008) pointed out that the richer a website's characteristic is, the more experience a company has in electronic business. In other words, the richness of a website's characteristics is proportional to the company's experience in electronic field. The experience of a company is referred to website phase, also called steps or layer, each including certain features. A framework with certain features/ characteristics is provided, so it would be likely to reduce the difficulties of website evaluations (Schmidt et al., 2008).

The studies listed in Table 2.1 evaluated website performance by using development of phases. Doolin, Burgess and Cooper's (2002) study used the extend Model of Internet Commerce Adoption (eMICA) to evaluate the level of website development in New Zealand's Regional Tourism Organizations. Buhalis and Deimezi (2004) explored the e-tourism developments in Greece by using E-adoption ladder. Gupta, Jones and Coleman (2004) study modified Nassar's model (2003) to evaluate Welsh tourism-SEM websites. Later, in order to confirm the utility of the eMICA model in the evaluation of tourism website, Larson and Ankomah (2004) employed the eMICA model to evaluate 20 U.S. tourism organization websites. Besides, Bai, Hu and Jang (2006) developed an operation framework to evaluate e-Relationship Marketing features on hotel websites. Gan, Sim, Tan and Tan's (2006) research was based on the Model of Internet Commerce Adoption to develop a conceptual framework to measure the effectiveness of hotel website in Singapore. Roney and Özturan (2006) based on the previous studies developed a model to analyze the content of Turkish travel agency websites. Shi (2006) examined the accessibility of Visitor Information Centers (VIC) websites in the Queensland region of Australia. Homepages of 66

Queensland websites were evaluated with specific reference to World Wide Web Consortium's web accessibility (W3C, 1999).

Table 2.1 Hospitality and Tourism Related Website Evaluation Studies Using Development of Phases								
Author/s (year)	**Sectors**	**Regions**	**Classifications**	**Samples**	**Instruments (Features)**	**Results**	**Application**	**Critical Analysis**
Doolin, Burgess & Cooper (2002)	Regional Tourism Organizations	New Zealand	By phase	Laboratory test	Level 1: Promotion Level 2: Provision Level 3: Processing	Level of website development	Use of eMICA to measure the level of website development	Potential bias comes from subjectivity in the data collection process.
Buhalis & Deimezi (2004)	Tourism organizations	Greece	By phase	Practitioners	E-adoption ladder, including 7 steps	Level of ICT diffusion in tourism enterprises	Examination of the e-tourism developments	More features might be added to the website for improvement.
Gupta, Jones & Coleman (2004)	Tourism organizations	Welsh	By phase	Laboratory test	Level 1: Access, Information and Design Level 2: E-commerce/ Immediacy Level 3: Customer Relationship Management	The extent of Welsh tourism SME websites	Modification of Nassar's model	Websites from other countries or fields are encouraged for the validation of the modified model.
Larson & Ankomah (2004)	Tourism organizations	US	By phase	Laboratory test	Level 1: Promotion Level 2: Provision Level 3: Processing	Degree of sophistication of the websites	Adoption of eMICA to evaluate the features of the sites	Only 20 US tourism organizations were examined.

(Continued)

Table 2.1 (Continued)

Author/s (year)	Sectors	Regions	Classifications	Samples	Instruments (Features)	Results	Application	Critical Analysis
Bai, Hu & Jang (2006)	Hotels	Worldwide	By phase	Laboratory test	Level 1: Basic Level 2: Reactive Level 3: Accountable Level 4: Proactive Level 5: Partnership	Examination of e-RM website features on hotel websites	Utilization of progressive five level e-relationship marketing model	Developed framework may be arbitrary and subjective, implying that similar studies are needed to validate the reliability of the framework.
Gan, Sim, Tan & Tan (2006)	Hotels	Singapore	By phase	Laboratory test	Level 1: Provision Level 2: Collection Level 3: Personalization Level 4: Creation	Level of Internet adoption by Singapore hotels for the purpose of RM	Development of a conceptual framework for measuring the adoption of RM on Singaporean hotel websites	Only Singaporean hotel websites were analyzed.
Roney & Özturan (2006)	Travel agencies	Turkey	By phase	Practitioners	Level 1: Corporate Level 2: Consumer Support Level 3: Customer Support	Adoption the level of the web as a tool of e-business	Analysis the content of the websites to determine the adoption level of the web as a tool of e-business	Similar studies are needed to confirm the applicability of the framework.
Shi (2006)	Visitor attraction	Queensland (Australia)	By phase	Laboratory test	Web Content Accessibility Guidelines 1.0 (WCAG)	Accessibility of websites	Evaluation of the accessibility of website by using WCAG	Only home pages of the websites were investigated.

2.7 Evaluation by Features

This method does not provide a frame for website evaluation. On the contrary, evaluation by features is conducted according to the presence of website characteristics. Therefore, it is more flexible for website evaluation (Schmidt et al., 2008). This method can be grouped into three parts, including (1) website contents, (2) website design, and (3) website contents and design.

2.7.1 Website Contents

The content of a website is critical since it directly affects the perceptions of visitors towards a product (Zafiropoulos, Vrana & Paschaloudis, 2005). Also, the content of the site acts as a platform between tourism related firms and its customers (Kuo, Hwang & Wang, 2004). Since visitors use tourism websites to search for information, the contents of the sites should provide reliable and up-to-date information to the customers and allow them to carry out their purchases (Lu, Deng & Wang, 2007). As the features on a website provide a path to the customers for interaction and communication, it would increase the experience and re-visit intention of their customers (Lu et al., 2007). Additionally, websites can acquire customers' preferences and needs, thereby providing personalized communication and service based on that information (Doolin et al., 2002).

Table 2.2 showed 27 hospitality and tourism related website evaluation studies using website contents. Murphy, Forrest, Wotring and Brymer (1996) conducted a pioneer study to evaluate hotel website contents by using four dimensions, including: promotion and marketing, service and information, interactivity and technology, and management. Ho (1997) used a matrix to evaluate the website performance and

ranking in terms of timely, custom, logistic, sensational, promotion, provision and processing. Cano and Prentice (1998) evaluated website performance and the adoption of information processing based on 10 dimensions. Law and Leung (2000) used efficiency evaluation attributes to investigate the airlines' online reservation services and the benefits provided to users. Later, McLemore and Mitchell (2001), Satitkit and Everett (2001), Fürsich and Robins (2002), Jeong (2002), Schegg, Steiner, Frey and Murphy (2002), Wan (2002), Huang and Law (2003), Limayem, Hillier and Vogel (2003), Park (2003), Sellitto, Wenn and Burgess (2003), Beldona and Cai (2006), Benckendorff (2006), Lu, Han, Zhang, Ren and Zhang (2008) as well as Hu (2009) adopted different methods, different frameworks, different dimensions/ attributes/ factors to evaluate the contents of hospitality and tourism websites. There are a wide range of approaches to analyze the websites in hospitality and tourism industries, but two instruments were the most popular.

First of all, Chung and Law (2003) developed a conceptual framework to measure the performance of hotel websites. This framework consisted of five major hotel website dimensions, including facilities information, customer contact information, reservation information, surrounding area information and management of websites with 40 different attributes. Hotel managers evaluated the level of importance of the dimensions and attributes. Experimental findings showed the significant differences in the performance scores of luxurious, mid-priced, and budget hotel websites. Later, Law, Ho and Cheung (2004), Law and Cheung (2005), Law and Hsu (2005, 2006), Zafiropoulos and Vrana (2006), Law and Cheung (2008), Ma et al. (2008) as well as Rong et al. (2009) further confirmed the applicability of these dimensions and attributes in different settings.

Table 2.2 Hospitality and Tourism Related Website Evaluation Studies Using Website Content								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Murphy, Forrest, Wotring & Brymer (1996)	Hotel	US	By characteristics (content)	Laboratory test, hoteliers	Promotion and marketing, service and information, interactivity and technology, and management	Hotel management and marketing of the web	Presented baseline data and methods to make use of hotel websites	It is better to study the financial aspects of www sites as well.
Ho (1997)	Hotel	North America	By characteristics (content)	Laboratory test	Timely, custom, logistic, sensational, promotion, provision, processing	Website performance and ranking	Use of matrix to evaluate the value-added to a website from a customer's perceptive	Website evaluation was limited to seven dimensions.
Cano & Prentice (1998)	Tourism	Scotland	By characteristics (content)	Tourism professionals	Content of sites: generic information, environmental and geographical, accommodation, transportation, sports, guided tours and activity holidays, Scottish culture, socio-economic, non-English language sites, non-related	Website performance and the adoption of information processing by tourism businesses	Evaluation of the concept of endearment from actual to electronic visiting	Only websites in Scotland were investigated.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Law & Leung (2000)	Airlines	Worldwide	By characteristics (content)	Laboratory test	Components of online reservation services, provision of extra benefits, factors affecting reservation time, and provision of additional services/ facilities	Performance of airlines' reservation services on the Internet	Use of efficiency evaluation attributes to investigate the airlines' online reservation services and the benefits provided to users	It is suggested to analyze how the attributes and benefit affect customers' decisions in terms of using the online reservation services.
McLemore & Mitchell (2001)	Tourism	US	By characteristics (content)	Consumers	Visited the state after asking for information, what have learned about the state website, trip duration and expenditures and visit intentions to the state	Effectiveness of the state tourism website	Establishment of the conversion rate of web users to Arkansas visitors	Data analysis was limited to less advanced statistical technique.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Satitkit & Everett (2001)	Travel agencies	New Zealand	By characteristics (content)	Practitioners, users	Web analysis model: information, transaction service, promotion, trust, other information, and non-functional requirements	Travel agent website development	Observation of the development of travel agency websites by using web analysis model	Sample size was too small.
Fürsich & Robins (2002)	Tourism	Africa	By characteristics (content)	Researchers	Use of the Internet to construct a self-image for the world	Self representation of African websites	Applied a textual analysis to measure how African nations use the Internet to construct a self-image for the world	The analysis may connect the readers to the problematic history of this construction – the attempt to present a monolithic unity.
Jeong (2002)	Lodging	US	By characteristics (content)	University students	Commercial websites evaluation matrix	Promotion, provision, processing	Identification of the values of lodging websites from customer perspectives	More provisional types of features could be provided. Also, future research would examine the financial aspects of the websites.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Schegg, Steiner, Frey & Murphy (2002)	Hotel	Switzerland	By characteristics (content)	Laboratory test	Service process dimension, customer relationship dimension, value creation dimension, trust creation dimension, cyber-marketing success	Benchmarking scores of website design and marketing	Benchmarking by software agents in conjunction with personal observations	It is preferable to explore possible relationships between website features and electronic customer service.
Wan (2002)	Hotel	Taiwan	By characteristics (content)	Researchers	User interface, variety of information, online reservations	Rating of the websites	Adoption of content analysis to evaluate the websites	It is better to investigate the websites in other countries in order to confirm its model.
Chung & Law (2003)	Hotel	Hong Kong	By characteristics (content)	Practitioners	Five hotel website dimensions: facilities information, customer contact information, reservation information, surrounding area information, management of website	Hotel website performance	Use of information quality evaluation model for measuring the performance of hotel websites	Future research would be done by incorporating the opinions of customers into the model for website analysis.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Huang & Law (2003)	Hotel	Hong Kong & China	By characteristics (content)	Researchers	Product, place, prices, promotion, people, partnership, customer needs and wants, cost to customer, convenience, communication, website promotion	Comparison of Internet marketing and website performance between mainland China based and Hong Kong based hotel websites	Applied evaluation framework for measuring hotel website performance and made a comparison between mainland China based and Hong Kong based hotel websites	A structure model website marketing based on marketing mix is suggested to use for website evaluation.
Limayem, Hillier & Vogel (2003)	Tourism	Hong Kong	By characteristics (content)	Researchers	Website sophistication (interface usability, E-business services, organizational related trust)	Evaluation of the sophistication of the online tourism operators	Carried out an analysis to compare the travel agencies according to the sophistication of their websites	In order to confirm the validity of the framework, relative weights of each criterion are recommended.
Park (2003)	Travel agencies	Korea	By characteristics (content)	Laboratory test, evaluators	Online selling system, web-based marketing mix, customer supports	Marketing activities of travel agencies' websites	Employed of content analysis to examine travel agencies on the web	This study focused on 60 top Korean travel agencies' websites only.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Sellitto, Wenn & Burgess (2003)	Winery	Australia	By characteristics (content)	Owners of wineries	Information, quality/ branding, and communities, participation and personalization	Website content development	Use of features of winery websites to review the development of winerys' websites	Apart from small winery websites, other winery websites are recommended to evaluate.
Law, Ho & Cheung (2004)	Hotel	China & US	By characteristics (content)	Consumers	Facilities information, customer contact information, reservations information, surrounding area information, management of website	Functionality of hotel websites	Applied importance rating and average weighted scores for the website evaluation	It is better to analyze other factors that affect the online shopping behavior of hotel customers.
Law & Cheung (2005)	Hotel	Hong Kong	By characteristics (content)	Users	Five hotel website dimensions	Hotel website performance	Evaluation of content using weighting and rating scales	Different attributes are assumed to have equal variance, it is unable to quantify the actual variance between attributes
Law & Hsu (2005)	Hotel	Hong Kong	By characteristics (content)	Users	Five hotel website dimensions	Overall performance/ quality of hotel website	Evaluation of content using weighing hotel website dimensions and attributes	Customer perceptions are changing over time, it is better to repeat this research in a longitudinal design.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Beldona & Cai (2006)	Tourism	US	By characteristics (content)	Rural community	Content, interactivity and promotion value	Website effectiveness	Analysis by parameters within each stickiness driver	Other fields are suggested to examine so as to confirm the application of the model.
Benckendorff (2006)	Airline	Australia and New Zealand	By characteristics (content)	Users	Value-added services, targeted information, advanced booking features, basic look and book features, trust and interaction, in-flight options, frequent flyer programs	Traveler preferences for airline website content	Investigation of customer preferences for various content attributes on airline websites with the relative importance of website features	This research was limited to content attributes on airline websites.
Law & Hsu (2006)	Hotel	Hong Kong	By characteristics (content)	Online browsers and online purchasers	Five hotel website dimensions	Perception on the importance of different dimensions	Investigation of perceptions of hotel website users on the importance of specific features on hotel websites	Numerous studies have explored functionality preferences of web users and these did not appear to vary much.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Zafiropoulos & Vrana (2006)	Hotel	Greece	By characteristics (content)	Hotel managers, customers	Facilities information, guest contact information, reservation/ price information, surrounding area information, management of the website, company profile	Performance of hotel brand websites	Use of hierarchical cluster to analyze hotel websites	Limited brand hotel websites were analyzed.
Law & Cheung (2008)	Hotel	China	By characteristics (content)	Laboratory test	Five hotel website dimensions	Performance scores of hotel websites	Use of weighing hotel website dimensions and attributes	More work could be done to compare and contrast the findings among the hotel websites in different regions of China.
Lu, Han, Zhang, Ren & Zhang (2008)	Tourism	China	By characteristics (content)	Laboratory test	Query system, Booking system, Retrieval system, Feedback system	Evaluation of tourism websites	Employed of tourism websites intelligent evaluation index system and fuzzy clustering method	It is strongly suggested to evaluate other tourism websites in other China cities to validate the application of the model.
Ma, Law & Ye (2008)	Hotel	China (HK, Shanghai & Beijing)	By characteristics (content)	Users	Modified list of functionality dimensions and attributes for hotel websites	Overall performance scores of attributes	Evaluation of the functionality performance	Hotel websites are changing, it is difficult to measure and compare all websites at the same time.

(Continued)

Table 2.2 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Hu (2009)	Travel	Taiwan	By characteristics (content)	Consumers	Efficiency, fulfillment, system availability, security/ privacy, responsiveness, compensation, contact, benefit, customization/ personalization, tangibility, assurance/ trust, continuous improvement	Degrees of importance of different criteria	Development of genetic-algorithm-based method to automatically determine the degrees of importance of respective criteria	Since travel websites could be updated fast, it is hard to gather all necessary data in the short manageable time.
Rong, Li & Law (2009)	Hotel	Hong Kong	By characteristics (content)	Purchasers, browsers	Hotel facilities information, Reservation information, Contact information, Surrounding area information, Website management, Hotel star category	Perception of hotel website attributes	Applied Self-Organizing-Maps for dimension reduction and group formation	The limited size of the data set made the analysis difficult to draw any generalizable conclusions.

Apart from this, another popular study using evaluation by features that employed Balanced Scorecard (BSC) was carried out by Morrison, Taylor, Morrison and Morrison (1999). Table 2.3 showed the studies which adopted BSC in the hospitality and tourism industries. The original Balanced Scorecard was presented by Kaplan and Norton (1996) as a business performance instrument to tackle the dominant use of one-dimensional performance indicators. Morrison et al. (1999) carried out a BSC approach to analyze the website design and maintenance of small hotel in Scotland. The measurement was performed by four evaluation perspectives, including technical, marketing, internal, and customer perspectives. The conclusion was drawn that most small hotels were not familiar with using the web and did not recognize the potential advantages of the Internet. According to the previous work, Kim, Morrison and Mills (2002), Feng, Morrison and Ismail (2003), as well as Kim, Morrison and Mill's (2004) studies were originating from the BSC model. Kline, Morrison and St. John's (2004) study was specific to Bed & Breakfast accommodation by suggesting evaluation criteria. So and Morrison (2004) adopted BSC approach and modified the techniques to evaluate the websites of national tourism organizations in East Asia. Choi and Morrison (2005) based on modified BSC approach evaluated the website performance of brick-and-mortar travel retailers in the U.S. Also, Douglas and Mills (2005) used modified BSC for website evaluation to examine the development of Caribbean national tourism organization websites.

Table 2.3 Hospitality and Tourism Related Website Evaluation Studies Using Website Content (BSC Approaches)								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Morrison, Taylor, Morrison & Morrison (1999)	Hotel	UK	By characteristics (content)	Researchers	Technical, Marketing, Internal, Customer	Website effectiveness	Use of a set of critical success factors to evaluate the effectiveness of the websites	Websites are changing continually, these evaluations represent snapshots of small hotels.
Kim, Morrison & Mills (2002)	Convention centers	US	By characteristics (content)	Researchers	Technical, marketing, internal, customer	Web-based marketing efforts	Based on content analysis in terms of BSC to examine the web-based marketing efforts of convention centers	The analysis focused on the measurement of critical success factors.
Feng, Morrison & Ismail (2003)	DMO	China, USA	By characteristics (content)	Evaluators	Marketing strategies, web page design, marketing information, technical quality	Comparison of websites in USA and China	Adoption of modified BSC to evaluate and compare DMOs' websites in USA and China	Only four dimensions were investigated which limited the analysis of the study.
Kim, Morrison & Mills (2004)	Convention centers	US	By characteristics (content)	Researchers	Technical, marketing, internal, customer	Measurement of the performance of US convention centers' websites	Applied a sets of critical success factors in design and maintenance to evaluate the performance of websites	The approach was the emphasis on articulating and measuring critical success factors, more tangible outcomes should be measured in the future.

(Continued)

Table 2.3 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Kline, Morrison & St. John (2004)	Bed & Breakfast	US	By characteristics (content)	Evaluators	User friendliness, site attractiveness, marketing effectiveness, technical aspects	Strengths and weaknesses of the B&B websites	Use of BSC approach to evaluate B&B websites	There was the lack of direct involvement of B&B innkeepers in the design of the website evaluation instrument. Also, the omission of criteria related to the provision of breakfasts in a B&B.
So & Morrison (2004)	National Tourism Organization	East Asia	By characteristics (content)	Laboratory test	Technical, marketing, customer, destination information	Website effectiveness from customers' perspective	Adoption of content analysis together with 141 evaluation criteria to compare NTO websites	Due to the discontinuation of the evaluation services of website, it was not possible to measure the improvement of technical performance of the NTO websites.
Choi & Morrison (2005)	Bricks and Mortar travel retailers	US	By characteristics (content)	Laboratory test	Technical, customer, marketing effectiveness, travel agency	Website performance and present situation in website marketing	Employed BSC to measure and evaluate the performance of the BMTR websites in US	The findings of this study could not be generalized to other BMTR websites due to limited sample.

(Continued)

Table 2.3 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Douglas & Mills (2005)	NTOs	Caribbean (US)	By characteristics (content)	Evaluators	Technical, user friendliness, site attractiveness, marketing effectiveness	Website visitor retention	Used BSC to examine the extent to which top ten Caribbean destinations through their NTOs in web advertising and technologies	The use of expert ratings in this evaluation may vary the results from one expert to another.

2.7.2 Website Design

Website design is another important factor in website evaluation (Nielsen, 2000) since a website with poor design is unattractive to customers (Perdue, 2001). According to Cunliffe (2000), "poor web design will result in a loss of 50 percent of potential sales due to users being unable to find what they want, and a loss of 40 percent of potential repeat visits due to initial negative experience" (p.297). Table 2.4 indicated the details of website evaluation studies by using website design.

At first, Au Yeung and Law's (2003) study applied the modified heuristic evaluation technique to figure Usability Hazards Indices of hotel websites in Hong Kong. This modified model was originated from Abeleto (2002). There were five dimensions of the usability framework, including language, website layout and graphics, information architecture, user interface and navigation as well as general. The experimental results indicated that the usability performance of chain hotels was significantly better than the independent hotels due to difference in financial support. Later, Au Yeung and Law (2004), Law and Ngai (2005) as well as Qi, Buhalis and Law (2007) used modified heuristic evaluation methodology to identify the design of website evaluations in different settings.

Apart from using Usability Hazards Indices, Zhou and DeSantis (2005) employed content analysis to examine the usability issues of city tourism website design. Chan and Law (2006) established a standard to evaluate the design of websites by using an Automatic Website Evaluation System (AWES). Choi, Lehto and Morrison (2007) used text mining, expert judgment and correspondence analysis to evaluate the

destination image of travel websites. Bevanda, Grzinic and Cervar (2008) explored the website design quality factors by data mining tools.

Table 2.4 Hospitality and Tourism Related Website Evaluation Studies Using Website Design								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Au Yeung & Law (2003)	Hotel	Hong Kong	By characteristics (design)	Customers, hotel managers, IT professionals	Five Usability Dimensions: language, layout & graphics, information architecture, user interface, general	Usability Hazards Index	Applied modified heuristic evaluation technique to evaluate the usability of hotel websites	Sample size was small.
Au Yeung & Law (2004)	Hotel	Hong Kong	By characteristics (design)	Customers, hotel managers, IT Professionals	Language, layout & graphics, information architecture, user interface & navigation, general	Website usability performance (overall usability hazards index)	Use of the modified heuristic evaluation technique to compute Usability Hazards Indices	Sample size was limited which was hard to make a significant conclusion
Law & Ngai (2005)	Travel agencies	Hong Kong	By characteristics (design)	Customers	Language, layout & graphics, information architecture, user interface & navigation, general	Indices on usability hazards	The levels of expectation and perception towards travel websites	A bias might be aroused because the respondents completing the survey on both expectations and perceptions at the same time after they had browsed travel websites.

(Continued)

Table 2.4 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Zhou & DeSantis (2005)	Tourism	Worldwide (North America, Europe, Asia, Australia and Africa)	By characteristics (design)	Researchers	Direction information, visa information, multilingual, photo gallery, currency support, yellow page links	Usability of city tourism website design	Employed content analysis to examine the usability issues of city tourism website design	Only English language websites were included that may lead to language barriers.
Chan & Law (2006)	Hotel	Hong Kong	By characteristics (design)	Laboratory test	Automatic Website Evaluation System (AWES): color, font details, multimedia, others	Performance of website design	Use of AWES to evaluate website design	Limited scopes of the research in the number of websites were examined.
Choi, Lehto & Morrison (2007)	Travel	Macau	By characteristics (design)	Researchers	Textual information, visual information	Image presentation on the web	Use of text mining, expert judgment and correspondence analysis to evaluate the destination image of travel websites	Small sample of website contents were examined and only in English. Also, the data analysis was limited to less advanced statistical technique.

(Continued)

Table 2.4 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Qi, Buhalis & Law (2007)	DMO	China	By characteristics (design)	Tourists, travel employees, IT professionals	Language, website layout, information architecture, user interface and navigation, general	Usability Hazard Indices	Using a modified heuristic evaluation methodology to evaluate the usability of DMO's websites	Sample size was limited.
Bevanda, Grizinic & Cervar (2008)	Travel agencies	Croatia, Europe	By characteristics (design)	Laboratory test	Web design evaluation factors: visual appearance, ease of use, fulfillment, navigability, accessibility, personalization, interactivity, information quality	User perception of web design quality	Applied modified ID3 algorithm to evaluate users' perception of web design quality	The design of travel websites are continuously changing and a longitudinal study should be conducted to measure.

2.7.3 Website Contents and Design

There are different evaluation methods to analyze a website by contents and design separately, but few of the studies investigate the website contents and design at the same time. Eighteen studies were presented in Table 2.5 which examined the website evaluation by using website contents and design.

Selz and Schubert (1997) adopted web assessment model to evaluate the contents and design of airline websites in Switzerland. Perdue (2001) developed a framework to investigate overall website quality in resort setting. Blum and Fallon (2002) used content analysis to examine website performance in Welsh visitor attraction. Murphy, Olaru, Schegg and Frey (2003) looked at the evaluation of Swiss hotel websites and email management. Kaplanidou and Vogt (2004) figured out the evaluation of design and quality of Michigan's Destination Marketing Organizations websites which included 52 websites from Convention and Visitor Bureaus, Tourism Councils and Tourism Associations. Scharl, Wöber and Bauer (2004) applied website adoption model to determine website performance in the hotel industry. Shchiglik and Barnes (2004) implemented Perceived Airline Website Quality Instrument to analyze website quality in airline settings. Ham (2005) investigated the websites performance of top 25 U.S. limited-service chain operations in terms of seven criteria: impression, content usefulness, accuracy, navigation, accessibility, online reservations and timeliness of information. Hellemans and Govers (2005) compared the website contents between European Travel Commission and National Tourism Offices in terms of pictorial and textual information. Sigala (2005) employed a framework of website interpretation practices to analyze the applicability on websites of UK museums. Baloglu and Pekcan (2006) utilized content analysis to examine the

websites of upscale and luxury hotels in Turkey in terms of site design (interactivity, navigation and functionality) and marketing practices on the Internet. Han and Mills (2006) developed an evaluation instrument consisted of three features with seven factors to examine 25 National Tourism Organization websites. Lu et al. (2007) developed an indexing system for the evaluation of Chinese tourism websites related to website design, contents and effectiveness. Stockdale and Borovicka (2007) extended DeLone and McLean IS Success Theoretical Framework (1992) to develop an instrument with three quality dimensions for supporting quality in restaurant websites. Schmidt et al. (2008) applied structural equation modeling to measure website characteristics and website performance. Xie and Barnes (2008) evaluated website quality for four UK airlines in terms of usability, website design, service quality, information quality and playfulness/ enjoyment. Musante, Bojanic and Zhang (2009) utilized attribute ratings to analyze hotel website characteristics. Qi, Law and Buhalis (2009) did a research to compare the differences in perceptions between Mainland China and international online users in terms of usefulness, including functionality and usability.

Table 2.5 Hospitality and Tourism Related Website Evaluation Studies Using Website Content and Design								
Author/s (year)	**Sector**	**Region**	**Instrument**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Selz & Schubert (1997)	Airline	Switzerland (Europe)	By characteristics (content and design)	Practitioners	Information, agreement, settlement, and parts of a product performance system	Evaluation and assessment of a website	Use of web assessment model to evaluate electronic commerce applications	Developed model needs to apply in other fields for validation.
Perdue (2001)	Ski resorts	North America	By characteristics (content and design)	Consumers	Speed and quality of site accessibility, ease of navigation, visual attractiveness of the site, quality of information content	Overall website quality	Development of a framework for website evaluation in resort settings	Limited sample pool and lack of diversity of resorts' websites were investigated.
Blum & Fallon (2002)	Visitor attraction	Welsh (Europe)	By characteristics (content and design)	Laboratory test	Product, price promotion, place, customer relations, technical aspects	Website performance	Applied content analysis to examine Welsh visitor attraction websites in terms of the potential for attracting visitors	Content analysis of visitor attraction website in other countries is encouraged.

(Continued)

Table 2.5 (Continued)

Author/s (year)	Sector	Region	Instrument	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Murphy, Olaru, Schegg & Frey (2003)	Hotel	Swiss	By characteristics (content and design)	Consumers	Email management, online relationship, electronic customer service and website features	Examination of existing Internet use and ways to improve	Evaluation of Swiss hotel websites and email management	Reliability tests of the human coding would improve the content analysis results.
Kaplanidou & Vogt (2004)	DMO	Michigan (US)	By characteristics (content and design)	Consumers	Navigation, content, accessibility	Website quality and design	Evaluation of the importance and performance of DMO website features	The sample of respondents might not be a representative sample of the population since they are volunteers.
Scharl, Wöber & Bauer (2004)	Hotel	Europe	By characteristics (content and design)	Hotel managers	Perceived ease of use, usage, perceived usefulness	Website performance (relationship between website characteristics and desired commercial outcome)	Use of website adoption model based on the Technology Acceptance model to determine website performance	Hotel websites are changing every day, therefore longitudinal study would be suggested.
Shchiglik & Barnes (2004)	Airlines	New Zealand (Australia)	By characteristics (content and design)	Consumers	Site quality, information quality, interaction quality, airline-specific quality	Website quality	Use of Perceived Airline Website Quality Instrument to evaluate website quality	Sample size was too small.

(Continued)

Table 2.5 (Continued)

Author/s (year)	Sector	Region	Instrument	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Ham (2005)	Lodging properties	US	By characteristics (content and design)	Evaluators	Impression, content usefulness, accuracy, navigation, accessibility, online reservation, timeliness of information	Website performance	Investigation of website performance of limited-service chain lodging operations in terms of seven criteria	The validity of the study from human bias might be aroused.
Hellemans & Govers (2005)	European Travel Commission	Europe	By characteristics (content and design)	Laboratory test	Picture motifs, picture contexts, words, picture themes	Comparison the content between ETC website and corresponding NTO website	Investigation of the pictorial and textual information between ETC and NTO websites	The analysis has been restricted to 10 European Travel Commission member countries.
Sigala (2005)	Museum	UK	By characteristics (content and design)	Laboratory test	Convergence, connectivity, interactivity	Internet features enhancing interpretation	Employed a framework of web interpretation practices to examine the applicability on websites of UK museums	Investigation of institutional, stakeholders', environmental and governmental factors are encouraged.

(Continued)

Table 2.5 (Continued)

Author/s (year)	Sector	Region	Instrument	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Baloglu & Pekcan (2006)	Hotel	Turkey	By characteristics (content and design)	Laboratory test	Interactivity, navigation, functionality, marketing	Website effectiveness and marketing practices	Applied of content analysis to examine the websites in terms of design characteristics and marketing practices on Internet	The findings are limited to hotels listed in the 2002 Hotel Guide which the information of the hotels are not updated.
Han & Mills (2006)	National tourism organization	Worldwide	By characteristics (content and design)	Laboratory test	Three website features with seven factors: aesthetic, informative, interactive	Marketing effectiveness of websites	Use of grounded theory technique to determine online promotional efforts of NTO websites	Critical analysis of the review of literature is suggested.
Lu, Deng, & Wang (2007)	Tourism	China	By characteristics (content and design)	Students, researchers, industry people	Website design, website content, website effectiveness	Website evaluation	Developed an index system for the evaluation of Chinese tourism websites	Data were collected from single visit to each site at one point in time. Also, subjectivity of the index weighing was aroused.

(Continued)

Table 2.5 (Continued)

Author/s (year)	Sector	Region	Instrument	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Stockdale & Borovicka (2007)	Restaurant	Austria, Europe	By characteristics (content and design)	Evaluators	Modified IS e-commerce success model: information quality, system quality and service quality	Quality of businesses' website within the restaurant industry	Use of website evaluation instrument from IS e-commerce success model to examine website quality	Selected restaurants were in a tourism area, therefore constructs to enhance customer loyalty may not be as relevant.
Schmidt, Cantallops & dos Santos (2008)	Hotel	Spain & Brazil	By characteristics (content and design)	Practitioners & researchers	Promotion, multimedia, navigability, customer retention, privacy & security, services promptness	Website performance, effectiveness	Applied structural equation modeling to measure website characteristics and related to website performance	Review of literature based on evaluation by phases and by characteristics that lacked the relevancy needed by practitioners.
Xie & Barnes (2008)	Airlines	United Kingdom	By characteristics (content and design)	Respondents	Usability, website design, service quality, information quality, playfulness/ enjoyment	Website quality	Development of a framework to evaluate website quality in four UK airlines	Only 120 persons were considered as the sample which was too small.
Musante, Bojanic & Zhang (2009)	Hotel	Singapore	By characteristics (content and design)	Evaluators	Company information, product offering, transactions, support services, interactive functions	Website attributes utilization and characteristics of different hotel classes	Use of attribute ratings by hotel type to evaluate hotel website characteristics	Hotel sample came from one area of the world.

(Continued)

Table 2.5 (Continued)

Author/s (year)	Sector	Region	Instrument	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Qi, Law & Buhalis (2009)	Hotel	China	By characteristics (content and design)	Online users	Functionality attributes (reservation, facility, contact, website management, surrounding information, accessibility) & usability factors (navigation, website friendliness, playfulness, overall layout and appearance)	Perceptions of hotel websites usefulness	Use of the importance of functionality and usability to determine the online user perceptions of hotel websites' usefulness	The instrument on hotel website functionality and usability factors was validated by a focus group discussion which was not comprehensive.

2.8 Evaluation by Effectiveness

There are different ways of the construction of website effectiveness. For example, Schmidt et al. (2008) stated that financial results, consumer purchase intentions are the criteria for measuring website effectiveness. Besides, Lu et al. (2007) pointed out that the construction of website effectiveness is examined from four dimensions: the ranking of the website, website traffic, expert evaluation and user satisfaction. Lu et al. (2007) presented that ranking is an indicator of website effectiveness which shows the popularity of a site among travelers. Website traffic is another measurement which refers to the attractiveness of a tourism website by counting the number of visitors. Tourism professionals analyze popular tourism websites by providing their expert opinions. Since customer satisfaction is important for tourism firms to develop long-lasting relationships between clients and suppliers (McKinney, Yoon & Zahedi, 2002), many tourism websites provide surveys to obtain their customers' opinions. Based on Schmidt et al. (2008) and Lu et al.'s (2007) studies, website effectiveness can be categorized into six dimensions including financial results, consumer purchase intentions, ranking of the websites, website traffic, expert evaluation and user satisfaction. However, Tierney (2000) noted that the publication regarding website effectiveness in tourism is limited.

2.8.1 Financial Results

Table 2.6 showed the study of Cox and Dale (2002) by using financial results. These authors developed a conceptual model to assess how a website can deliver in terms of user expectations. The model is based on ease of use, customer confidence, online resources and relationship services. By applying metrics to each factor, an assessment was carried out and provided an overall score per site which they were top 100

consumer e-consumer websites reported by Active Media Research LLC (2000). The research showed that travel and entertainment websites scored 27 out of 32, which was lower than the websites of department stores. The quality of a website implied a good financial performance since revenue is a way to indicate website effectiveness. Also, a website that provides online shopping services would generate sales.

Table 2.6 Hospitality and Tourism Related Website Evaluation Studies Using Financial Results								
Author/s (year)	**Sector**	**Region**	**Sample**	**Classification**	**Instruments (Features)**	**Result**	**Application**	**Critical Analysis**
Cox & Dale (2002)	Travel	Worldwide	Laboratory test	By effectiveness (financial)	Ease of use, customer confidence, online resources, relationship services	Website design and use	Use of key quality factors in website design and use to determine the relationship between website quality and financial performance	A small sample of this study could weaken generalizability.

2.8.2 Expert Evaluation

Table 2.7 indicated the evaluation by using expert opinions. Aksu and Tarcan (2002) examined the importance of five-star hotels' websites in Turkey by interviewing 36 information system experts and front office managers. The results showed that most of the hotels had websites and increased the possibility of contact through the Internet. The experts perceived having questionnaires at website was a good way to improve the hotel's goods and services according to customer expectations. Also, using questionnaires aimed for increasing service quality, thereby satisfying customers, developing new goods and avoiding mistakes.

Table 2.7 Hospitality and Tourism Related Website Evaluation Studies Using Expert Evaluation								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Aksu & Tarcan (2002)	Hotel	Turkey	By effectiveness (expert evaluation)	Information system experts, FO managers	Website address, purpose, rates, link to other websites, language, questionnaire application	Real situation of importance for websites for five-star hotels	Use of interviews to show the web applications of five star hotels in Turkey	Other countries would be investigated to confirm the applicability of the model.

2.8.3 Consumer Intentions to Purchase, Use and Re-visit

Seventeen website evaluation studies were listed in Table 2.8. Lang (2000) investigated travel purchasing behaviors of consumers. Jeong and Lambert (2001) combined the concepts of information quality and consumer decision behavior to measure customers' behavior intentions to use the lodging websites. Ranganathan and Ganapathy (2002) adopted business-to-consumer website dimension to determine the impact on online purchasing intentions. Jeong, Oh and Gregoire (2003) used website quality and e-commerce behavior to evaluate purchase-related behavior intentions. van Riel, Semeijn and Pauwels (2003) applied modified SERVQUAL model to investigate customer quality perceptions of travel websites and related behavior intentions. Jeong (2004) presented a conceptual model to analyze customers' purchase intention towards the websites of the Bed and Breakfast accommodation industry. Jeong and Choi (2004) examined the effect of picture presentations on customers' online purchase intentions. Rosen and Purinton (2004) employed Website Preference Scale to determine the revisit intentions. Han and Mills (2005) utilized problematic integration theory to analyze consumers' travel purchase behavior. Lee and Lin (2005) presented an instrument of e-service quality by modifying the SERVQUAL model in online shopping to find out the determinants of purchase intentions. Mummalaneni (2005) examined customer purchase intention by using Stimulus-organism-response framework. Wong and Law (2005) modified a conceptual framework from Salisbury, Person, Person and Miller's study (2001) to assess which attributes visitors distinguished to be important in generating an intention to purchase hotel rooms online. Chen (2006a) developed a model of consumer trust to evaluate consumers' behavior intention. Essawy (2006) extended the existing web usability literature to explore the role of usability as a determinant of purchase and repeat

purchase intentions on hotel websites in UK. Park, Gretzel and Sirakaya-Turk (2007) examined the website quality towards consumer intentions to use online travel agencies. Bai, Law and Wen (2008) conducted a conceptual model to test the interrelationships of website quality, customer satisfaction and purchase intentions with Chinese online users. Law, Bai and Leung (2008) investigated travel perceptions in relation to website quality, customer satisfaction and purchase intentions between travelers from US and China.

Table 2.8 Hospitality and Tourism Related Website Evaluation Studies Using Consumer Intentions								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Lang (2000)	Travel agencies	US	By effectiveness (purchase behaviors)	Consumers	Time factor, issue of security, information overload and confusion, cost disadvantage for consumers, lack of confidence in technology use, need for human interface	Purchasing behavior and implications	Investigation of travel purchasing behavior of consumers and future implications for travel agency websites	This study did not attempt to make specific predictions regarding the number of travel agencies likely to exist in the future.
Jeong & Lamber (2001)	Lodging	Worldwide	By effectiveness (consumer behavior intentions)	Consumers	Perceived usefulness, perceived ease of use, perceived accessibility, attitude`	Intention to use the information	Combination of the concepts of information quality and consumer decision behavior to measure the intentions to use lodging websites	The result may not be generalized to different groups of people since the respondents were all conference attendees at a hotel in a northeastern state.
Ranganathan & Ganapathy (2002)	Shopping	US	By effectiveness (customer purchase intention)	Online shoppers	Information content, design, security, privacy	Online purchase intent of consumers	Applied business-to-consumer website dimension to determine the impact on the online purchasing intentions	A globally representative sample is suggested.

(Continued)

Table 2.8 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Jeong, Oh & Gregoire (2003)	Lodging	US	By effectiveness (consumer purchase intentions)	Internet shoppers	Information accuracy, information clarity, information completeness, perceived ease of use, navigational quality, color combination	Behavioral intentions	Use of website quality and e-commerce behavior to evaluate purchase-related behavioral intentions	The model would be extended to include additional purchase-related variables other than those related to website quality features.
van Riel, Semeijn & Pauwels (2003)	Travel agencies	Netherlands	By effectiveness (consumer re-use and re-visit intentions)	Consumers	Accessibility, navigation, design, reliability, assurance, responsiveness customization	Re-use and re-visit intentions	Adoption of modified SERVQUAL model to explore customer quality perceptions of travel websites and related behavioral intentions	The distinction between pre-transaction, transaction and post-transaction service quality would further examine since this study only focused on pre-transaction service quality.
Jeong (2004)	Bed & Breakfast	US	By effectiveness (consumer behavioral intentions)	Consumers	Information needs, website quality, satisfaction with information	Behavioral intentions to use the website	Adoption of website quality model to evaluate customers' behavioral intentions to use a B&B website	This study only evaluated one actual website from customers' perspectives which would be representing all B&B websites in the US.

(Continued)

Table 2.8 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Jeong & Choi (2004)	Hotel	US	By effectiveness (consumer behavioral intentions)	Consumers	Format of picture presentation, content of picture presentation, realism of picture presentation, attitudes toward the website	Behavioral intentions	Use of content analysis to examine effects of picture presentations on customers' behavioral intentions	It is recommended to use real hotel customers and evaluate effects of pictures of real hotel websites at the same time for external validity.
Rosen & Purinton (2004)	Shopping	US	By effectiveness (consumer revisit intentions)	Consumers	Website Preference Scale (WSPS)	Revisit intention	Applied WSPS to determine how web surfers may lead to a higher likelihood of revisit	This study only demonstrated a relationship between WSPS and overall impression and likelihood of revisit.
Han & Mills (2005)	DMOs	US	By effectiveness (consumer purchase behavioral)	Consumers	Online Brand Preference Drivers (Differentiation, value, quality) & Online Market Data (Price, web presence, direct mail, distribution, promotion, ad identification)	Online consumer travel purchase behaviors	Use of problematic integration theory to determine customers' travel purchase behaviors	The research only studied one actual websites from customers' opinions which could not represent all US travelers.

(Continued)

Table 2.8 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Lee & Lin (2005)	Shopping	Worldwide	By effectiveness (consumer purchase intentions)	Consumers	Website design, reliability, responsiveness, trust, personalization	Purchase intentions	Modification of SERVQUAL model to examine relationship between e-service quality and purchase intentions	The sample employed student subjects, which may not be representative of the general population of online shoppers.
Mummalaneni (2005)	Shopping	US	By effectiveness (purchasing intentions/ behaviors)	Consumers	Design factor, ambience, pleasure, arousal, satisfaction, intended loyalty	Customer purchase intention/ behaviors	Use of Stimulus-organism-response framework to evaluate user intentions	The samples were students which may raise a question regarding the generalizability of the results to the population of e-shoppers.
Wong & Law (2005)	Hotel	Hong Kong	By effectiveness (consumer purchase intentions)	Consumers	Sensitive information, competitive price, price information, useful information, number of hotel web features, links, visually attractive, time to search for hotel website, time to fill in information to book a room	Purchase intentions on a hotel website	Employed 9 attributes to assess which factors travelers perceive to be important in purchase intentions	The number of questions was restricted to accommodate different projects in the same Omnibus survey.

(Continued)

Table 2.8 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Chen (2006a)	Travel	US	By effectiveness (consumer purchase and repeat purchase intentions)	Respondents	Consumer characteristics, website characteristics, calculus-based trust, institution-based trust, knowledge-based trust, consumer overall trust	Behavioral intention and behavior	Development of a framework of consumer trust in an online travel site and evaluate their behavioral intention	The presented model would be used in other countries to test the validity.
Essawy (2006)	Hotel	UK	By effectiveness (consumer purchase and repeat purchase intentions)	Consumers	Interface quality, information quality, service quality	Purchase intentions, revisit/ recommendation intentions	Employed protocol analysis to explore the role of usability as a determinant of purchase and repeat purchase intentions on hotel websites	There was the lack of comparison between the websites of national hotels and other online competitors.
Park, Gretzel & Sirakaya-Turk (2007)	Travel agencies	US	By effectiveness (consumer behavioral intentions)	Consumers	Fulfillment, ease of use, security/ privacy, information/ content, responsiveness, visual appeal	Willingness to use	Measuring the influence of perceived website quality on behavioral intentions	The sample was not necessarily representative of all online travel agencies' users and it consisted of only US residents.

(Continued)

Table 2.8 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Bai, Law & Wen (2008)	Shopping	China	By effectiveness (consumer purchase intentions)	Online visitors	Functionality, usability, customer satisfaction	Purchase intentions	Applied a model to test the impact of website quality on customer satisfaction and purchase intentions	Regarding data collection, there were not enough responses of actual purchase over the last 12 months, therefore, the perceptions of travel website quality were based on participants' visiting experience rather than actual purchase behavior.
Law, Bai & Leung (2008)	Travel	US & China	By effectiveness (customer purchase intention)	Consumers	Functionality factors, usability factors, website satisfaction	Customer purchase intentions	Investigation of travel perceptions on website quality and customer satisfaction as well as the purchase intention between travelers from the US and China	It is better to explore the relationship among specific cultural characteristics, perceptions of technology and e-travel behaviors using more sophisticated models.

2.8.4 User Satisfaction

Table 2.9 listed eight studies in relation to user satisfaction in website evaluations. Lu, Lu and Zhang (2002) analyzed user satisfaction towards information content and ease of use on tourism websites. Chiang (2003) adapted Murphy et al.'s (1996) method to examine the effectiveness of business to business Internet marketing in the Singapore's hotel industry. Mills and Morrison (2003) modified a framework presented by Boshoff (1999) to identify the potential attributes of customer satisfaction with travel websites. Kao, Louvieris, Powell-Perry and Buhalis (2005) applied an e-satisfaction model to determine the factors of website satisfaction. Kim and Lee (2005) adopted a web service quality model to measure the magnitude of web service quality dimensions between online travel agencies and online travel suppliers in terms of customer satisfaction. Cho and Agrusa (2006) presented a framework to investigate users' attitudes toward online travel agencies and consumer satisfaction. Harison and Boonstra (2008) employed an assessment model to study the performance of airline websites and user satisfaction. Lee et al. (2008) adopted quality factors of trade show websites to determine website success and the impact on customer satisfaction.

Table 2.9 Hospitality and Tourism Related Website Evaluation Studies Using User Satisfaction								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Lu, Lu & Zhang (2002)	Tourism	China	By effectiveness (customer satisfaction)	Consumers	Information content, ease of use	User satisfaction	Analyzed the distribution and classifications of tourism websites, explored functionality of websites and user satisfaction	Data was gathered from the users of Shijiazhuang city (China) only.
Chiang (2003)	Hotel	Singapore	By effectiveness (customer satisfaction)	Users	Basic information, e-commerce, promotions, secondary information, services, technology	Website effectiveness and user satisfaction	Use of gap analysis method to examine the effectiveness of hotel websites and use expectation	Other cities would be used to analyze the application of the presented model.
Mills & Morrison (2003)	Travel	Worldwide	By effectiveness (customer satisfaction)	Evaluators	E-SAT model: TW interface, perceived quality, perceived value	Customer satisfaction	Measurement of customer satisfaction with online travel websites	The model was developed using a sample of students which may not be generalizable to other population.
Kao, Louvieris, Powell-Perry & Buhalis (2005)	Tourism Board's	Taiwan	By effectiveness (customer satisfaction)	Consumers	Information quality, system quality, intention to use & recommend, intention to actual visit	Web satisfaction	Applied an e-Satisfaction model to determine the factors of website satisfaction	It is better to consider the needs of overall potential visitors rather than online users.

(Continued)

Table 2.9 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Kim & Lee (2005)	Travel agencies, travel suppliers	Korea	By effectiveness (customer satisfaction)	Consumers	Structure and ease of use, information content, responsiveness and personalization, reputation and security, usefulness	Customer satisfaction	Employed the dimensions of web service quality and determine overall level of customer satisfaction	This study encompassed only Korean online traveler and did not include various demographic, behavioral and travel-related variables to examine the difference of customers between online travel agencies and online travel suppliers.
Cho & Agrusa (2006)	Travel agencies	US	By effectiveness (customer satisfaction)	Online users	Information factor, price factor, product/ service factor, convenience factor, convenience factor, technology/ usability factor, brand name factor, promotional factor, entertainment factor	E-satisfaction	Consideration of the factors affecting ease of use of travel agencies' websites and customer satisfaction	This study did not measure the cause and effect relationship.

(Continued)

Table 2.9 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Harison & Boonstra (2008)	Airline	Holland	By effectiveness (customer satisfaction)	Researchers	Financial overview, customer satisfaction, traceability, accessibility, contact, sales, after sales, customer support	Website performance and consumer satisfaction	Use of an assessment model to evaluate the performance of airline websites and user satisfaction	Only one airline website was examined in this study.
Lee, Love & Han (2008)	Trade show	Worldwide	By effectiveness (customer satisfaction)	Consumers	System quality, information quality, service quality, relationship quality	User satisfaction	Applied quality factors of trade show websites to determine website success and the impact on the customers' satisfaction	The proportion of gender in this sample was not balanced, so it may not represent all trade show attendees.

2.8.5 Others

Kaynama and Black (2000) applied E-SERVQUAL model to analyze the service quality of online travel agencies from customers' perspective. Palmer and McCole (2000) conducted a study to understand of the Internet as a medium for developing co-operation between organizations. Tierney (2000) developed and adopted Internet-based survey methodology to investigate tourism website effectiveness. Kaâniche, Kanoun and Martinello (2003) performed a modeling framework to indicate user-perceived availability of web based travel agencies. Nysveen, Methlie and Pedersen (2003) studied the gaps between customer preferences and website offerings. Wöber (2003) adopted web content mining and web usage mining tools to evaluate the applicability of tourism portals. Gretzel and Fesenmaier (2005) examined the influence of elicitation processing by considering user perceptions.

Table 2.10 Hospitality and Tourism Related Website Evaluation Studies Using Others								
Author/s (year)	**Sector**	**Region**	**Classification**	**Sample/s**	**Instrument (Features)**	**Result**	**Application**	**Critical Analysis**
Kaynama & Black (2000)	Travel agencies	Worldwide	By effectiveness Others: service quality of electronic commerce business from consumers' perspective	Practitioners	E-SERVQUAL model: content, accessibility, navigation, design and presentation, responsiveness, background, personalized & customization	Service quality	Use of E-SERVQUAL model to evaluate the service quality of online travel agencies	It is suggested to investigate the validity of the E-QUAL scale for both purely online and hybrid agencies.
Palmer & McCole (2000)	Tourism organization	Ireland	By effectiveness Others: understanding of Internet as a medium for developing co-operation between organizations	Laboratory test	Downward/ upward vertical links between regional websites and individual organization websites, horizontal links between individual organizations, horizontal links between regional websites	Electronic marketing of tourism destination websites	Examined the role of Internet in creating "virtual tourism destination"	Sample size was too small since only one sample in Northern Ireland was examined.

(Continued)

Table 2.10 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Tierney (2000)	Tourism	California	By effectiveness Others: Internet-based evaluation	Consumers	How learned about the website address, reason for viewing the website, website viewing and action taken, types of information desired	Effectiveness of a tourism promotional website	Developed and adopted internet-based survey methodology to investigate tourism website effectiveness	There was lack of the identification of the impact of different incentives on response rates and respondent characteristics.
Kaâniche, Kanoun & Martinello (2003)	Travel agency	Not mentioned	By effectiveness Others: user perceived availability	Laboratory test	User, function, service and resource levels	User perceived availability	Use of a modeling framework to determine user-perceived availability of a web based travel agency	It would be focused on the extension of the framework to handle more complex assumptions and models.
Nysveen, Methlie & Pedersen (2003)	Tourism	Norway	By effectiveness Others: The gap between customer preferences and websites' offering	Consumers, practitioners	Search engine, service integration, personalization, trust, reversed pricing, auctions, volume discount, service aggregation, community	Comparison between customers' preferences for the actual offerings of value-added services	Applied two surveys to measure tourism websites and value-added services	Other countries would be used to further confirm the application of the presented model.

(Continued)

Table 2.10 (Continued)

Author/s (year)	Sector	Region	Classification	Sample/s	Instrument (Features)	Result	Application	Critical Analysis
Wöber (2003)	DMOs	Europe	By effectiveness Others: applicability of tourism portals	Laboratory test	Resource database, maintenance engine	Effectiveness of DMOs websites	Use of web content mining and web usage mining tools to demonstrate the applicability of tourism portals	It is recommended to compare and contrast the performances of each DMO website.
Gretzel & Fesenmaier (2005)	Travel	France	By effectiveness Others: user perceptions	Students	Relevance, transparency, effort, perceived personalized of process, perceived enjoyment of process, perceived fit of recommendation with preferences	Perceived fit of recommendation with preference (user perception)	Examined the influence of the elicitation process by considering user perceptions	Data analysis was limited to less advanced statistical technique.

2.9 Summary of Website Evaluation

With regard to the previous studies, website evaluation can be grouped into three main categories, including evaluation by development of phases, evaluation by features and evaluation by effectiveness. Based on the published articles, the richness of a website's features is proportional to the company's experience in the electronic industry. The experience of the company is referred to website layers/ steps, each containing certain features. In other words, the more experience a company has in an electronic business, the richer its website characteristic is, and the more/ higher layers its website reaches. Research using evaluation by development of phases would be likely to reduce the difficulties of website evaluations (Schmidt et al., 2008) since a framework with certain features/ characteristics is provided. It is preferable for practical purposes (Schmidt et al., 2008) and easy to evaluate a website. But some limitations should be emphasized. Since website development is changing every day, more features might be added to the website for improvement. So, the model used in development of phases might not catch up the website evolution and advancement. Also, using the Internet is a way for a firm to diversify their business strategies. Schmidt et al. (2008) stated that a company would like to incorporate its business with its suppliers to accomplish business integration. Considering the industry and the firm situation, some characteristics may need to be further developed so that website classification may expand more than one group and misrepresenting consequent analysis.

Apart from evaluation by development of phases, evaluation by features can be divided into three sub-categories, called website contents, website design and website contents and design. This method does not present a model for website evaluation.

Yet, evaluation by features is based on the existence of website characteristics, it is more flexible for website evaluation than the above method. However, most studies used features for classification do not provide enough evidence in the construction of validation as Schmidt et al. (2008) pointed out that the theoretical concepts may not be truly reflected by the measurement items empirically, which seriously restricts the evaluation.

For the evaluation by effectiveness, the meaning of website effectiveness is referred to financial results, expert evaluation, consumer intentions to purchase, use and re-visit, user satisfaction as well as others. The measurement of website effectiveness is welcomed by practitioners since this could gain a fresh pragmatic relevance (Schmidt et al., 2008).

After investigating the studies presented here, starting from evaluation by development of phases and features through to using website effectiveness, it seems that there are no standard methods for the purposes of website evaluation. Also, there are no existing standard website attributes or features to integrate into website contents and design in the tourism industry (Law, 2007). This may be due to different backgrounds, different themes, complexities or time periods of the research (Schmidt et al., 2008). Hence, it is subject to research objectives or investigations.

Apart from the research methods, it was found that over half of the reviewed articles used development by features, followed by development by effectiveness, and development by phases. This reflects that development by features is the most popular

method of website evaluation in the hotel and tourism industries. Also, this implies the remaining two methods could be further investigated for further development.

2.10 Fuzzy Analytic Hierarchy Process (Fuzzy AHP)

The Analytic Hierarchy Process (AHP), developed by Saaty in 1977, is one of the most popular methods for solving multi-criteria decisions. The method has been successfully applied to different academic fields (Saaty, 1995; Deng, 1999). Although it is efficient in computation and simple in concept, the approach has some limitations because of (1) its inability to deal with the uncertainty and imprecision of human judgements by using single crisp values; and (2) its use of an unbalanced scale of estimations (Cheng, 1996; Mon, Cheng & Lin, 1994). In order to improve AHP method, this study is going to use Fuzzy AHP to handle the cognitive uncertainty.

Traditional 5-point Likert scale and normal ratings suppose that the differences between the successive categories are in equal variances (Sharma, 1996) and thus cannot deal with cognitive uncertainty and subjectiveness of human judgements (Hu, 2009). Unlike Likert scale and other rating methods, Fuzzy AHP applies fuzzy set theory which captures human thinking more logically when faced with imprecision. By generalizing from the crisp values to fuzzy values, it is better to capture the human reasoning and apply to different academic research (Hu, 2009). After the introduction of fuzzy AHP in 1983 (van Laarhoven & Pedrycz, 1983), different studies have further confirmed its applicability in different industries (Deng, 1999; Leung & Cao, 2000; Lee, Lau, Liu & Tam, 2001; Kuo, Chi & Kao, 2002; Kwong & Bai, 2002).

In this study, triangular fuzzy numbers are applied which describe a collection of values. Three real numbers, expressed as (*l, m, u*), are defined which refer to the lower, most likely, and upper bounds of values of their underlying triangular fuzzy numbers. Using triangular fuzzy numbers instead of exact crisp values can help decision makers use non-numerical terms for their subjective judgments, and it can unify the subjectiveness that is related to their decisions (Cakir & Canbolat, 2008). Thus, it can rectify the limitation of the "static structure of the fundamental scale in capturing uncertainty in the comparisons" (Cakir & Canbolat, 2008: p.1369). Therefore, Fuzzy AHP in this study can eliminate the drawback of previous studies which assumed all dimensions and attributes are in equal variances.

2.11 Research Gap

Since the Internet plays an important role in the hospitality industry, it is crucial to determine the success factors for websites. According to Lu and Yeung (1998), functionality is the most critical dimension of website usefulness. It refers whether a website can provide adequate information about its products and services. Also, functionality is a significant criterion that decides customer usages and purchase behaviors on the websites (Lu & Yeung, 1998; Ma et al., 2008). Therefore, the research gap to be addressed focuses on the part of website contents (functionality).

Review of the previous studies in Chapter 2.9 suggests that there is no standard method of evaluating websites. In hospitality and tourism, there are neither any standard website characteristics nor features that can be integrated into website evaluation (Ip et al., 2011). This may be due to different backgrounds, themes, degrees of complexity and time periods of the articles reviewed here (Schmidt et al.,

2008; Ip et al., 2011). Researchers do, and should, choose the most appropriate approaches according to their research objectives, targeting markets and stakeholders. Tourism and hospitality researchers thus have a challenge in providing consensus for standard approaches, dimensions and attributes to examine website evaluation (Ip et al., 2011). Besides, critical analysis of the articles considered in this study supports the lack of advanced statistical techniques in previous website evaluation studies. Therefore, Law et al. (2010) as well as Ip et al. (2011) suggested that future research should adopt a more sophisticated approach that integrates theories and models from other disciplines to provide consistent website evaluation.

On the other hand, previous studies have examined functionality in terms of hotel website effectiveness. For example, the existing literature has listed a broad range of factors that should be included as part of functionality. Still, determining the most important criteria that influence functionality is important and helps hoteliers pay attention to factors with the highest weight/s and identify the best way to improve their hotel websites. That is, how to evaluate the relative importance of the dimension/attribute/criterion should be considered as a multiple criteria/attribute decision-making problem. Although there are a plethora of studies focusing on the evaluation of website functionality, there have been very few published articles that presented empirical test with scientific models which numerically evaluate the preferences of hotel website users in hospitality and tourism. As previously mentioned, determining the most important criteria that influence functionality is crucial since it could help hotel practitioners focus on factors with the highest weight/s and then improve their hotel websites. However, human judgment on the importance of criteria is always subjective and imprecise. Previously, the analytic

hierarchy process (AHP) was considered an appropriate method for solving multiple criteria/attribute decision-making problems (Saaty, 1980). However, this method has often been criticized for its inability to adequately handle the inherent uncertainty of human judgment (Chou et al., 2008). This implies that human preference towards the importance of criteria/attributes is always uncertain and subjective. As such, decision makers might be reluctant or unable to assign crisp values when facing multiple criteria/attribute decision-making problems (Chan & Kumar, 2007). To overcome this limitation of AHP, Yang and Chen (2004) suggested integrating fuzzy theory with AHP to determine the relative importance of criteria from the subjective viewpoints and judgments of decision makers.

In view of the limitations of prior studies and the lack of accurate frameworks in evaluating the functionality of hotel websites, this study presents a scientific model to analyze the performance of hotel websites using the fuzzy analytic hierarchy process (hereafter known as fuzzy AHP). This model could be useful in the evaluation of websites in the hotel and tourism industries. In addition, fuzzy AHP is introduced to assist a website evaluation process. It is a decision-making tool for analysts to organize the critical aspects of a problem into a hierarchical structure (Teng, 2005). By reducing complex decisions into a series of one-to-one comparison, fuzzy AHP not only helps analysts to find the best decision, but also offers a clear rationale for the choices made (Chin et al., 1999; Zaim et al., 2003).

3 METHODOLOGY

A review of website evaluation in the hospitality and tourism industries has been analyzed in Chapter 2. This chapter provides more details on the research problem and research design used in this research. The following section presents the methodology of this research, an explanation of research design, and sample selection.

3.1 Research problem

This study aims to evaluate website functionality performance in the hotel industry. Qualitative and quantitative research methodologies are combined to achieve this main research objective by adopting a Fuzzy Analytic Hierarchy Process. In order to achieve this goal, the following research questions are addressed in this study:

1. What are the dimensions and attributes that affect website functionality performance?
2. How do hotel websites perform and what should be improved in the future?

3.2 Research Design

The methodology flow of this research is shown in Figure 3.1 which includes three stages. Stage one aims to collect the data regarding website functionality dimensions and associated attributes. Three focus group interviews were conducted to verify the website functionality dimensions. Customers, hotel managers and IT professionals are the targets respondents of this focus group. A comprehensive list of website functionality attributes was provided and a facilitator asked the respondents to group the attributes into different dimensions. Then, a list of website functionality

dimensions and associated attributes was formed. Based on the list collected from Stage one, a hierarchy of website functionality performance was constructed.

After that, Stage two is to perform Fuzzy AHP workflow. Eight steps of Fuzzy AHP are included for hotel website evaluation as followed:

1. Acquisition of Normal (crisp) Pairwise Comparison Matrices (PCM)
2. Fuzzification of the crisp PCM to Fuzzy PCM
3. Use of Fuzzy Extent Analysis for calculation of performance ratings
4. Applying weighted multiplication from hierarchy
5. Utilization of weight summation
6. Make use of Alpha cut analysis for embedding attitude of the decision maker confidence
7. Applying Lambda function for embedding attitude of the decision maker
8. Normalization of crisp value

At the end of Stage two, the Fuzzy AHP weights of each dimension and associated attributes were calculated. Stage three plans to use a 5-point Likert scale to determine overall performance score of hotel websites. Multiple evaluations were used in this stage while six groups of respondents were invited to perform this task. There were three respondents in each group to avoid human bias. Apart from this, similar backgrounds of respondents were chosen so as to minimize discrepancy. After that, the overall hotel website performance was determined and the findings help the hoteliers to realize website limitations. Also, based on research findings, appropriate recommendations were provided for the hotel websites to improve their website quality for online users. (For more details, please refer to 3.5.1, 3.5.2 and 3.5.3).

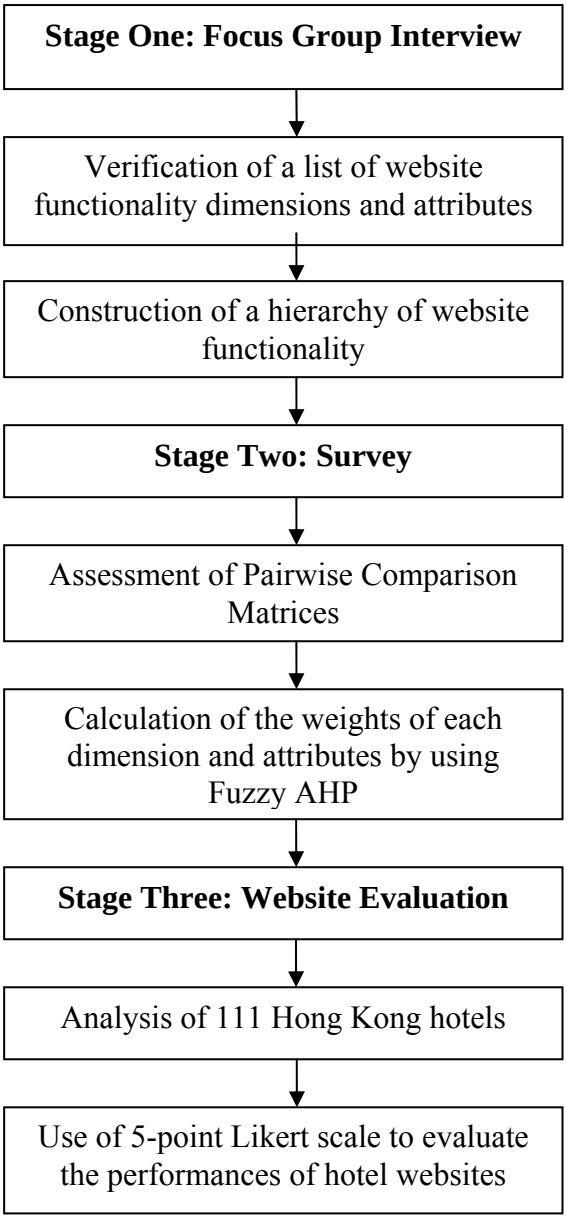

Figure 3.1 A Presented Research Design

3.3 Data collection

This research consists of two types of data collection, including secondary data and primary data. Secondary data relate to the nature of problem which should be collected from the existing sources (Sekaran, 2003); whereas primary data refer to the first-hand data which are usually collected by the researcher(s) for specific purpose(s) for a study (Veal, 2006).

3.4 Secondary Data Collection

The purpose of collecting secondary data is to organize a preliminary background and knowledge and then identify important criteria. It helps researchers establish a theoretical framework for the research (Sekaran, 2003; Veal, 2006).

This research gathers secondary data for introduction and literature review to generate a research gap. These data are collected from relevant academic sources including books, journal articles, organization publications, newspaper and reports. Electronic sources are also employed in this research while they are mainly from the Internet and online academic databases, including EBSCOhost, Science Direct, Google Scholar and Scopus.

3.5 Primary Data Collection

There are a variety of ways to collect primary data by the researchers, such as in-depth interviews, focus groups, panels, mystery shoppers and unobtrusive methods. All these approaches have their own advantages and disadvantages. But, in hotel and tourism industries, interviews, questionnaires, observations and projective tests are the most frequently used methods to collect the data (Sekaran, 2003).

This research divided the primary data collection into three parts. Firstly, three focus group interviews were performed by interviewing a group of customers, hotel managers and IT professionals. After the interviews, a hierarchy of website functionality dimensions and associated attributes was developed. After that, a questionnaire according to the hierarchy of hotel website functionality evaluation was

distributed to another group of respondents in order to figure out the Fuzzy AHP weights of each dimension and associated attributes by using normal (crisp) Pairwise Comparison Matrices. Finally, a multiple evaluation approach was adapted to find out the overall hotel website performance.

3.5.1 Construction of a Hierarchy by Focus Group Interviews

By using purposive sampling, three focus group interviews with six interviewees including customers, hotel managers and IT professionals were invited to verify a list of website functionality dimensions and attributes. Three focus group interviews were conducted in April and May 2010. The researcher explained the research process in details to determine the website functionality dimensions and attributes from their perspectives. A list of website functionality attributes based on literature review was provided to each respondent and asked them to select and group those attributes into specific dimensions. After this interview, a list of website functionality dimensions and associated attributes was formed and then constructed the hierarchy.

3.5.2 Assessment of Pairwise Comparison Matrices by a Questionnaire

A printed questionnaire using the hierarchy of website functionality evaluation was prepared to gather data for assessment of the comparison matrices. The questionnaire was distributed to hotel staff, IT professionals and customers with the experience of using the Internet to book a hotel room in the previous 12 months. According to Cheng, Lam and Hsu's (2005) study, 12 months would be an appropriate recall period for customers to remember their experiences. The evaluators were asked to conduct the pairwise comparisons of the importance of website functionality dimensions and

attributes. The process of main survey was completed in July 2010. After the matrices of each evaluator were obtained, the geometric mean method was employed to calculate the integrated weights. The weights of geometric average were derived and then converted to fuzzy pairwise comparison matrices.

3.5.3 Total Hotel Website Performance by the Multiple Evaluations

A group of three evaluators who have the experience to book a hotel room through the Internet in the past 12 months was invited to evaluate the overall score of hotel websites. A total of 111 Hong Kong hotel websites which are the members from Hong Kong Hotels Association were going to be evaluated in August and September 2010, so there are six groups to perform this task. Since there were three evaluators with similar background in each group, the effect of domination by one person and bias was reduced. Also, in order to minimize confusion during the website evaluation, the researcher was presented during the whole evaluation process by answering questions. Each group was asked to rate the performance of each attribute by using a 5-point Likert scale (1=Very Poor; 5=Very Good). Additionally, the respondents could choose NA (Not Applicable). By then, the score of total hotel website performance was obtained.

3.6 The Modelling Process

In this research, Fuzzy Analytic Hierarchy Process (AHP) was employed as the methodology to solve daily multi-criteria analysis problems. Fuzzy concepts were used to improve the limitations of traditional AHP owing its inability to adequately handle the inherent uncertainty and imprecision in human behavior. In order to capture the fuzziness and subjectiveness of decision makers' judgments, a fuzzy

linguistic term approach was used. Because of simplicity and effectiveness, triangular fuzzy numbers were chosen as a reference to specify the influence strength of each element in the presented hierarchy (Lee, Mak & Chin, 2006). An alpha-cut based method was employed to account for the uncertainty in the fuzzy number ranking process. The confidence level and the optimistic level of decision maker were taken by using alpha-cut based fuzzy number results. Hence, this fuzzy approach presents a more effective and straightforward manner for solving practical qualitative multi-criteria analysis problems compared to AHP approach.

3.6.1 Analytic Hierarchy Process (AHP)

The application of an AHP procedure includes three steps of: (1) hierarchy construction, (2) pairwise comparisons, and (3) synthesis of priorities (Harker & Vargas, 1987). Firstly, hierarchy construction is based on the empirical findings and studies. It is important to note that all important criteria should be covered within the hierarchy structure. The hierarchy is formed from the top (objectives of the research), through the immediate level (criteria and sub-criteria), and finally to the lowest level (a list of alternatives) (Chen, 2006b). Once a hierarchy has been formed, the next step moves to data collection, thus conducting pairwise comparisons to find out the relative importance of each attribute at each level. Saaty and Vargas (1980) mentioned that pairwise comparison involves three tasks of: (1) developing a comparison matrix at each level of the hierarchy, (2) calculating the relative weights for each element of the hierarchy, and (3) analyzing the consistency ratio to check the consistency of the judgment. Pairwise comparisons are used to compare each attribute at each level, and the pairwise comparisons at a given level can be reduced to a number of square matrices A = $\left[a_{ij}\right]_{nxn}$ as follow:

$$\begin{pmatrix} a_{11} & a_{12} & \cdots & a_{1n} \\ a_{21} & a_{22} & \cdots & a_{2n} \\ . & . & & . \\ a_{n1} & a_{n2} & \cdots & a_{nn} \end{pmatrix} \qquad (1)$$

The matrix has reciprocal properties, which are

$$a_{ji} = \frac{1}{a_{ij}} \qquad (2)$$

Saaty's (1977) pairwise comparison value is modified into the following presented 9-Point Pairwise Comparison Value with a scale of relative importance from 1 to 9 for ranking pairwise comparisons (See Table 3.1). A 9-point scale is often criticized by some researchers because it is hard for decision makers to distinguish the differences. Later, some studies have modified this scale by using 3-point scale, such as non-structural fuzzy decision support system (NSFDSS). However, there are still many limitations by using other types of scales. Since 9-point scale is the most commonly use method, it is chosen in this study.

Table 3.1 Presented 9-Point Pairwise Comparison Values

Intensity of Relative Importance	Definition	Explanation
1	Equally important	Two website dimensions are of equal importance.
3	Weakly more important	One website dimension is weakly more important than the other.
5	Strongly more important	One website dimension is strongly more important than the other.
7	Very strongly more important	One website dimension is very strongly important than the other.
9	Extremely more important	One website dimension is extremely more important than the other.
2, 4, 6, 8	Intermediate judgment values	Judgment values between equally, moderately, strongly, very strongly, and extremely
Reciprocals of the above nonzero numbers	Reciprocal for inverse comparison	

(Modified from Saaty, 1977)

In AHP, once the comparison matrices are developed, the vector of weights, $w = [w_1, w_2, \ldots\ldots, w_n]$, is calculated on the basis of Saaty's eigenvector procedure. There are two steps in the calculation of the weights. Firstly, the pairwise comparison matrix, A = $\lfloor a_{ij} \rfloor_{nxn}$ is normalized by equation (3), and then the weights are calculated by equation (4).

Normalization

$$a_{ij}^{*} = \frac{a_{ij}}{\sum_{i=1}^{n} a_{ij}} \qquad (3)$$

for all j = 1, 2, …, n.

Weight Calculation

$$w_i = \frac{\sum_{j=1}^{n} a_{ij}^{*}}{n} \quad (4)$$

for all i = 1, 2, …, n.

Saaty and Kearns (1985) pointed out that there is a relationship between the vector weights, *w*, and the pairwise comparison matrix, A, as presented in equation (5).

$$A_w = \lambda_{\max} w \quad (5)$$

The λ_{max} value is a critical parameter in AHP since it is used as a reference index to screen information by computing the consistency ratio (CR) of the estimated vector. To calculate CR, the consistency index (CI) for each matrix of order *n* can be formed from equation (6).

$$\boldsymbol{CI} = \frac{\lambda_{\max} - n}{n-1} \quad (6)$$

Then, CR can be computed using equation (7):

$$\boldsymbol{CR} = \frac{CI}{RI} \quad (7)$$

where RI is the random consistency index obtained from a randomly generated pairwise comparison matrix. Table 3.2 shows the value of RI from matrices of order 1 to 10 as suggested by Saaty and Bennett (1977). If CR < 0.1, the comparisons are

acceptable. If CR > 0.1, the values of the ratio are indicative of inconsistent judgments. In this circumstance, one should reconsider and revise the original values in the pairwise comparison matrix A.

Table 3.2 Random Inconsistency Indices (RI) for *N* = 10

N	1	2	3	4	5	6	7	8	9	10
RI	0.00	0.00	0.58	0.9	1.2	1.24	1.32	1.41	1.46	1.49

Source: Saaty & Bennett (1977)

To obtain the measure of pairwise comparisons of all individuals involved in a decision problem, the geometric mean of the individual assessments using equation (8) can be used.

$$a_{ij}^{hp} = \sqrt[Q]{\prod_{q=1}^{Q} a_{ij}^{q}} \qquad (8)$$

where a_{ij}^{q} is an element of matrix A of an individual q (q = 1, 2, ……, Q), and a_{ij}^{hp} is the geometric mean of all individuals of a_{ij}^{q}. The group CR is calculated according to equations (6) and (7).

3.6.2 Limitations of AHP

AHP can be made use of independent multicriteria decision making problems but a number of researchers have pointed out the limitations of AHP in calculating the relative importance weights of various criteria (Lin, Wang & Yu, 2008). First, the use of Saaty's discrete 9-point comparison value is its inability to reflect the actual belief of decision makers in the relative importance relationship among the various criteria (Lin et al., 2008). Since decision makers need to select Saaty's discrete 9-point comparison value from the crisp set (1/9, 1/8, 1/7 ……, 1, 2, 3 …7, 8, 9), it differs the

real world fuzzy members of elements in a fuzzy set. In reality, the membership values in a fuzzy set account for continuous values (namely real numbers) rather than crisp numbers (Triantaphyllou & Mann, 1990). On the other hand, Saaty (1980) assumed that decision makers should understand well the relationship among the various criteria. In practice, using such 9-point comparison value is difficult to achieve an absolute consistency. Therefore, the consistency ratio is developed for decision makers to check whether the comparison matrices are consistent or not. Moreover, consistency ratio takes time to figure out the inconsistency of the comparison matrices. The only way for decision makers to find out the inconsistency is after all the inputs are finished and the consistency ratio is obtained (Tam, Tong & Chiu, 2006). By then, inputting the data could be a waste of time and the whole AHP method needs to be repeated again until the consistency ratio becomes acceptable. Instead, the use of Fuzzy AHP can avoid these limitations and provide a more pragmatic and effective approach.

3.6.3 Fuzzy Analytic Hierarchy Process

Introduction of Fuzzy AHP

Since AHP is unable to solve the inherent uncertainty and imprecision of the pairwise comparison process, the application of Fuzzy AHP can rectify these limitations. Instead of using a single crisp value, Fuzzy AHP uses a range of values to integrate decision maker's uncertainty. From this range, decision makers can select the most appropriate value to reflect their confidence. The attitude can be classified into optimistic, pessimistic or moderate (Deng, 1999). Optimistic attitude refers to the highest values while pessimistic attitude is represented by the lowest values.

Fuzzy extent analysis is used in this research to solve the fuzzy reciprocal matrix for the calculation of the criteria importance and alternative performance (Lee et al., 2006). The alpha-cut analysis is used to transform the total weighted performance matrices into interval performance matrices (Li & Yen, 1995). This analysis avoids the uncertainty in the fuzzy range chosen.

A Brief Introduction of Fuzzy Set Theory

Zaden (1965) firstly introduced the concept of fuzzy set theory which is a mathematical theory designed to model the vagueness and subjectiveness of human cognitive processes. Triangular fuzzy numbers are applied in this study which are a special class of fuzzy number and defined by three real numbers, expressed as (*l, m, u*).The triangular fuzzy number is presented as equation (9),

$$\mu_A(x) = \begin{cases} (x-l)/(m-l), & l \leq x < m \\ (u-x)/(u-m), & m \leq x \leq u \\ 0 & otherwise, \end{cases} \qquad (9)$$

where *m* is the most possible value of fuzzy number A, and *l* and *u* are the lower and upper bounds, respectively, which is often used to illustrate the fuzziness of the data evaluated. Figure 3.2 represents the value in fuzzy number which forms the triangle. And Figure 3.3 shows the workflow of Fuzzy AHP. In total, there are eight steps to complete the Fuzzy AHP process.

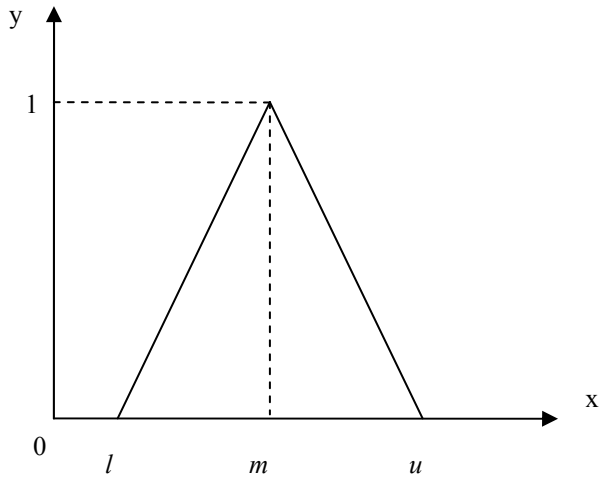

Figure 3.2 Triangular Membership Function

Fuzzy AHP Workflow

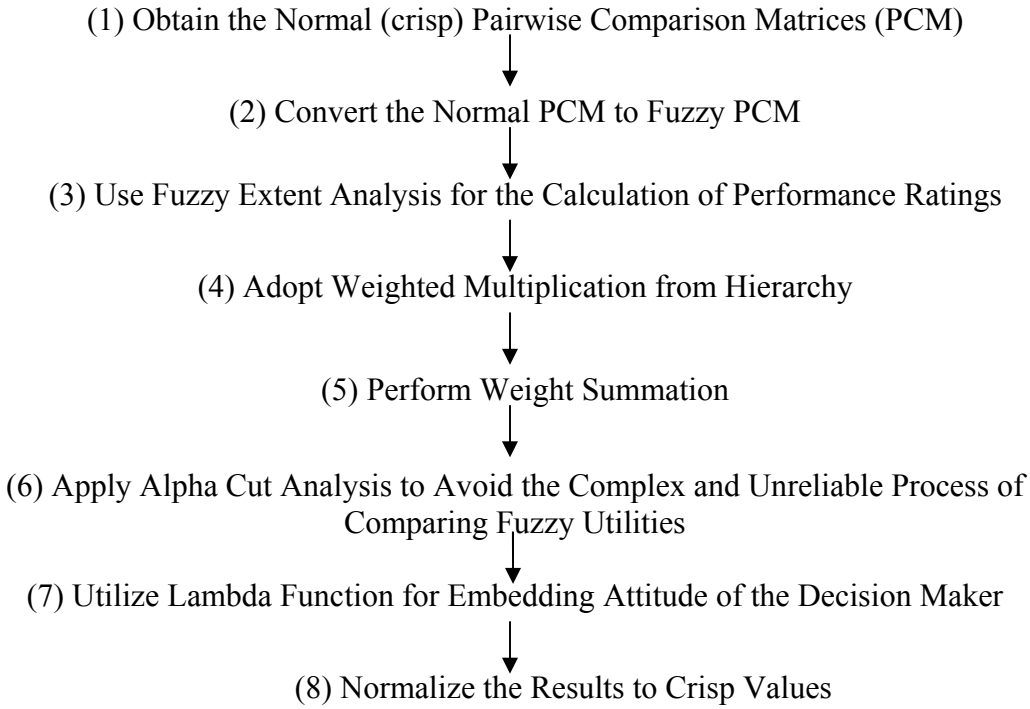

Figure 3.3 Fuzzy Analytical Hierarchy Process (AHP) Workflow

Modified from Lee et al. (2006)

It is understandable that Fuzzy AHP processes tedious computations. However, it is capable of dealing with human's ambiguity when considering complex multi-criteria decision-making problems (Chou et al., 2008).

Step 1 Obtaining Normal PCM and Fuzzifying the Normal PCM to Fuzzy PCM

In Fuzzy AHP, a triangular fuzzy number is adopted for the fuzzification of the normal PCM to Fuzzy PCM. Given a normal PCM, A, with the PCM values ranging from 1/9 to 9, the normal PCM is converted to the triangular fuzzy number *f = (l, m, u)* by using the table of conversion as indicated below. The *l* (lower bound) and *u* (upper bound) represent the fuzziness of the data evaluated. Table 3.3 shows the details for the fuzzification of normal PCM to Fuzzy PCM.

Table 3.3 Conversion of Crisp PCM to Fuzzy PCM

Normal PCM Value	Fuzzy PCM Value	Normal PCM Value	Fuzzy PCM Value
1	(1, 1, 1)	1	1, 1, 1
2	(1, 2, 4)	½	(1/4, ½, 1)
3	(1, 3, 5)	1/3	(1/5, 1/3, 1)
4	(2, 4, 6)	¼	(1/6, ¼, ½)
5	(3, 5, 7)	1/5	(1/7, 1/5, 1/3)
6	(4, 6, 8)	1/6	(1/8, 1/6, ¼)
7	(5, 7, 9)	1/7	(1/9, 1/7, 1/5)
8	(6, 8, 10)	1/8	(1/10, 1/8, 1/6)
9	(7, 9, 11)	1/9	(1/11, 1/9, 1/7)

Adopted from Lee et al. (2006)

Normal PCM, A, is presented as follow.

$$\begin{pmatrix} a_{11} & a_{12} & \cdots & a_{1n} \\ a_{21} & a_{22} & \cdots & a_{2n} \\ . & . & & . \\ a_{n1} & a_{n2} & \cdots & a_{nn} \end{pmatrix}$$

The Fuzzy PCM is shown as follow.

$$\begin{bmatrix} (a_{11l}\ a_{11m}\ a_{11u}) & (a_{12l}\ a_{12m}\ a_{12u}) & \cdots & (a_{1nl}\ a_{1nm}\ a_{1nu}) \\ (a_{21l}\ a_{21m}\ a_{21u}) & (a_{22l}\ a_{22m}\ a_{22u}) & \cdots & (a_{2nl}\ a_{2nm}\ a_{2nu}) \\ \vdots & \vdots & & \vdots \\ (a_{m1l}\ a_{m1m}\ a_{m1u}) & (a_{m2l}\ a_{m2m}\ a_{m2u}) & \cdots & (a_{mnl}\ a_{mnm}\ a_{mnu}) \end{bmatrix}$$

Step 2 Fuzzy Extent Analysis for Calculation of Performance Ratings, Weight Multiplication from Hierarchy and Weight Summation

By applying the fuzzy extent analysis through equations (10) and (11), the above fuzzy PCM is going to form the fuzzy performance matrix. The purpose of fuzzy extent analysis is to obtain the corresponding criteria weights and alternative performance ratings by solving these fuzzified reciprocal PCMs.

$$\tilde{X}_i \text{ or } \tilde{W}_j = \frac{\sum_{j=1}^{k} \tilde{a}_j}{\sum_{i=1}^{k} \sum_{j=1}^{k} \tilde{a}_{ij}} \qquad (10)$$

where $i = 1, 2, 3 \ldots\ldots p$, $j = 1, 2, 3 \ldots\ldots q$ and $k = p$, *or* $k = q$, depending upon the element under operation, whether it is an alternative or criteria (the number of rows and columns in the PCM).

$$\tilde{X}_i = \begin{pmatrix} (x_{11l}\, x_{11m}\, x_{11u}) \\ (x_{21l}\, x_{21m}\, x_{21u}) \\ \vdots \\ (x_{ijl}\, x_{ijm}\, x_{iju}) \end{pmatrix} \qquad (11)$$

By then, this fuzzy extent analysis is to obtain the fuzzy decision or performance matrix ($\widetilde{X}_i$) and fuzzy weights ($\widetilde{W}$) by using equation (12). After that, a fuzzy weighted performance matrix ($\widetilde{P}$) can be obtained by multiplying the weight vector with the decision matrix.

$$\widetilde{P} = \widetilde{X}_i * \widetilde{W} = \begin{pmatrix} (w_l x_{11l}\, w_m x_{11m}\, w_m x_{11u}) \\ (w_m x_{21l}\, w_m x_{21m}\, w_m x_{21u}) \\ \cdot \\ \cdot \\ \cdot \\ (w_m x_{ijl}\, w_m x_{ijm}\, w_m x_{iju}) \end{pmatrix}$$

$$= \begin{pmatrix} p_{1l}\, p_{1m}\, p_{1u} \\ p_{2l}\, p_{2m}\, p_{2u} \\ \cdot \\ \cdot \\ \cdot \\ p_{il}\, p_{im}\, p_{iu} \end{pmatrix} \qquad (12)$$

Weight summation is adopted in next step where the weighted performance matrix ($\widetilde{P}$) for each alternative under each criteria context is sum up to obtain a total weighted performance matrix for each alternative.

Step 3 Check Fuzzy Ranking with Alpha Cuts-Based Method

This step is to apply the alpha cut analysis to the total weighted performance matrices for each alternative while the value of α represents the decision maker's confidence degree in assessing his/ her fuzzy numbers regarding alternative ratings and criteria weights. The larger the α value is, the more the confidence that the decision maker has.

It means that the decision maker's assessments are closer to the most possible value *m* of the triangular fuzzy numbers *(l, m, u)* (Deng, 1999). Also, the purpose of alpha cut is to check for the ranking consistency for each alternative under different alpha level circumstances (Lee et al., 2006).

Step 4 Alpha Cut Analysis for Confidence Level Representation

In order to transform the fuzzy performance matrix which represents the overall performance of all alternatives with respect to each criterion into an interval performance matrix, an alpha cut analysis is applied (Lee et al., 2006). Since the alpha cut can avoid the uncertainty in the fuzzy range chosen, decision makers can express their personal confidence about this range. The confidence value ranges between 0 and 1 while 0 refers to the least confident and 1 means the most confident. Equations (13), (14) and (15) show the process of alpha cuts analysis.

Alpha Cuts Analysis

Alpha_Left = [α* (Middle_fuzzy – Left_fuzzy)] + Left_fuzzy (13)

Alpha_Right = Right_fuzzy - [α* (Right_fuzzy – Middle_fuzzy)] (14)

$$\tilde{P}_{\alpha} = \begin{pmatrix} [p_{1l\alpha}, p_{1r\alpha}] \\ [p_{2l\alpha}, p_{2r\alpha}] \\ \cdot \\ \cdot \\ \cdot \\ [p_{il\alpha}, p_{ir\alpha}] \end{pmatrix} \quad (15)$$

where *l* and *r* represent the left and right value of the interval set.

Step 5 Lambda Function and Crisp Values Normalization

After the application of alpha cut analysis, two values namely Alpha_Right (Maximum range) and Alpha_Left (Minimum range) are taken which need to be converted into a crisp value by applying the Lambda function that represents the attitude of a decision maker.

The decision maker has an optimistic, moderate or pessimistic view respectively. An optimistic decision maker would prefer higher value of his/ her fuzzy assessments; a moderate person would pick the medium value and a pessimistic decision maker would take the lower value. The concept of optimism index, λ, is introduced to calculate the crisp output. The normalized crisp value can be obtained from equations (16), (17) and (18).

$$\text{Crisp\_value} = \lambda * \alpha_{Right} + [(1-\lambda) * \alpha_{Left}] \tag{16}$$

$$C_{\lambda} = \lambda * p_{r\alpha} + (1-\lambda) * P_{l\alpha}, \tag{17}$$

where $\lambda = [0, 1]$

$$C_{\lambda} = \begin{pmatrix} C_{1\lambda} \\ C_{2\lambda} \\ . \\ . \\ . \\ C_{i\lambda} \end{pmatrix} \tag{18}$$

Finally, the crisp values are going to normalize as the elements of the PCM that do not have the same scale. It is important to note that elements can be compared if they have the uniform scale (Lee et al., 2006).

$$C_{i\lambda} = \frac{C_{i\lambda}}{\sum C_{i\lambda}} \tag{19}$$

Since human judgment is uncertain and vague, it is difficult to assign crisp values to the comparison judgment (Chan & Kumar, 2007). Hence, based on the Fuzzy AHP method, this could help decision markers deal with multiple criteria decision making problems under the fuzzy environment. Although this process involved tedious computations, it is able to capture human's appraisal of ambiguity.

4 FINDINGS AND DISSCUSSIONS

4.1 Introduction

This chapter presents the results obtained from focus group interviews, main survey and multiple evaluations. The first section describes the details of focus group interviews and the development of a hierarchy of website functionality. The second section discusses the process and the results of the main survey as well as the Fuzzy AHP weights of website functionality dimensions and attributes. The third section illustrates the procedures of multiple evaluations and the overall performance scores of Hong Kong hotel websites.

4.2 Stage One – Focus Group Interview

Using focus group interviews as the first stage is a valuable technique for gathering participants' opinions (Grove & Fisk, 1992) of the concept of website functionality. People with similar background and interests (Hughes & DuMont, 1993) were invited to verify website functionality dimensions and attributes, and then constructed a hierarchy of website functionality. Three focus group interviews were conducted in April and May 2010. Six respondents attended each interview including two hotel managers, two IT professionals, and two hotel website users. All focus group respondents had the experiences of using hotel websites for room reservation in the past 12 months. On average, each focus group lasted for one hour. All discussions were conducted in Cantonese as well as English and tape-recorded, and all respondents were assured of information confidentiality. Also, member check was done at the end of each interview to ensure the accuracy, credibility, validity, and transferability of the study (Lincoln, Guba & Guba, 1985). After three focus group

interviews, another member check was completed by sending a website functionality hierarchy to all respondents for further confirmation.

A comprehensive list of website functionality attributes was provided to each interviewee and then the facilitator asked the interviewees to select and group those attributes into different dimensions. Also, interviewees were free to discuss with each other and thought of any new dimensions or attributes. In order to facilitate the process of each interview, cued questions, as outlined in the discussion guide in Appendix I, were asked to prompt additional discussion in case of limited or excursive responses. Table 4.1 shows the profiles of the focus group interviews' participants.

Table 4.1 Profiles of the Focus Group Respondents

Focus Group	Date	Gender	Occupation
FG01	4 April 2010	Female	Hotel website user
		Female	IT professional
		Male	IT professional
		Male	Hotel website user
		Male	Hotel Manager
		Male	Hotel Manager
FG02	25 April 2010	Female	Hotel website user
		Female	IT professional
		Male	IT professional
		Male	Hotel website user
		Male	Hotel Manager
		Male	Hotel Manager
FG03	5 May 2010	Female	Hotel Manager
		Male	IT professional
		Male	Hotel website user
		Male	IT professional
		Male	Hotel Manager
		Male	Hotel website user

After three focus group interviews, a hierarchical structure of website functionality including dimensions and attributes was constructed (Please refer to Figure 4.1). Five dimensions are developed in the hierarchy including “Hotel Description”, “Hotel Facility Information”, “Reservation Information”, “Surround Area Information”, and “User-generated Information”. Under each dimension, there are four other associated attributes as shown in Figure 4.1.

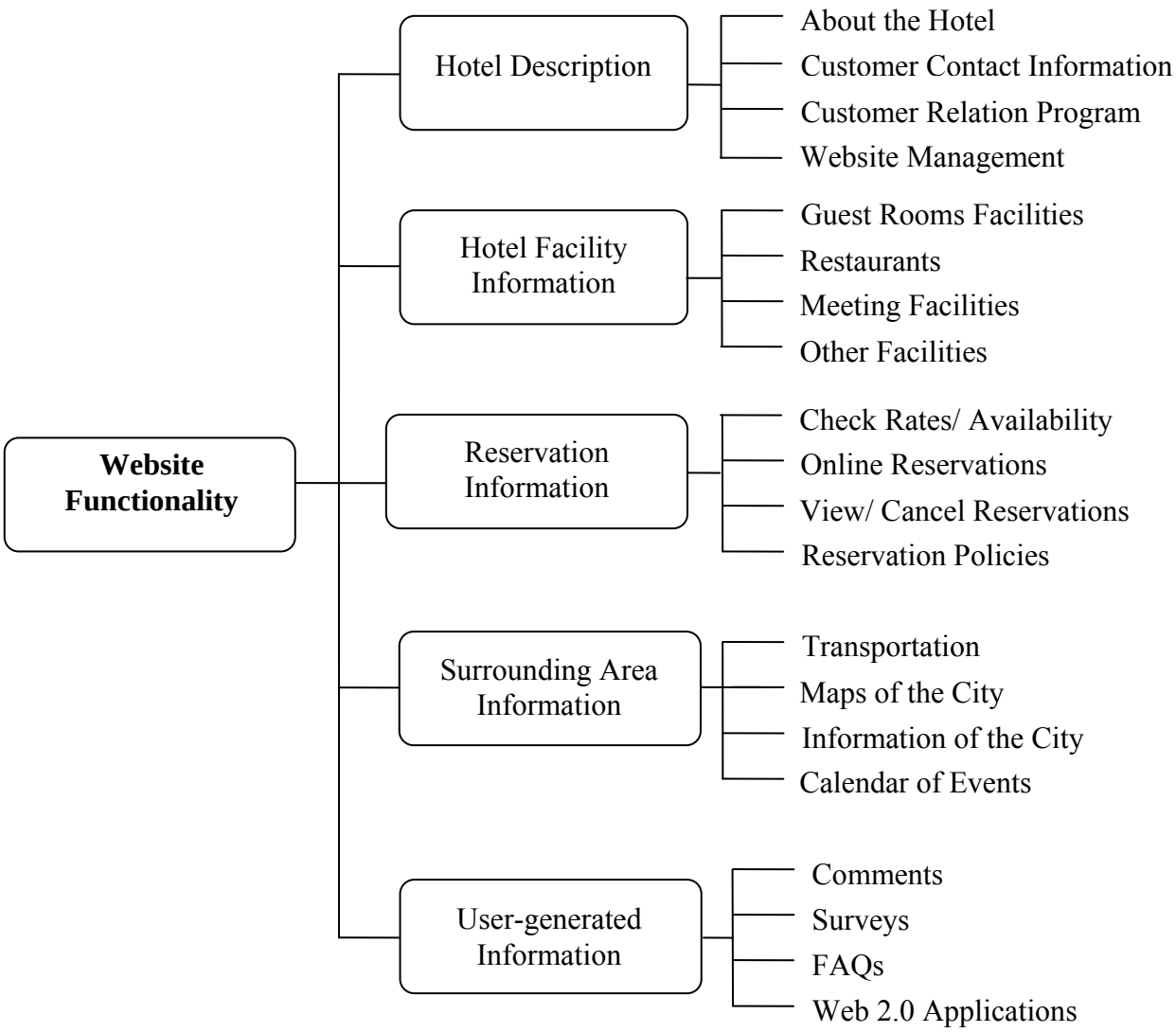

Figure 4.1A Hierarchical Structure of Website Functionality

4.3 Stage Two - Survey

The main objective of the second stage was to conduct a large scale of quantitative surveys to gather data for assessment of the comparison matrices, and then perform Fuzzy AHP. The survey instrument was developed based on the results obtained in the Stage One.

4.3.1 Pilot Test

A pilot test of the initial questionnaire in English was undertaken with 30 hotel website users in Hong Kong in May 2010. The purpose of the pilot test was to verify the whole questionnaire, and to make sure that the wording and sentences in the questionnaire were understood by the respondents. Respondents were asked to compare in pairs the relative importance between two given items regarding website functionality.

4.3.2 Sample Design and Sample Size

To collect a representative empirical sample data set, purposive sampling was used as the basis to select the respondents. Purposive sampling is also known as judgment sampling because researchers can use their knowledge to determine who or what study subjects/ units are the most appropriate to be included in the study (Jennings, 2001). Considering the criteria associated with this study's focus, hotel staff, IT professionals and customers with the experiences of online room reservation in the past 12 months were chosen in a similar proportion to ensure an equitable selection of respondents in each category.

Regarding the sample size, Ghauri and Gronhaug (2005) suggested typical sample size for a regional survey in business studies ranging from 200 to 500. This study aims to adopt Fuzzy AHP to analyze a set of dimensions and attributes for evaluating website functionality performance. Considering previous studies using Fuzzy AHP in other academic fields, there is no rules or regulations related to the sample size. For example, Lin's study (2010) involved 25 undergraduate students to attend the experiment on course website effectiveness; Lu, Deng and Wang (2007) invited 50 participants to analyze e-commerce websites in China whereas Tsaur, Chang and Yen (2002) conducted 211 questionnaires on evaluation of airline service quality. In an effort of conducting the survey, 500 questionnaires were sent out to target respondents by snowball sampling. Among 500 surveys, 412 were returned for a return rate of 82.4%. Finally, 386 usable questionnaires were analyzed in this study to ensure reliable results. Table 4.2 presents the questionnaire distribution of each category.

Table 4.2 Questionnaire Distribution of Each Category

Category	Number of Questionnaires Sent Out	Number of Usable Questionnaires Received	Number of Questionnaires in Each Category	Relative Percentages
Hotel Staff	500	386	128	33.2%
IT Professionals			99	25.6%
Hotel Customers			159	41.2%

4.3.3 Questionnaire Design

The purpose of the questionnaire is to conduct the pairwise comparisons of the importance of all website functionality dimensions and associated attributes.

A printed questionnaire based on the hierarchy of website functionality was prepared to gather data for assessment of the comparison matrices. The questionnaires were distributed to hotel staff, IT professionals, and customers with the experience of using the Internet to book a hotel room in the past 12 months. The respondents were asked to conduct the pairwise comparisons of the importance of various website functionality dimensions and associated attributes. After the matrices of each dimensions and attributes were obtained, the geometric mean method was employed to calculate the integrated weights. The weights of geometric average were derived and then converted to fuzzy pairwise comparison matrices. Compared to previous studies, the major improvement of the questionnaire instrument was the addition of the new dimension, which is "User-generated Information" together with four associated attributes including "Comments", "Surveys", "FAQs" and "Web 2.0 Applications". Apparently, the Internet is providing a driving force for the growth in popularity of the new word-of-mouth (WOM) communication– consumer generated media. This channel not only allows consumer to share information and opinions, but also directs them towards and away from specific products, brands and services. Considering the limitations of previous studies, this questionnaire better reflects the updated trend in the hospitality and tourism industries.

Appendix II showed the main questionnaire. Part A was a qualifying question to select the respondents who have used the hotel website/s for room reservation in the past 12 months. Part B was the instruction of the questionnaire about the pairwise comparisons together with six tables related to hotel website functionality evaluation. Part C was to collect the demographic profiles of the respondents, including gender, age group, education level, experiences of using the Internet, and household income. Since questionnaires were distributed to hotels, IT companies and by emails, respondents were then categorized into three groups. Questionnaires returned from hotels were classified as hotel staff; questionnaires returned from IT companies were categorized as IT experts whereas questionnaires returned from emails were belonged to hotel website users.

4.3.4 Survey Procedures

As mentioned, purposive sampling was used in the study to reach the potential interviewees. Through snowball sampling, 10 Hong Kong hotels were asked to perform the main survey process. Ten hotels included international hotel chains, local hotel chains and individual hotels. Both senior and junior staff were asked to complete the questionnaires. Also, by snowball sampling, five IT companies were contacted to complete the questionnaires. Questionnaires were sent to IT companies to ask IT professional's opinion. Besides, questionnaires were emailed to potential hotel customers with the past experience of online hotel room reservation.

4.3.5 Results of the Main Survey

The process of main survey was completed in July 2010. As mentioned, 386 usable surveys were analyzed by Fuzzy AHP in this study. For the process of Fuzzy AHP, Chapter 3 (Section 3.6.3) shows the details of the modeling process. Table 4.3 represents the demographic profiles of the respondents in terms of hotel staff, IT professionals and hotel customers. Of the 386 respondents who completed the questionnaire, 83.7% of the respondents were younger than 45 years old. Also, 62.5% of these respondents were Bachelor degree holders or have completed their postgraduate degrees. Specifically, respondents in this survey were relatively young and highly educated. This is similar to the findings of previous studies that found Internet users were young and highly educated (Yip & Law, 2002; Ratchford, Lee & Talukar, 2003). Also, it is not surprising that 81.9% of the participants spent more than 21 hours using the Internet per week which implies using the Internet has become part of their daily activity.

Table 4.3 Profiles of the Respondents

	Hotel Staff (N = 128)		**IT Professionals (N = 99)**		**Hotel Customers (N = 159)**		**Total (N = 386)**	
	Freq.	**%**	**Freq.**	**%**	**Freq.**	**%**	**Freq.**	**%**
Gender								
Male	66	51.6	67	67.7	93	58.5	226	58.5
Female	62	48.4	32	32.3	66	41.5	160	41.5
Age Group								
15-24	10	7.8	2	2	52	32.7	64	16.6
25-34	23	18	43	43.4	68	42.8	134	34.7
35-44	69	53.9	36	36.4	20	12.6	125	32.4
45-54	20	15.6	17	17.2	10	6.2	47	12.2
55 or over	6	4.7	1	1	9	5.7	16	4.1
Highest Education Level								
Primary or	-	-	-	-	-	-	-	-

(Continued)

Table 4.3 (Continued)

below								
Secondary	5	3.9	2	2	19	12	26	6.7
Diploma/ Higher Diploma	18	14.1	38	38.4	63	39.6	119	30.8
University	87	67.9	40	40.4	72	45.3	199	51.6
Master or above	18	14.1	19	19.2	5	3.1	42	10.9
Refuse to answer	-	-	-	-	-	-	-	-
Number of Year/s Using the Internet								
Less than 1 year	-	-	-	-	-	-	-	-
1-3 year/s	2	1.6	-	-	3	1.9	5	1.3
More than 3 years	126	98.4	99	100	156	98.1	381	98.7
Number of Hour/s per Week Using the Internet								
Less than 5 hours	-	-	-	-	-	-	-	-
5 – 10 hours	-	-	-	-	2	1.3	2	0.5
11 to 20 hours	53	41.4	3	3	12	7.5	68	17.6
21 to 30 hours	51	39.8	39	39.4	53	33.3	143	37.1
More than 30 hours	24	18.8	57	57.6	92	57.9	173	44.8
Average Monthly Household Income								
USD 1,000 or less	-	-	2	2	4	2.6	6	1.5
USD 1,001 – USD 2,000	28	21.9	16	16.2	57	35.8	101	26.2
USD 2,001 – USD 3,000	67	52.3	48	48.5	55	34.6	170	44.0
USD 3,001 – USD 4,000	20	15.6	13	13.1	12	7.5	45	11.7
USD 4,001 – USD 5,000	7	5.5	16	16.2	16	10.1	39	10.1
USD 5,001 – USD 6,000	6	4.7	4	4	5	3.1	15	3.9
USD 6,001 – USD 7,000	-	-	-	-	5	3.1	5	1.3
USD 7,001 – USD 8,000	-	-	-	-	3	1.9	3	0.8
USD 8,000 or above	-	-	-	-	2	1.3	2	0.5
Refuse to answer	-	-	-	-	-	-	-	-

Following the modeling process as outlined in the previous Section 3.6.3, Table 4.4 lists the integrated Fuzzy AHP weights of website functionality dimensions and their associated attributes. Among the dimensions of hotel website functionality evaluation, "Reservation Information" ranked the highest (weight = 0.8768), followed by "User-generated Information" (weight = 0.8315), "Hotel Facility Information" (weight = 0.7308), "Surrounding Area Information" (weight = 0.6571) and "Hotel Description" (weight = 0.6469). These findings matched with one of the prior study which indicated that "Reservation Information" was the most important hotel website dimension with the largest weight (Law & Cheung, 2005). According to the weights of website functionality attributes, respondents considered "Check Rates/ Availability', "Online Reservations" and "View/ Cancel Reservations" as the most important functionality attributes; whereas "FAQs", "Website Management" and "Calendar of Events" were perceived as the least important website functionality attributes.

The dimension of Reservation Information is related to facilities and services that are available on the website for online reservation. All attributes including "Check Rates/ Availability", "Online Reservations", "View/ Cancel Reservations" and "Reservation Policies" received the top fourth highest Fuzzy AHP weights, showing that the respondents perceived these attributes as important, which is similar to the results of Law and Hsu's (2006) study. Hotel expenses are one of the major sources of tourist expenditures. In Hong Kong, for example, hotel expenditure is the second largest category of visitors' spending (HKTB, 2009). Therefore, it is not surprising that consumers rated the dimension of "Reservation Information" and its associated attributes as the most important since customers are the most sensitive to room rates

(Shellum, 2004). In that case, consumers could like to pay attention to "Reservation Information" to compare the room rate on a hotel own website and third party channels, e.g. Expedia and Travelocity.

Interestingly, the dimension of "User-generated Information" ranked as the second most important dimension. Basically, "Web 2.0 Applications" as well as "Comments" were perceived as the top 7th and 8th most important attributes. Since the Internet is providing a driving force for the growth in popularity of the web 2.0 applications, this not only allows consumer to share information and opinions, but also directs them towards and away from specific products, brands, and services (Hawkins, Best & Coney, 2004). Due to the popularity of these applications, consumer opinions become more powerful and influential which could affect others to use or buy certain products and services (Litvin, Goldsmith & Pan, 2008). This changes the balance of power from suppliers to consumers. By analyzing guest comments through hotel websites, consumers could know more about the hotel performance and then decide whether they should stay in or not.

Apart from these, "FAQs", "Website Management" and "Calendar of Events" were perceived as the least important website functionality attributes. It is not surprising "FAQs" and "Calendar of Events" were perceived as unimportant. In fact, the lowest weight of "Calendar of Events" could be explained because of respondents' primary objective of visiting hotel websites is to make hotel reservations and search for hotel specific information, instead of knowing what happens in that particular destination. When conducting multiple evaluations (for details, please refer to Chapter 4.4), it is interesting to find out that the function of "FAQs" was replaced by "Online

Concierge". In the past, those potential frequently asked questions were listed on hotel websites. Nowadays, "Online Concierge" is a substitution since customers could ask any questions through a hotel website, and then the hotel can reply to customer very soon. In that case, respondents may think the function of "FAQs" could not meet their expectation about instant reply. However, it is somewhat strange to find out "Website Management" is being one of the least important attributes. "Website Management" refers to the functions of multilingual site, site map, search function and links to other related business. The poor performance of "Website Management" could refer back to the reason of "Calendar of Events" since this is not related to respondents' primary purpose of visiting hotel websites.

Table 4.4 Weight of Website Functionality Dimensions and Attributes

Dimension	Integrated Fuzzy AHP Weight	Weight	Ranking
Dimensions			
Hotel Website Functionality Evaluation			
Hotel Description	(0.535, 0.6305, 0.7067)	0.6469	5
Hotel Facility Information	(0.641, 0.661, 0.702)	0.7308	3
Reservation Information	(0.559, 0.882, 0.8374)	0.8768	1
Surrounding Area Information	(0.551, 0.636, 0.703)	0.6571	4
User-generated Information	(0.56, 0.841, 0.8324)	0.8315	2
Attributes			
Hotel Description			
About the Hotel	(0.1133, 0.2326, 0.387)	0.2384	9 (14)
Customer Contact Information	(0.0382, 0.1321, 0.3684)	0.1879	10 (15)
Customer Relation Program	(0.053, 0.0602, 0.1727)	0.0638	16 (21)
Website Management	(0.0484, 0.0575, 0.1671)	0.0577	19 (24)
Hotel Facility Information			
Guest Room Facilities	(0.3925, 0.484, 0.5836)	0.4867	5 (10)
Restaurants	(0.0747, 0.0655, 0.3792)	0.0926	12 (17)
Meeting Facilities	(0.0616, 0.0644,	0.0714	13 (18)

(Continued)

Table 4.4 (Continued)

	0.2227)		
Other Facilities	(0.058, 0.0634, 0.1765)	0.0683	14 (19)
Reservation Information			
Check Rates/ Availability	(0.4993, 0.5961, 0.6859)	0.5938	1 (6)
Online Reservations	(0.4958, 0.5919, 0.6791)	0.5889	2 (7)
View/ Cancel Reservations	(0.4601, 0.5557, 0.6502)	0.5554	3 (8)
Reservation Policies	(0.4415, 0.5358, 0.6295)	0.5356	4 (9)
Surrounding Area Information			
Transportation	(0.33, 0.353, 0.4256)	0.4569	6 (11)
Maps of the City	(0.0357, 0.1083, 0.2515)	0.1201	11 (16)
Information of the City	(0.0541, 0.0619, 0.1728)	0.0655	15 (20)
Calendar of Events	(0.0455, 0.0549, 0.1643)	0.0549	20 (25)
User-generated Information			
Comments	(0.1524, 0.2648, 0.3855)	0.2828	8 (13)
Surveys	(0.0515, 0.0612, 0.1698)	0.0609	17 (22)
FAQs	(0.0493, 0.0591, 0.168)	0.0585	18 (23)
Web 2.0 Applications	(0.369, 0.312, 0.3206)	0.4203	7 (12)

4.4 Stage Three – Multiple Evaluation

The aim of conducting multiple evaluations is to determine the overall performance score of Hong Kong hotel websites. Six groups of evaluators were invited to perform this task. Three evaluators with similar background were in each group to avoid discrepancy. A 5-point Likert scale (1=Very Poor; 5=Very Good) was used for the calculation. Additionally, the respondents could choose NA (Not Applicable).

4.4.1 Multiple Evaluation Procedure

A group of three evaluators with experience of online hotel room reservations in the past 12 months were invited to attend this evaluation. A total of 111 Hong Kong hotel websites which are the members of Hong Kong Hotels Association were analyzed (Hong Kong Hotels Association, 2010). Table 4.5 shows the names of 111 selected hotels. Since six groups of evaluators were invited, each group was to evaluate 18 or 19 hotel websites. Table 4.6 presents the details of each evaluation including the date and hotel websites' distribution.

Table 4.5 List of Hong Kong Hotels

Hotel List in Hong Kong (August 2010)	
1.	Bishop Lei International House
2.	Butterfly On Morrison
3.	Butterfly On Prat
4.	Central Park Hotel
5.	The Charterhouse Causeway Bay
6.	City Garden Hotel
7.	The Cityview
8.	Conrad Hong Kong
9.	Cosmo Hotel Hong Kong
10.	Cosmo Kowloon Hotel
11.	Comsopolitan Hotel Hong Kong
12.	Courtyard by Marriott Hong Kong
13.	Crowne Plaza Hong Kong Causeway Bay
14.	Hong Kong Disneyland Hotel
15.	Disney's Hollywood Hotel
16.	Dorsett Far East Hotel
17.	Dorsett Kowloon Hotel
18.	Dorsett Seaview Hotel
19.	EAST, Hong Kong
20.	Eaton Hotel Hong Kong
21.	The Emperor (Happy Valley) Hotel
22.	Empire Hotel Hong Kong · Causeway Bay
23.	Empire Hotel Hong Kong · Wan Chai
24.	Empire Hotel Kowloon · Tsim Sha Tsui

(Continued)

Table 4.5 (Continued)

25.	The Excelsior Hong Kong
26.	Express by Holiday Inn Causeway Bay Hong Kong
27.	Four Seasons Hotel Hong Kong
28.	Gateway
29.	Hong Kong Gold Coast Hotel
30.	Grand Hyatt Hong Kong
31.	Guangdong Hotel Hong Kong
32.	Harbour Grand Hong Kong
33.	Harbour Grand Kowloon
34.	Harbour Plaza Metropolis
35.	Harbour Plaza North Point
36.	Harbour Plaza Resort City Hong Kong
37.	The Harbourview
38.	The HarbourView Place
39.	Holiday Inn Golden Mile Hong Kong
40.	Hyatt Regency Hong Kong, Sha Tin
41.	Hyatt Regency Hong Kong, Tsim Sha Tsui
42.	Imperial Hotel
43.	InterContinental Hong Kong
44.	InterContinental Grand Stanford Hong Kong
45.	Island Pacific Hotel
46.	Island Shangri-La, Hong Kong
47.	Hotel Jen
48.	The Kimberley Hotel
49.	The Kowloon Hotel
50.	Kowloon Shangri-La
51.	L'hotel Causeway Bay Harbour View Hong Kong
52.	L'hotel Island South
53.	L'hotel Nina et Convention Centre
54.	Lan Kwai Fong Hotel
55.	The Langham, Hong Kong
56.	Langham Place, Mongkok, Hong Kong
57.	Lanson Place Hotel
58.	Largos Hotel
59.	Le Meridien Cyberport
60.	Luk Kwok Hotel
61.	The Luxe Manor
62.	Mandarin Oriental, Hong Kong
63.	Marco Polo Hongkong Hotel
64.	JW Marriott Hotel Hong Kong
65.	Metropark Hotel Causeway Bay Hong Kong
66.	Metropark Hotel Kowloon

(Continued)

Table 4.5 (Continued)

67.	Metropark Hotel Mongkok
68.	Metropark Hotel Wanchai Hong Kong
69.	The Mira Hong Kong
70.	Nathan Hotel
71.	New Kings Hotel
72.	Newton Hotel Hong Kong
73.	Newton Hotel Kowloon
74.	Hotel Nikko Hongkong
75.	Novotel Century Hong Kong
76.	Novotel Citygate Hong Kong
77.	Novotel Nathan Road Kowloon Hong Kong
78.	Panda Hotel
79.	Hotel Panorama by Rhombus
80.	Park Hotel
81.	The Park Lane Hong Kong
82.	The Peninsula Hong Kong
83.	Prince
84.	Prudential Hotel
85.	Ramada Hong Kong Hotel
86.	Ramada Hotel Kowloon
87.	Regal Airport Hotel
88.	Regal Hongkong Hotel
89.	Regal Kowloon Hotel
90.	Regal Oriental Hotel
91.	Regal Riverside Hotel
92.	Renaissance Harbour View Hotel Hong Kong
93.	Renaissance Kowloon Hotel, Hong Kong
94.	Rosedale on the Park
95.	The Royal Garden
96.	The Royal Pacific Hotel and Towers
97.	Royal Park Hotel
98.	Royal Plaza Hotel
99.	Royal View Hotel
100.	Shamrock Hotel
101.	Sheraton Hong Kong Hotel & Towers
102.	Hong Kong SkyCity Marriott Hotel
103.	The South China Hotel
104.	South Pacific Hotel
105.	Stanford Hotel
106.	Stanford Hillview Hotel
107.	The Upper House
108.	W Hong Kong

(Continued)

Table 4.5 (Continued)

109.	Warwick Hotel Cheung Chau
110.	The Wesley Hong Kong
111.	The Wharney Guang Dong Hotel Hong Kong

Source: Hong Kong Hotel Association (2010)

Table 4.6 Details of Each Evaluation Process

Date	Group	Hotel Distribution
7 August 2010	Group 1	Number 1 – 18
14 August 2010	Group 2	Number 19 – 37
15 August 2010	Group 3	Number 38 – 56
22 August 2010	Group 4	Number 57 – 75
11 September 2010	Group 5	Number 76 – 93
19 September 2010	Group 6	Number 94 – 111

4.4.2 Results of Multiple Evaluations

On average, each evaluation lasted for two hours. All discussions were in Cantonese as well as English and all respondents were assured of information confidentiality. Meanwhile, the researcher was responsible for monitoring all evaluation processes to ensure the smoothness and accuracy of each analysis. Appendix III demonstrates the worksheet of multiple evaluations. Each group was asked to complete the worksheet through discussion with other group members. Also, only the English version of hotel website was accessed to maintain the accuracy and authenticity. Each group was asked to rate the performance of each attribute by using a 5-point Likert scale (1=Very Poor; 5=Very Good). Additionally, the evaluators could choose NA (Not Applicable) for the absence of an attribute. Subsequently, the score of total hotel website performance was calculated.

Overall, 109 Hong Kong hotels were evaluated since the websites of two hotels were suspended during the evaluation period. They are "Newton Hotel Kowloon" and "Renaissance Kowloon Hotel, Hong Kong". Table 4.7 presents the overall performance scores of Hong Kong hotel websites. Appendix IV shows the results of overall performances in details of all Hong Kong hotels.

Table 4.7 Overall Performance of Hong Kong Hotel Websites

Hotel List in Hong Kong (August 2010)		Overall Performance Score
1.	Bishop Lei International House	0.2939
2.	Butterfly On Morrison	0.8276
3.	Butterfly On Prat	0.8276
4.	Central Park Hotel	0.6183
5.	The Charterhouse Causeway Bay	1.0605
6.	City Garden Hotel	1.0825
7.	The Cityview	1.0455
8.	Conrad Hong Kong	1.2128
9.	Cosmo Hotel Hong Kong	0.9961
10.	Cosmo Kowloon Hotel	1.0919
11.	Comsopolitan Hotel Hong Kong	0.9193
12.	Courtyard by Marriott Hong Kong	1.1085
13.	Crowne Plaza Hong Kong Causeway Bay	1.1221
14.	Hong Kong Disneyland Hotel	1.117
15.	Disney's Hollywood Hotel	1.117
16.	Dorsett Far East Hotel	0.8428
17.	Dorsett Kowloon Hotel	0.6937
18.	Dorsett Seaview Hotel	0.6937
19.	EAST, Hong Kong	0.9464
20.	Eaton Hotel Hong Kong	0.9912
21.	The Emperor (Happy Valley) Hotel	0.7766
22.	Empire Hotel Hong Kong · Causeway Bay	0.9643
23.	Empire Hotel Hong Kong · Wan Chai	0.9643
24.	Empire Hotel Kowloon · Tsim Sha Tsui	0.9643
25.	The Excelsior Hong Kong	1.0714
26.	Express by Holiday Inn Causeway Bay Hong Kong	0.6507
27.	Four Seasons Hotel Hong Kong	1.2121

(Continued)

Table 4.7 (Continued)

28.	Gateway	0.9968
29.	Hong Kong Gold Coast Hotel	1.0825
30.	Grand Hyatt Hong Kong	1.2288
31.	Guangdong Hotel Hong Kong	0.4916
32.	Harbour Grand Hong Kong	1.1147
33.	Harbour Grand Kowloon	1.1147
34.	Harbour Plaza Metropolis	1.0917
35.	Harbour Plaza North Point	1.0917
36.	Harbour Plaza Resort City Hong Kong	1.0917
37.	The Harbourview	0.7946
38.	The HarbourView Place	0.809
39.	Holiday Inn Golden Mile Hong Kong	0.75
40.	Hyatt Regency Hong Kong, Sha Tin	1.1989
41.	Hyatt Regency Hong Kong, Tsim Sha Tsui	1.1989
42.	Imperial Hotel	0.5775
43.	InterContinental Hong Kong	1.0089
44.	InterContinental Grand Stanford Hong Kong	0.9781
45.	Island Pacific Hotel	1.0825
46.	Island Shangri-La, Hong Kong	1.0779
47.	Hotel Jen	0.9781
48.	The Kimberley Hotel	0.7765
49.	The Kowloon Hotel	1.0701
50.	Kowloon Shangri-La	1.0779
51.	L'hotel Causeway Bay Harbour View Hong Kong	0.7623
52.	L'hotel Island South	1.0511
53.	L'hotel Nina et Convention Centre	0.7822
54.	Lan Kwai Fong Hotel	0.6426
55.	The Langham, Hong Kong	1.0771
56.	Langham Place, Mongkok, Hong Kong	1.0771
57	Lanson Place Hotel	0.7814
58.	Largos Hotel	0.5518
59.	Le Meridien Cyberport	1.1136
60.	Luk Kwok Hotel	0.9053
61.	The Luxe Manor	0.9388
62.	Mandarin Oriental, Hong Kong	1.1955
63.	Marco Polo Hongkong Hotel	0.9968
64.	JW Marriott Hotel Hong Kong	1.1085
65.	Metropark Hotel Causeway Bay Hong Kong	0.8894
66.	Metropark Hotel Kowloon	0.8573
67.	Metropark Hotel Mongkok	0.5703
68.	Metropark Hotel Wanchai Hong Kong	0.8304
69.	The Mira Hong Kong	1.1463

(Continued)

Table 4.7 (Continued)

70.	Nathan Hotel	0.9485
71.	New Kings Hotel	0.4008
72.	Newton Hotel Hong Kong	0.2216
73.	Newton Hotel Kowloon	---------
74.	Hotel Nikko Hongkong	1.0293
75.	Novotel Century Hong Kong	0.9116
76.	Novotel Citygate Hong Kong	0.8566
77.	Novotel Nathan Road Kowloon Hong Kong	0.8566
78.	Panda Hotel	0.9019
79.	Hotel Panorama by Rhombus	0.9368
80.	Park Hotel	0.8799
81.	The Park Lane Hong Kong	0.8841
82.	The Peninsula Hong Kong	1.2969
83.	Prince	0.9968
84.	Prudential Hotel	0.9086
85.	Ramada Hong Kong Hotel	0.4411
86.	Ramada Hotel Kowloon	0.4411
87.	Regal Airport Hotel	0.7587
88.	Regal Hongkong Hotel	0.7587
89.	Regal Kowloon Hotel	0.7587
90.	Regal Oriental Hotel	0.7587
91.	Regal Riverside Hotel	0.7587
92.	Renaissance Harbour View Hotel Hong Kong	1.1085
93.	Renaissance Kowloon Hotel, Hong Kong	---------
94.	Rosedale on the Park	0.6876
95.	The Royal Garden	0.8494
96.	The Royal Pacific Hotel and Towers	1.0825
97.	Royal Park Hotel	0.9809
98.	Royal Plaza Hotel	1.0072
99.	Royal View Hotel	0.9809
100	Shamrock Hotel	0.1443
101.	Sheraton Hong Kong Hotel & Towers	0.9997
102.	Hong Kong SkyCity Marriott Hotel	1.1068
103.	The South China Hotel	0.6082
104.	South Pacific Hotel	0.8509
105.	Stanford Hotel	0.4153
106.	Stanford Hillview Hotel	0.3472
107.	The Upper House	0.8727
108.	W Hong Kong	0.9714
109.	Warwick Hotel Cheung Chau	0.4955
110.	The Wesley Hong Kong	0.1974
111.	The Wharney Guang Dong Hotel Hong Kong	0.1754

Table 4.8 lists the ranking of Hong Kong hotel websites according to their performance scores. As stated, “The Peninsula Hong Kong” (score = 1.2969), “Grand Hyatt Hong Kong” (score = 1.2288) and “Conrad Hong Kong” (score = 1.2128) performed the best among 109 Hong Kong hotel websites; whereas “The Wesley Hong Kong” (score = 0.1974), “The Wharney Guang Dong Hotel Hong Kong” (score = 0.1754) and “Shamrock Hotel” (score = 0.1443) performed the worst.

Table 4.8 Rankings of Hong Kong Hotel Websites

Hotel List in Hong Kong (August 2010)		Overall Performance Score	Ranking
82.	The Peninsula Hong Kong	1.2969	1
30.	Grand Hyatt Hong Kong	1.2288	2
8.	Conrad Hong Kong	1.2128	3
27.	Four Seasons Hotel Hong Kong	1.2121	4
40.	Hyatt Regency Hong Kong, Sha Tin	1.1989	5
41.	Hyatt Regency Hong Kong, Tsim Sha Tsui	1.1989	5
62.	Mandarin Oriental, Hong Kong	1.1955	7
69.	The Mira Hong Kong	1.1463	8
13.	Crowne Plaza Hong Kong Causeway Bay	1.1221	9
14.	Hong Kong Disneyland Hotel	1.1170	10
15.	Disney's Hollywood Hotel	1.1170	10
32.	Harbour Grand Hong Kong	1.1147	12
33.	Harbour Grand Kowloon	1.1147	12
59.	Le Meridien Cyberport	1.1136	14
12.	Courtyard by Marriott Hong Kong	1.1085	15
64.	JW Marriott Hotel Hong Kong	1.1085	15
92.	Renaissance Harbour View Hotel Hong Kong	1.1085	15
102.	Hong Kong SkyCity Marriott Hotel	1.1068	18
10.	Cosmo Kowloon Hotel	1.0919	19
34.	Harbour Plaza Metropolis	1.0917	20
35.	Harbour Plaza North Point	1.0917	20
36.	Harbour Plaza Resort City Hong Kong	1.0917	20
6.	City Garden Hotel	1.0825	23
29.	Hong Kong Gold Coast Hotel	1.0825	23
45.	Island Pacific Hotel	1.0825	23
96.	The Royal Pacific Hotel and Towers	1.0825	23
46.	Island Shangri-La, Hong Kong	1.0779	27
50.	Kowloon Shangri-La	1.0779	27
55.	The Langham, Hong Kong	1.0771	29
56.	Langham Place, Mongkok, Hong Kong	1.0771	39
25.	The Excelsior Hong Kong	1.0714	31
49.	The Kowloon Hotel	1.0701	32
5.	The Charterhouse Causeway Bay	1.0605	33
52.	L'hotel Island South	1.0511	34
7.	The Cityview	1.0455	35
74.	Hotel Nikko Hongkong	1.0293	36
43.	InterContinental Hong Kong	1.0089	37

(Continued)

Table 4.8 (Continued)

98.	Royal Plaza Hotel	1.0072	38
101.	Sheraton Hong Kong Hotel & Towers	0.9997	39
28.	Gateway	0.9968	40
63.	Marco Polo Hongkong Hotel	0.9968	40
83.	Prince	0.9968	40
9.	Cosmo Hotel Hong Kong	0.9961	43
20.	Eaton Hotel Hong Kong	0.9912	44
97.	Royal Park Hotel	0.9809	45
99.	Royal View Hotel	0.9809	45
44.	InterContinental Grand Stanford Hong Kong	0.9781	47
47.	Hotel Jen	0.9781	47
108.	W Hong Kong	0.9714	49
22.	Empire Hotel Hong Kong · Causeway Bay	0.9643	50
23.	Empire Hotel Hong Kong · Wan Chai	0.9643	50
24.	Empire Hotel Kowloon · Tsim Sha Tsui	0.9643	50
70.	Nathan Hotel	0.9485	53
19.	EAST, Hong Kong	0.9464	54
61.	The Luxe Manor	0.9388	55
79.	Hotel Panorama by Rhombus	0.9368	56
11.	Comsopolitan Hotel Hong Kong	0.9193	57
75.	Novotel Century Hong Kong	0.9116	58
84.	Prudential Hotel	0.9086	59
60.	Luk Kwok Hotel	0.9053	60
78.	Panda Hotel	0.9019	61
65.	Metropark Hotel Causeway Bay Hong Kong	0.8894	62
81.	The Park Lane Hong Kong	0.8841	63
80.	Park Hotel	0.8799	64
107.	The Upper House	0.8727	65
66.	Metropark Hotel Kowloon	0.8573	66
76.	Novotel Citygate Hong Kong	0.8566	67
77.	Novotel Nathan Road Kowloon Hong Kong	0.8566	67
104.	South Pacific Hotel	0.8509	69
95.	The Royal Garden	0.8494	70
16.	Dorsett Far East Hotel	0.8428	71
68.	Metropark Hotel Wanchai Hong Kong	0.8304	72
2.	Butterfly On Morrison	0.8276	73
3.	Butterfly On Prat	0.8276	73
38.	The HarbourView Place	0.809	75
37.	The Harbourview	0.7946	76
53.	L'hotel Nina et Convention Centre	0.7822	77
57	Lanson Place Hotel	0.7814	78
21.	The Emperor (Happy Valley) Hotel	0.7766	79

(Continued)

Table 4.8 (Continued)

48.	The Kimberley Hotel	0.7765	80
51.	L'hotel Causeway Bay Harbour View Hong Kong	0.7623	81
87.	Regal Airport Hotel	0.7587	82
88.	Regal Hongkong Hotel	0.7587	82
89.	Regal Kowloon Hotel	0.7587	82
90.	Regal Oriental Hotel	0.7587	82
91.	Regal Riverside Hotel	0.7587	82
39.	Holiday Inn Golden Mile Hong Kong	0.75	87
17.	Dorsett Kowloon Hotel	0.6937	88
18.	Dorsett Seaview Hotel	0.6937	88
94.	Rosedale on the Park	0.6876	90
26.	Express by Holiday Inn Causeway Bay Hong Kong	0.6507	91
54.	Lan Kwai Fong Hotel	0.6426	92
4.	Central Park Hotel	0.6183	93
103.	The South China Hotel	0.6082	94
42.	Imperial Hotel	0.5775	95
67.	Metropark Hotel Mongkok	0.5703	96
58.	Largos Hotel	0.5518	97
109.	Warwick Hotel Cheung Chau	0.4955	98
31.	Guangdong Hotel Hong Kong	0.4916	99
85.	Ramada Hong Kong Hotel	0.4411	100
86.	Ramada Hotel Kowloon	0.4411	100
105.	Stanford Hotel	0.4153	102
71.	New Kings Hotel	0.4008	103
106.	Stanford Hillview Hotel	0.3472	104
1.	Bishop Lei International House	0.2939	105
72.	Newton Hotel Hong Kong	0.2216	106
110.	The Wesley Hong Kong	0.1974	107
111.	The Wharney Guang Dong Hotel Hong Kong	0.1754	108
100	Shamrock Hotel	0.1443	109
73.	Newton Hotel Kowloon	---------	----
93.	Renaissance Kowloon Hotel, Hong Kong	---------	----

It is not surprising that “The Peninsula Hong Kong”, “Grand Hyatt Hong Kong” and “Conrad Hong Kong” performed the best since these hotels are under the management of international hotel chains. Apparently, the top six best performed hotel websites are also belonged to international corporate chains. Comparing to other hotels, such as local hotel chains and individual hotels, international hotel chains could provide

sufficient amount of financial support, time and efforts by developing their own websites. Also, hiring professional IT experts for website development is another factor that contributes to the better performance of international hotel chains. On the other hand, the overall scores of website performances from “The Wesley Hong Kong”, “The Wharney Guang Dong Hotel Hong Kong” and “Shamrock Hotel” were the lowest among 109 Hong Kong hotel websites. Obviously, these hotels are categorized as individual hotels with fewer financial supports. This reflects the management from these hotels could have overlooked the importance of websites for gaining higher profits and reaching a larger potential market.

4.4.3 Analysis of Selected Hotel Websites

4.4.3.1 Example - Shamrock Hotel

Figure 4.2 shows the home page of Shamrock Hotel. It is obvious that this hotel does not take advantage of using its websites by providing sufficient hotel information. Although some website functionality information as presented on left hand side, such as “Rooms”, “Facilities”, “Online-Reservation”, “Dining”, “Location” and “Corporate Account”, Figure 4.3 illustrates the inadequate content about “Facilities”. This webpage only lists what general facilities and services this hotel could provide without any further detailed explanation. For example, it is better to provide service hours and what particular facilities/ services are provided by the Business Center. Apart from this, Figures 4.4 and 4.5 demonstrate the webpages of “Online Reservation”. As stated in Chapter 4.3.6, “Reservation Information” with its associated attributes was ranked as the most important dimension and attributes of hotel website functionality. However, “Online Reservation” content of Shamrock Hotel seems to be perfunctory due to its unclear price list of different rooms, insecure transaction, and blurred reservation policy.

Figure 4.2 Homepage of Shamrock Hotel

Figure 4.3 Webpage of Shamrock Hotel - Facilities

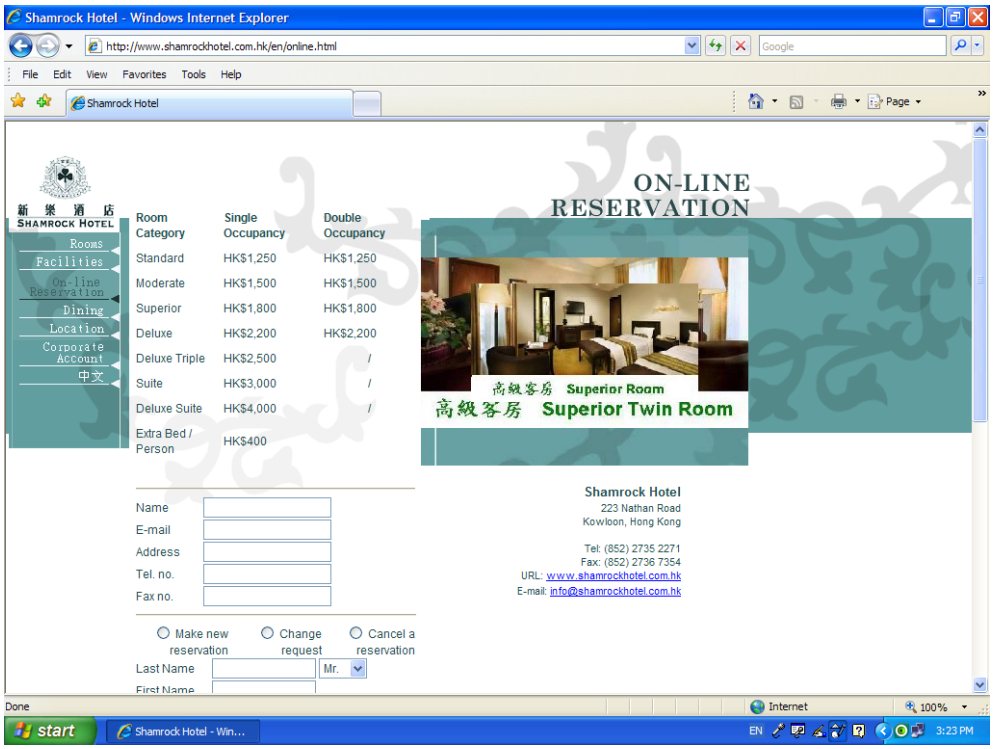

Figure 4.4 Webpage of Shamrock Hotel – Online Reservation (a)

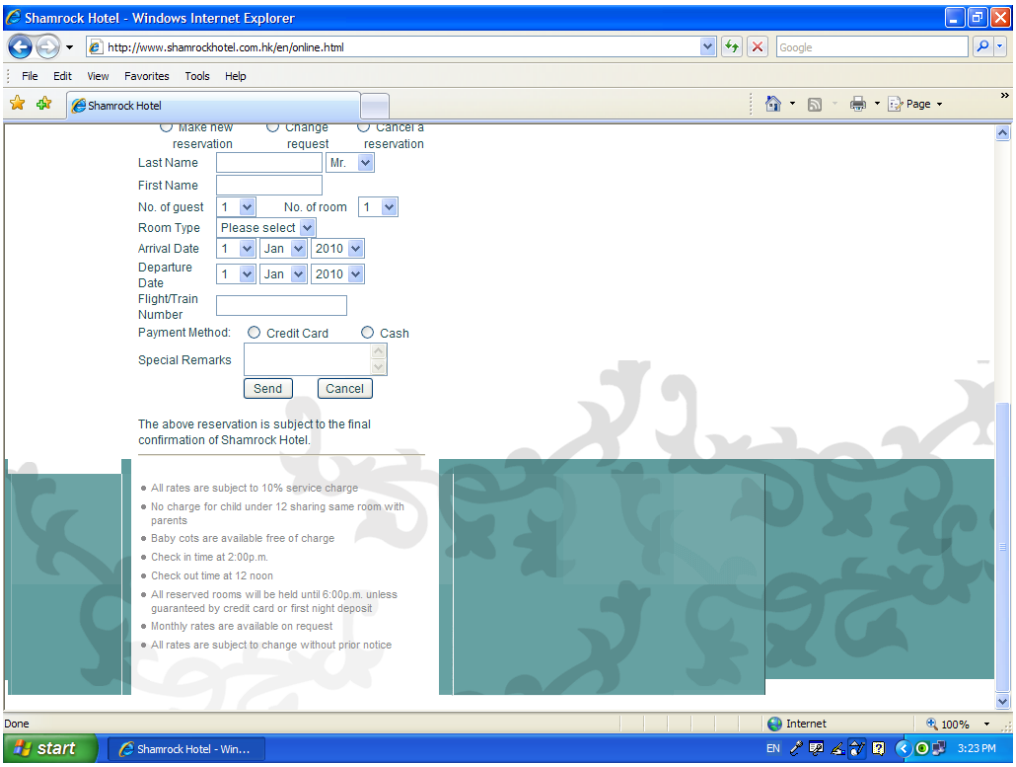

Figure 4.5 Webpage of Shamrock Hotel – Online Reservation (b)

4.4.3.2 Example – The Peninsula Hong Kong

Unlike the hotel showed in the previous subsection, The Peninsula Hong Kong performed the best in terms of the overall performance score. Figure 4.6 shows the homepage of The Peninsula Hong Kong. Clearly, all website functionality dimensions except "User-generated Information" were found on the home page. Regarding "Reservation Information", it is easy for consumers to make a new reservation or review/ modify/ cancel the reservation (please refer to Figure 4.7 for details). Also, this webpage shows one of the ways of The Peninsula Hong Kong to perform customer relationship program. Customers could create their personal accounts through "View My Peninsula". This is convenient for the hotel to manage customer profiles and customize their stays. By considering customers' preference, they would feel more welcome by the hotel.

Further to Room Reservations, Figures 4.8 and 4.9 represents the details on how to make a new reservation through its hotel website. Firstly, customers could select the location of The Peninsula, the date of their stay and number of rooms. Besides, there is a secure code on the top right hand corner to ensure the upcoming payment process will be protected. After that, customers could select the room type during their stay. It is clear to find out different rates of packages and room details on this web page as well. More importantly, customers could easily go to the next step or return back when making a reservation. They could know how many steps they need to complete for the whole reservation process.

After this analysis, the contents of Room Reservations through The Peninsula Hong Kong are totally matched with the findings of this study. Therefore, it is not surprising

that the overall performance of The Peninsula Hong Kong's website performed the best since it meets with respondents' primary objective of visiting hotel websites to make hotel reservations and search for hotel specific information.

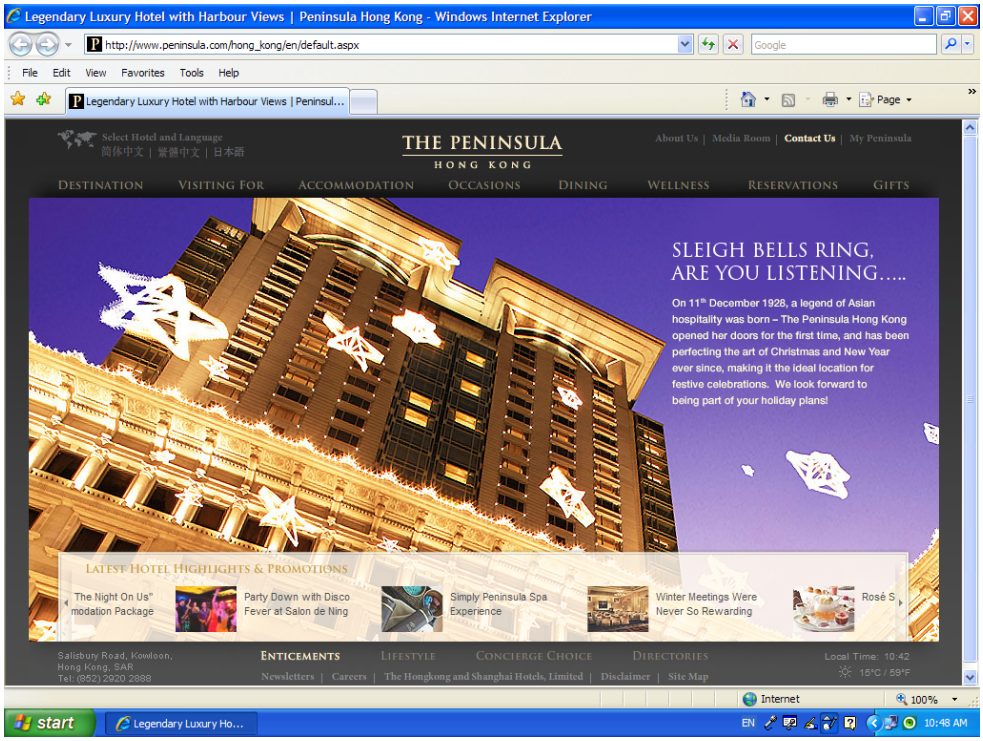

Figure 4.6 Homepage of The Peninsula

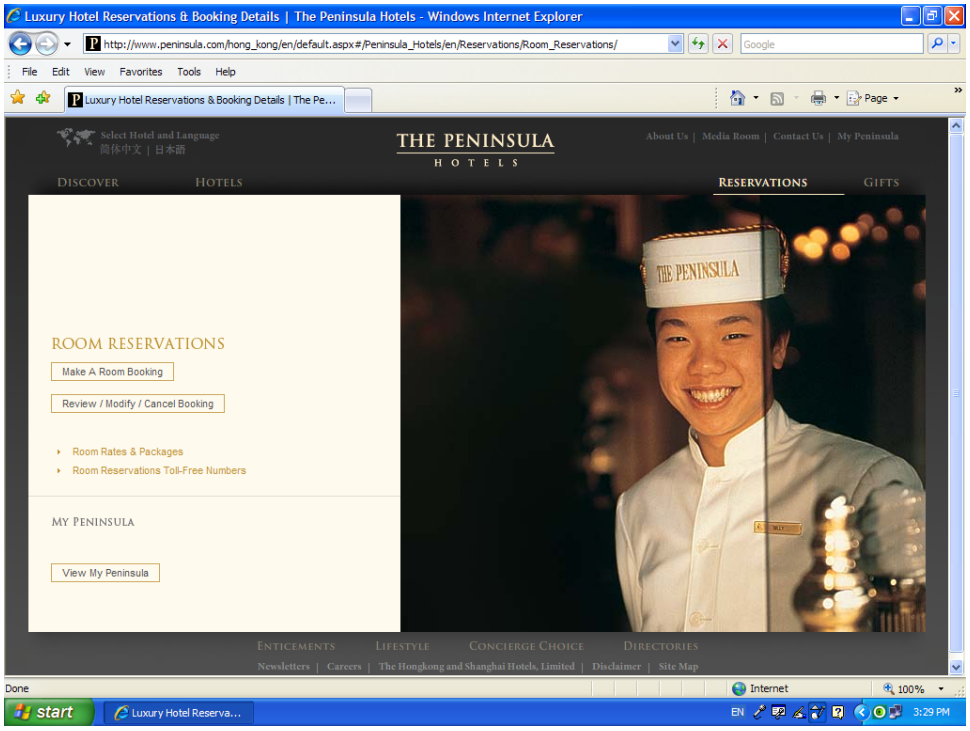

Figure 4.7Webpage of The Peninsula – Room Reservation (a)

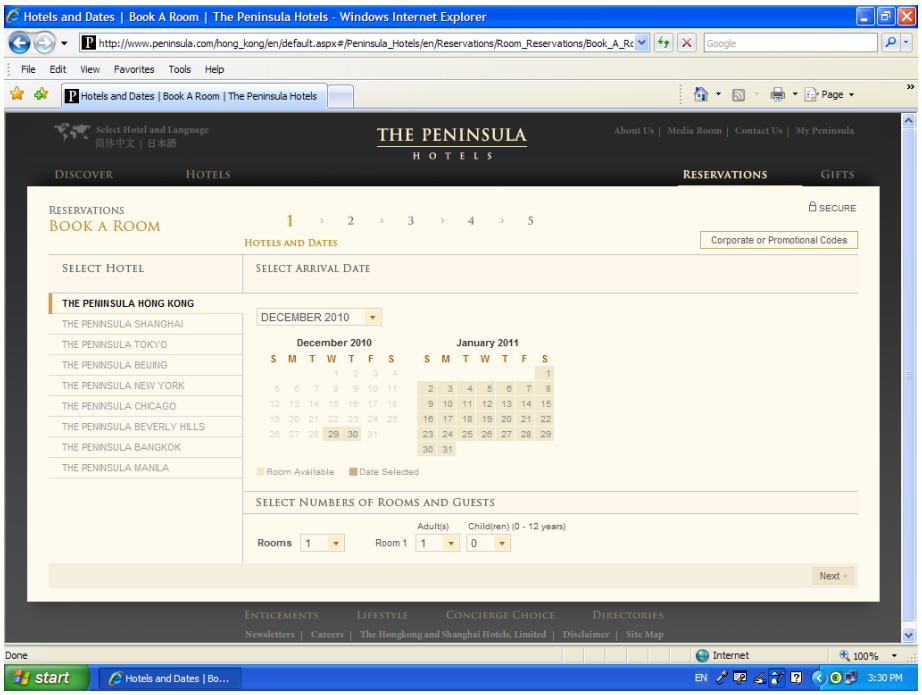

Figure 4.8 Webpage of The Peninsula – Room Reservation (b)

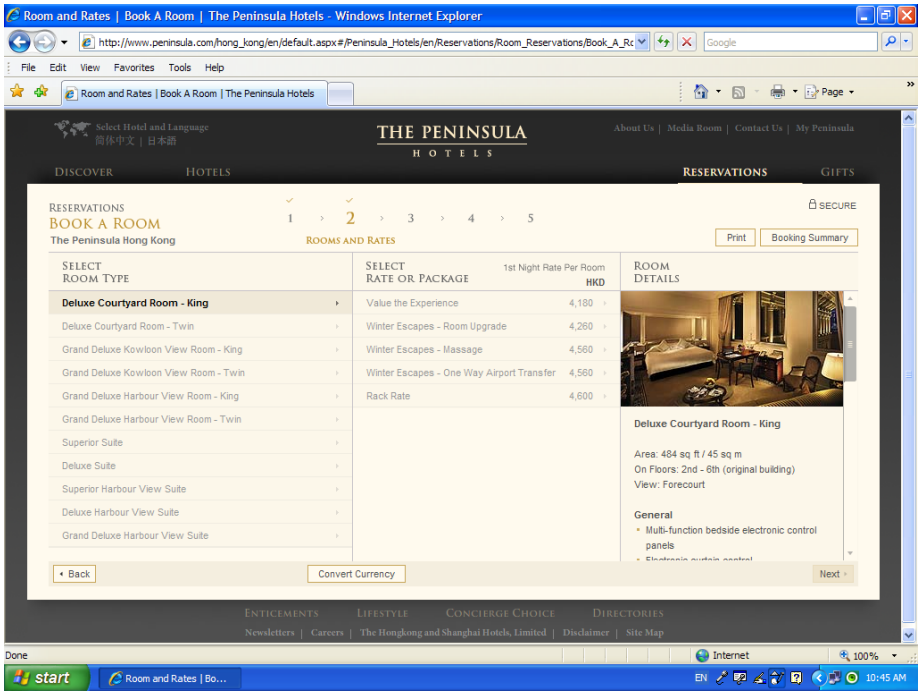

Figure 4.9 Webpage of The Peninsula – Room Reservation (c)

4.4.4 Overall Discussion of Hong Kong Hotel Websites

In general, most Hong Kong hotel websites performed satisfactory. Most of them could provide the contents about the dimensions of hotel website functionality except "User-generated Information". Still, there are rooms for further improvement for those websites which performed very unsatisfactorily. For example, it is somewhat surprising that some hotels did not provide the contents of "Check Rates/ Availability", "View/ Cancel Reservations" and "Reservation Policies". These hotels only asked customers to fill in an online reservation form and then customers could get the reply from the hotel regarding the room rate and availability. Using this way of making reservations could be convenient to hotel operators since they only need to reply to those potential customers. But, customers may find it inconvenient as they cannot have an instant check of room rate and availability from the hotel.

Based on the results from this study, "User-generated Information" was perceived as the second most important dimension. Although not many hotels adopted this information, it seems some hotels have attempted an initial step to implement Web 2.0 applications. For example, Royal Park Hotel, Royal Plaza Hotel and Royal View Hotel are under the same hotel group, but these three hotels have employed different Web 2.0 applications. Royal Park Hotel and Royal View Hotel used Facebook while Royal Plaza Hotel adopted Facebook, Twitter and Youtube. Interesting, these hotels are under the same corporate group so that the website contents are quiet similar except these applications. However, in terms of overall performance score, Royal Plaza Hotel ranked as 38th while Royal Park Hotel and Royal View Hotel ranked as 45th. This reflects the importance of Web 2.0 applications and User-generated Information are growing. Since most Web 2.0 applications are free of charge, and

more travelers are using these applications for information search nowadays, by adopting this up-to-date technology, it would be beneficial to the hotels.

Another interesting finding of this study is that some hotels simply used “Online Concierge” instead of “FAQs” when answering customers’ questions (as mentioned in Chapter 4.3.6). This may be an upcoming trend for the hotels since “Online Concierge” could meet customers’ expectation about instant and direct feedback. On the other hand, by providing “Online Concierge”, customers could experience a more personalized service from the hotel since the hotel could answer their questions in a more efficient and direct way.

5 CONCLUSIONS AND IMPLICATIONS

5.1 Introduction

This chapter reviews the general results of this study. Also, theoretical contributions, managerial contributions and recommendations, limitations of the study, and future research directions are offered.

5.2 Summary of the Study

The objective of this research is to develop a scientific model that integrates a set of website evaluation dimensions and associated attributes for evaluating websites functionality performance. In this study, website functionality was chosen for evaluation since it is the most important part in terms of website usefulness (Lu & Yeung, 1998). Unlike previous studies, this research presents a new framework for evaluating website functionality performance by using Fuzzy Analytic Hierarchy Process (Fuzzy AHP). In order to rectify the limitation of human judgments, using Fuzzy AHP could integrate decision makers' uncertainty and then provides a more accurate overall evaluation.

Regarding the findings of this study, after three focus group interviews, a hierarchy of website functionality was constructed as shown in Figure 4.1. Then, a result was drawn from the main survey which "Reservation Information" was perceived as the most important dimension comparing with "Hotel Description", "Hotel Facility Information", "Surrounding Area Information", and "User-generated Information". Also, the associated attributes of "Reservation Information" including "Check Rates/ Availability", "Online Reservations", "View/ Cancel Reservations", and "Reservation

Policies" received the top fourth highest Fuzzy AHP weights, showing that these attributes were perceived as essential on hotel websites. Apart from these, it is not surprising that "The Peninsula Hong Kong", "Grand Hyatt Hong Kong" and "Conrad Hong Kong" performed the best among 109 Hong Kong hotel websites; whereas "The Wesley Hong Kong", "The Wharney Guang Dong Hotel Hong Kong", and "Shamrock Hotel" performed the worst.

5.3 Theoretical Implications

As stated, there are many published articles focusing on evaluation of website functionality. However, there are very limited, if any, published articles that presented empirical results with scientific models which numerically evaluate hotel website users' perception by using Fuzzy AHP. Since each dimension and attribute should take its own individual significance and meaning, it is difficult to assume that the importance of each is equal (Tsaur & Wang, 2007). But, one of the limitations of previous studies is their assumption of equal variance in all dimensions and attributes. In this study, by applying Fuzzy AHP approach, this drawback can be rectified. Also, the study has merits that methodologically contribute to measuring the relative importance of website dimensions and attributes in website performance evaluation by applying a Multiple Criteria Decision Making Model.

5.4 Managerial Implications and Recommendations

This study has built a scientific model for weighting different dimensions and attributes of hotel website functionality. Although this study is limited in scope of time frame and number of respondents, research findings could provide further insights for hospitality researchers and practitioners to determine user perceptions on

hotel website dimensions and attributes by adopting the presented approach. Different from changeable hotel website's contents, consumer preferences on hotel website dimensions and attributes are relatively stable eventually (Law & Hsu, 2005). This study can provide a meaningful contribution to hoteliers through better understanding of the preferences of their potential guests. Hotel practitioners could consider what should be included on their websites and prioritize their efforts and time on website development. In particular, hotel practitioners should pay attention to the findings of this study to utilize their limited resources on website development. Dube, Le Bel, and Sears (2003) mentioned that hotels needed to appeal their customers through websites by offering satisfying experiences. Therefore, this study contributes to the hotel industry by providing useful information about the preferences of hotel website dimensions and attributes from the perspective of hotel website users. For example, "User-generated Information" was perceived as the second most important dimension in this study. Hoteliers could consider concentrating on the attributes with large weights like "Web 2.0 Applications" for future website development and dropping the attributes with low weights like "FAQs", "Website Management", and "Calendar of Events". Hotel practitioners could then take these findings into consideration when developing their websites, and attempt to maintain the useful and attractive dimensions and attributes as part of website contents. This is essential for hotels with poor overall performance as consumers regarded some of the hotel website dimensions and attributes as particularly important. In other words, it is worthwhile for hotel managers to continuously update their websites to reflect customers' ongoing needs.

Apart from specific website attributes, based on the findings, consumers generally pay attention to the basic information related to reservation. Firstly, hotel websites should provide easy accessible and clear reservation information. Information regarding room rates, availability and policy should be included on the websites since respondents pointed out “Check Rates/ Availability”, “Online Reservations”, “View/ Cancel Reservations” and “Reservation Policies” as the most important attributes. For example, hotel websites should provide reservation information about the type of available rooms (e.g. view, size and bedding) with a given rate and what facility/service, such as breakfast and newspaper, is included. More importantly, online reservation with secure transactions should be made available on hotel websites. Also, consumers should be able to view and revise their reservation online easily.

Since hotel facilities are tangible, hotel websites could take advantage of using visual and audio technologies, such as virtual tour, to enable potential hotel customers to have a general picture of facilities and guest rooms. Based on the results, “Guest Room Facility” was perceived as the fifth most important attribute which is beyond the associated attributes of “Reservation Information”. This implies that consumers realize the actual environment and facilities they are going to use during their stay in a particular hotel. However, hoteliers should pay attention to downloading time because an informative website may take time to access.

Finally, hoteliers should realize the growing popularity and importance of user-generated contents. Hotel website not only is used as a one-way channel by providing hotel information, but also a multi-way platform which allows customers to share their comments. It is better for hotel managers to provide a “true dialogue” between

companies and customers (Hennig-Thurau & Walsh, 2003) on their websites, such as Web 2.0 applications. The company can then provide instant feedbacks to customers. At the same time, the public could read consumers' opinions and companies' feedbacks in which those companies would gain the trust from the public. Also, by evaluating guests' reviews posted by different channels, hotel managers could better understand the performance of their businesses and customers' preferences, thereby developing better hotel marketing and pricing strategies. Also, this channel provides a new platform for communications between hotels and customers. Since there is an opportunity for managers to find out what customers like and dislike, managers from hotels should spend more time and efforts to establish this effective communication strategy by addressing customers' complaints. This is a way for hoteliers to regain customers' trust and return businesses (Au, Law & Buhalis, 2009).

5.5 Limitations

Although the findings of this study are useful and beneficial to hotel practitioners and academic researchers from better understanding the performance of Hong Kong hotel websites, this study has the following limitations.

Firstly, only three focus group interviews were carried out to develop a hierarchy structure of website functionality. Although all dimensions and associated attributes were checked and further confirmed by each participant including hotel website users, IT professionals, and hotel managers, more primary data could be collected to ensure the objectivity of the responses. Also, opinions from academia are suggested for focus group interviews.

Another limitation of this study was the use of a non-random sampling approach which limited its ability to make generalized conclusions based on the research findings. Therefore, the current findings may be applicable only to understand Hong Kong hotel website users towards the performances of hotel websites. Considering this limitation, careful analysis of the research findings is required. Also, in order to minimize the effect of sampling bias, the way of selecting interviewees and respondents could follow a systematic process.

In this study, the data were collected from a single visit to each site at one point in time. In reality, hotel websites are changing constantly. Therefore, similar studies at different times may show different results. This points out that a longitudinal study could be of use to determine how Hong Kong hotel websites develop over time. Besides, with any additional functions appear on hotel websites, the hierarchy presented in this research needs to be revised to incorporate the new dimension/attribute.

5.6 Future Research

Several areas could be considered and addressed in future research. Generally, future research can repeat this study in a longitudinal way to examine whether there are any changes in customer perceptions regarding website functionality over time. Also, another approach of future study is to compare and contrast the detailed differences among hotel website users' perception, IT professionals, and industry practitioners. Besides, future studies could be investigated on whether cultural difference affects respondents' preferences towards hotel websites. For instance, Chinese and foreign website users may have similarities and differences on different aspects. Moreover,

satisfaction of customers regarding the services they received from hotel websites is another direction for future study.

As previously noted, the existing website evaluations, as reviewed in this study, fall into three main categories of evaluation by phases, evaluation by features, and evaluation by effectiveness. To address the limitations of evaluation by phases and evaluation by features, some studies have chosen website effectiveness as an assessment (Ip et al., 2011). Evaluation by effectiveness not only identifies which characteristics a website has, but also evaluates which factors affect consumer purchasing behavior and/or user satisfaction. It is thus a necessity for researchers to investigate future methods of, and directions for, website evaluation in hospitality and tourism. Future studies could pay attention to which dimensions/attributes have the greatest impact on user satisfaction and consumer intentions to purchase, visit, or reuse. In addition, rather than simply adopting existing methodological approaches, researchers should continue to modify these approaches to meet different needs of the entire range of stakeholders (Law et al., 2010; Ip et al., 2011). Incorporating theories and models from other academic disciplines into hospitality and tourism website evaluation could be another option for future study (Ip et al., 2011).

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Appendix I Focus Group Interview Guide (Website Functionality Dimensions and Attributes)

During the interview

1. Introduction
2. Welcome participants
3. Introduce facilitator and interviewees
4. Explain the objectives of the focus group interview
5. Overview of the process
6. Pass the comprehensive list of website functionality attributes to interviewees
7. Ask the interviewees to group the attributes into different dimensions

After the interview

1. Summarize interviewees' opinions
2. Construct a hierarchy of website functionality performance
3. Member check of the hierarchy
4. Show appreciation for the respondents' efforts
5. Distribute the incentives

Cued Questions

1. What did you like/dislike about your last visit of a hotel website?
2. What kind of information do you expect to receive from a hotel website?
3. What is/are the most important feature/s when you are visiting a hotel websites?

Appendix II Main Questionnaire

Survey - Evaluation of Hotel Websites

Introduction

This survey is conducted by School of Hotel and Tourism Management, The Hong Kong Polytechnic University regarding hotel websites evaluation. This questionnaire will only last for about 10 minutes. The information to be collected will be used solely for my research thesis and will also assist in better understanding hotel website evaluation. All your responses will be kept strictly confidential.

I would be most grateful if you can fill in the attached questionnaire, and return the completed questionnaire by mail or facsimile by the end of July, 2010 to:

Crystal Ip
Research Student (MPhil)
School of Hotel & Tourism Management
The Hong Kong Polytechnic University
Hung Hom, Kowloon
Hong Kong SAR, China
Email: hmcrystal.ip@
Tel: (852) 2766-6361
Fax: (852) 2362-9362

PS. Please let me have your contact if you would like to receive a consolidated report of this study. Please contact me if you have any queries.

Part A
Qualifying Question
Have you used any hotel website/s for room reservation in the past 12 months?

If YES, please go to Part B.
If NO, this questionnaire is completed. Thank you for your time.

Part B
Instruction
Please compare in pairs the relative importance between two given items regarding website evaluation (Functionality). If a criterion (or sub-criterion) on the left is more important than the one matching on the upper, please write the intensity of relative importance. (***The notations of Relative Importance are on the basis of the following Table: 9-Point Pairwise Comparison Value***). If a criterion (or sub-criterion) on the left is less important than the one matching on the upper, please write the ***Reciprocals*** of intensity of relative importance.

Table: 9-Point Pairwise Comparison Value

Intensity of Relative Importance	Definition	Explanation
1	Equally important	Two website dimensions are of equal importance.
3	Weakly more important	One website dimension is weakly more important than the other.
5	Strongly more important	One website dimension is strongly more important than the other.
7	Very strongly more important	One website dimension is very strongly important than the other.
9	Extremely more important	One website dimension is extremely more important than the other.
2, 4, 6, 8	Intermediate judgment values	Judgment values between equally, moderately, strongly, very strongly, and extremely
Reciprocals of the above nonzero numbers	Reciprocal for inverse comparison	

Examples

	A	B	Explanation
A	1	***5***	If A is ***strongly more important*** than B, you could use ***5*** to represent,
B		1	

	C	D	Explanation
C	1	***1/9***	If C is ***extremely less important*** than D, you could use ***1/9*** to represent,
D		1	

Hotel Website Functionality Evaluation

	Hotel Description	Hotel Facility Information	Reservation Information	Surrounding Area Information	User-generated Information
Hotel Description	1				
Hotel Facility Information		1			
Reservation Information			1		
Surrounding Area Information				1	
User-generated Information					1

Hotel Description

	About the Hotel	Customer Contact Information	Customer Relation Program	Website Management
About the Hotel	1			
Customer Contact Information		1		
Customer Relation Program			1	
Website Management				1

Further Elaboration of Evaluating Criteria of Hotel Description

About the Hotel • Hotel Description • Mission and Vision • Organization • People	**Customer Relation Program** • Guestbook • Newsletter Subscription • Membership/ Club • Area for Loyal Guest • Frequent Visitor Program
Customer Relation Program • Email • Physical Address • Phone • Hotel Map • Fax	**Website Management** • Multilingual Site • Site Map • Search Function • Links to other related businesses

Hotel Facility Information

	Guest Room Facilities	Restaurants	Meeting Facilities	Other Facilities
Guest Room Facilities	1			
Restaurants		1		
Meeting Facilities			1	
Other Facilities				1

Reservation Information

	Check Rates/ Availability	Online Reservations	View/ Cancel Reservations	Reservation Policies
Check Rates/ Availability	1			
Online Reservations		1		
View/ Cancel Reservations			1	
Reservation Policies				1

Surrounding Area Information

	Transportation	Maps of the City	Information of the City	Calendar of Events
Transportation	1			
Maps of the City		1		
Information of the City			1	
Calendar of Events				1

User-generated Information

	Comments	Surveys	FAQs	Web 2.0 Applications
Comments	1			
Surveys		1		
FAQs			1	
Web 2.0 Applications				1

Part C Demographic

1. Country of Residence _____ Country of Origin _____
2. Gender ☐ Male ☐ Female
3. Age group
☐ 15-24
☐ 25-34
☐ 35-44
☐ 45-54
☐ 55 or over

4. Your highest education level is:
☐ Primary or below
☐ Secondary
☐ Diploma/ Higher Diploma
☐ University
☐ Master or above
☐ Refuse to answer

5. Number of year/s using the Internet
Less than 1 year ☐
1-3 years ☐
More than 3 years ☐

6. Number of hours per week using the Internet
Less than 5 hours ☐
5-10 hours ☐
11 to 20 hours ☐
21 to 30 hours ☐
More than 30 hours ☐

7. What is your average monthly household income?
☐ USD 1,000 or less
☐ USD 1,001 - USD 2,000
☐ USD 2,001 - USD 3,000
☐ USD 3,001 - USD 4,000
☐ USD 4,001 - USD 5,000
☐ USD 5,001 - USD 6,000
☐ USD 6,001 – USD 7,000
☐ USD 7,001 – USD 8,000
☐ USD 8,001 or above
☐ Refuse to answer

Thank you very much for your kind co-operation.

END OF QUESTIONNAIRE

Appendix III Multiple Evaluation Worksheet

Group: _____

Date: _____

Time: _____

Name of the Selected Hotel:

_____

Introduction

This evaluation is conducted by School of Hotel and Tourism Management, The Hong Kong Polytechnic University regarding hotel websites evaluation. The information to be collected will be used solely for my research thesis and will also assist in better understanding hotel website evaluation. All your responses will be kept strictly confidential.

Thank you for your kind cooperation.

Crystal Ip
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PS. Please let me have your contact if you would like to receive a consolidated report of this study. Please contact me if you have any queries.

Instruction

Please browse each selected hotel website carefully. Then, use the 5-point Likert Scale to rate the performance of each dimension and attribute towards the selected hotel website.

Table: 5-point Likert Scale

Scale	1	2	3	4	5	NA
Definition	Very Poor	Poor	Neutral	Good	Very Good	Not Applicable

Table: Hotel Website Functionality Evaluation

Dimension/ Attribute	5-point Likert Scale
Hotel Description	
About the Hotel	
Customer Contact Information	
Customer Relation Program	
Website Management	
Hotel Facility Information	
Guest Room Facilities	
Restaurants	
Meeting Facilities	
Other Facilities	
Reservation Information	
Check Rates/ Availability	
Online Reservations	
View/ Cancel Reservations	
Reservation Policies	
Surrounding Area Information	
Transportation	
Maps of the City	
Information of the City	
Calendar of Events	
User-generated Information	
Comments	
Surveys	
FAQs	
Web 2.0 Applications	

Appendix IV Overall Performance of Hong Kong Hotel's Websites

Hotel Name: 1. Bishop Lei International House
Overall Performance Score: 0.293907143

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.2384
Customer Contact Information	0.1879
Customer Relation Program	NA
Website Management	0.02885
Hotel Facility Information	
Guest Room Facilities	0.4867
Restaurants	0.0926
Meeting Facilities	0.0357
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	0.5938
Online Reservations	0.5889
View/ Cancel Reservations	0.5554
Reservation Policies	0.5356
Surrounding Area Information	
Transportation	0.4569
Maps of the City	0.18015
Information of the City	0.0655
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 2. Butterfly On Morrison
Overall Performance Score: 0.827553571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.5637
Customer Relation Program	0.1276
Website Management	0.08655
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.2778
Meeting Facilities	NA
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	2.06115
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.3603
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 3. Butterfly On Prat
Overall Performance Score: 0.827553571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.5637
Customer Relation Program	0.1276
Website Management	0.08655
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.2778
Meeting Facilities	NA
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	2.06115
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.3603
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 4. Central Park Hotel
Overall Performance Score: 0.618260714

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.3576
Customer Contact Information	0.3758
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.0926
Meeting Facilities	0.0714
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.1108
Reservation Policies	0.5356
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 5. The Charterhouse Causeway Bay
Overall Performance Score: 1.060475

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.678
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	NA
User-generated Information	
Comments	0.9898
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 6. City Garden Hotel
Overall Performance Score: 1.082540625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 7. The Cityview
Overall Performance Score: 1.045475

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.46975
Customer Relation Program	0.1276
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	2.1015

Hotel Name: 8. Conrad Hong Kong
Overall Performance Score: 1.212776667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	1.0728
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.6721
Online Reservations	2.65005
View/ Cancel Reservations	2.4993
Reservation Policies	2.4102
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 9. Cosmo Hotel Hong Kong
Overall Performance Score: 0.99606875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.7516
Customer Relation Program	0.1595
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.22925
Calendar of Events	0.19215
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 10. Cosmo Kowloon Hotel
Overall Performance Score: 1.09187

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 11. Comsopolitan Hotel Hong Kong
Overall Performance Score: 0.919275

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	0.131
Calendar of Events	0.1098
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 12. Courtyard by Marriott Hong Kong
Overall Performance Score: 1.108455882

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.29475
Calendar of Events	0.2196
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 13. Crowne Plaza Hong Kong Causeway Bay
Overall Performance Score: 1.122092308

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 14. Hong Kong Disneyland Hotel
Overall Performance Score: 1.1169625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	0.1755
Web 2.0 Applications	NA

Hotel Name: 15. Disney's Hollywood Hotel
Overall Performance Score: 1.1169625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	0.1755
Web 2.0 Applications	NA

Hotel Name: 16. Dorsett Far East Hotel
Overall Performance Score: 0.842788462

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	NA
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.2402
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.2609

Hotel Name: 17. Dorsett Kowloon Hotel
Overall Performance Score: 0.693739286

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	0.0714
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	0.9138
Maps of the City	NA
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.2609

Hotel Name: 18. Dorsett Seaview Hotel
Overall Performance Score: 0.693739286

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	0.0714
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	0.9138
Maps of the City	NA
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.2609

Hotel Name: 19. EAST, Hong Kong
Overall Performance Score: 0.946367857

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.1852
Meeting Facilities	0.1428
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 20. Eaton Hotel Hong Kong
Overall Performance Score: 0.991188889

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	0.2196
User-generated Information	
Comments	NA
Surveys	NA
FAQs	0.234
Web 2.0 Applications	1.6812

Hotel Name: 21. The Emperor (Happy Valley) Hotel
Overall Performance Score: 0.776622727

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.1879
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	0.9138
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 22. Empire Hotel Hong Kong · Causeway Bay
Overall Performance Score: 0.964266667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 23. Empire Hotel Hong Kong · Wan Chai
Overall Performance Score: 0.964266667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 24. Empire Hotel Kowloon · Tsim Sha Tsui
Overall Performance Score: 0.964266667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 25. The Excelsior Hong Kong
Overall Performance Score: 1.071378125

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	2.1015

Hotel Name: 26. Express by Holiday Inn Causeway Bay Hong Kong
Overall Performance Score: 0.65065

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.2402
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 27. Four Seasons Hotel Hong Kong
Overall Performance Score: 1.212076471

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	1.0728
Customer Contact Information	0.84555
Customer Relation Program	0.2871
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.4335
Restaurants	0.463
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.4993
Reservation Policies	2.4102
Surrounding Area Information	
Transportation	2.05605
Maps of the City	0.54045
Information of the City	0.29475
Calendar of Events	0.19215
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 28. Gateway
Overall Performance Score: 0.996796667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.42035
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 29. Hong Kong Gold Coast Hotel
Overall Performance Score: 1.082540625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 30. Grand Hyatt Hong Kong
Overall Performance Score: 1.228790625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	1.0728
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.6721
Online Reservations	2.65005
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 31. Guangdong Hotel Hong Kong
Overall Performance Score: 0.491628571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	0.5554
Reservation Policies	0.5356
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 32. Harbour Grand Hong Kong
Overall Performance Score: 1.1147

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	0.24705
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 33. Harbour Grand Kowloon
Overall Performance Score: 1.1147

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	0.24705
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 34. Harbour Plaza Metropolis
Overall Performance Score: 1.091696429

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 35. Harbour Plaza North Point
Overall Performance Score: 1.091696429

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 36. Harbour Plaza Resort City Hong Kong
Overall Performance Score: 1.091696429

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 37. The Harbourview
Overall Performance Score: 0.794626471

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 38. The HarbourView Place
Overall Performance Score: 0.808983333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.2778
Meeting Facilities	0.1428
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.2402
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 39. Holiday Inn Golden Mile Hong Kong
Overall Performance Score: 0.75004

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1428
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 40. Hyatt Regency Hong Kong, Sha Tin
Overall Performance Score: 1.198871875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.6721
Online Reservations	2.65005
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 41. Hyatt Regency Hong Kong, Tsim Sha Tsui
Overall Performance Score: 1.198871875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.6721
Online Reservations	2.65005
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 42. Imperial Hotel
Overall Performance Score: 0.577528571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.3758
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	NA
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.1778
View/ Cancel Reservations	0.5554
Reservation Policies	0.5356
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	0.131
Calendar of Events	0.1098
User-generated Information	
Comments	0.9898
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 43. InterContinental Hong Kong
Overall Performance Score: 1.00890625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 44. InterContinental Grand Stanford Hong Kong
Overall Performance Score: 0.978096667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 45. Island Pacific Hotel
Overall Performance Score: 1.082540625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 46. Island Shangri-La, Hong Kong
Overall Performance Score: 1.07789

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 47. Hotel Jen
Overall Performance Score: 0.978096667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 48. The Kimberley Hotel
Overall Performance Score: 0.776453571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1428
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 49. The Kowloon Hotel
Overall Performance Score: 1.070128571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2142
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 50. Kowloon Shangri-La
Overall Performance Score: 1.07789

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 51. L'hotel Causeway Bay Harbour View Hong Kong
Overall Performance Score: 0.762333333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.47225
View/ Cancel Reservations	1.3885
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	NA
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 52. L'hotel Island South
Overall Performance Score: 1.051053571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 53. L'hotel Nina et Convention Centre
Overall Performance Score: 0.782176667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 54. Lan Kwai Fong Hotel
Overall Performance Score: 0.642576923

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.0926
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	1.14225
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 55. The Langham, Hong Kong
Overall Performance Score: 1.07709

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 56. Langham Place, Mongkok, Hong Kong
Overall Performance Score: 1.07709

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 57. Lanson Place Hotel
Overall Performance Score: 0.781395455

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.3758
Customer Relation Program	NA
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	NA
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	0.8331
Reservation Policies	0.8034
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.2402
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 58. Largos Hotel
Overall Performance Score: 0.5518375

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.3758
Customer Relation Program	NA
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.1852
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	NA
Online Reservations	1.1778
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.68535
Maps of the City	0.1201
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 59. Le Meridien Cyberport
Overall Performance Score: 1.113610714

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.42035
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 60. Luk Kwok Hotel
Overall Performance Score: 0.905308333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	1.47225
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	NA
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 61. The Luxe Manor
Overall Performance Score: 0.938776923

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.3603
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 62. Mandarin Oriental, Hong Kong
Overall Performance Score: 1.195541176

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	NA
User-generated Information	
Comments	1.1312
Surveys	NA
FAQs	NA
Web 2.0 Applications	2.1015

Hotel Name: 63. Marco Polo Hongkong Hotel
Overall Performance Score: 0.996796667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.42035
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 64. JW Marriott Hotel Hong Kong
Overall Performance Score: 1.108455882

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.29475
Calendar of Events	0.2196
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 65. Metropark Hotel Causeway Bay Hong Kong
Overall Performance Score: 0.8893875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 66. Metropark Hotel Kowloon
Overall Performance Score: 0.85731875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.2609

Hotel Name: 67. Metropark Hotel Mongkok
Overall Performance Score: 0.570271429

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	0.1428
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	1.1108
Reservation Policies	1.0712
Surrounding Area Information	
Transportation	0.68535
Maps of the City	NA
Information of the City	0.09825
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 68. Metropark Hotel Wanchai Hong Kong
Overall Performance Score: 0.830413333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 69. The Mira Hong Kong
Overall Performance Score: 1.146271875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 70. Nathan Hotel
Overall Performance Score: 0.948467857

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.42035
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 71. New Kings Hotel
Overall Performance Score: 0.400777778

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.1879
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.0926
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	NA
Online Reservations	1.1778
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.4569
Maps of the City	0.1201
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 72. Newton Hotel Hong Kong
Overall Performance Score: 0.2216

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.2384
Customer Contact Information	0.1879
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.4867
Restaurants	0.0926
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	0.5938
Online Reservations	NA
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.4569
Maps of the City	0.1201
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 73. Newton Hotel Kowloon - Hotel was closed

Dimension/ Attribute	Weighting
Hotel Website Functionality Evaluation	
Hotel Description	---
Hotel Facility Information	---
Reservation Information	---
Surrounding Area Information	---
User-generated Information	---
Hotel Description	
About the Hotel	---
Customer Contact Information	---
Customer Relation Program	---
Website Management	---
Hotel Facility Information	
Guest Room Facilities	---
Restaurants	---
Meeting Facilities	---
Other Facilities	---
Reservation Information	
Check Rates/ Availability	---
Online Reservations	---
View/ Cancel Reservations	---
Reservation Policies	---
Surrounding Area Information	
Transportation	---
Maps of the City	---
Information of the City	---
Calendar of Events	---
User-generated Information	
Comments	---
Surveys	---
FAQs	---
Web 2.0 Applications	---

Hotel Name: 74. Hotel Nikko Hongkong
Overall Performance Score: 1.029375

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	0.2499
Other Facilities	0.23905
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 75. Novotel Century Hong Kong
Overall Performance Score: 0.911613333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 76. Novotel Citygate Hong Kong
Overall Performance Score: 0.856642857

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 77. Novotel Nathan Road Kowloon Hong Kong
Overall Performance Score: 0.856642857

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 78. Panda Hotel
Overall Performance Score: 0.901885714

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.3603
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 79. Hotel Panorama by Rhombus
Overall Performance Score: 0.936803571

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 80. Park Hotel
Overall Performance Score: 0.879865385

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	0.9734
Restaurants	0.1852
Meeting Facilities	0.1428
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	0.68535
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.2609

Hotel Name: 81. The Park Lane Hong Kong
Overall Performance Score: 0.884076667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	0.8484
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 82. The Peninsula Hong Kong
Overall Performance Score: 1.296873333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	1.0728
Customer Contact Information	0.84555
Customer Relation Program	0.2871
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.4335
Restaurants	0.463
Meeting Facilities	0.357
Other Facilities	0.3415
Reservation Information	
Check Rates/ Availability	2.969
Online Reservations	2.9445
View/ Cancel Reservations	2.4993
Reservation Policies	2.4102
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.262
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 83. Prince
Overall Performance Score: 0.996796667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.42035
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 84. Prudential Hotel
Overall Performance Score: 0.908614286

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.14225
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 85. Ramada Hong Kong Hotel
Overall Performance Score: 0.441145

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.3576
Customer Contact Information	0.28185
Customer Relation Program	0.0957
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	NA
Online Reservations	0.29445
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	1.59915
Maps of the City	NA
Information of the City	0.09825
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 86. Ramada Hotel Kowloon
Overall Performance Score: 0.441145

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.3576
Customer Contact Information	0.28185
Customer Relation Program	0.0957
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	NA
Online Reservations	0.29445
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	1.59915
Maps of the City	NA
Information of the City	0.09825
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 87. Regal Airport Hotel
Overall Performance Score: 0.758715625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 88. Regal Hongkong Hotel
Overall Performance Score: 0.758715625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 89. Regal Kowloon Hotel
Overall Performance Score: 0.758715625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 90. Regal Oriental Hotel
Overall Performance Score: 0.758715625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 91. Regal Riverside Hotel
Overall Performance Score: 0.758715625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.6662
Reservation Policies	1.6068
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.1965
Calendar of Events	0.1647
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 92. Renaissance Harbour View Hotel Hong Kong
Overall Performance Score: 1.108455882

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.25965
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.29475
Calendar of Events	0.2196
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 93. Renaissance Kowloon Hotel, Hong Kong – Hotel was closed

Dimension/ Attribute	Weighting
Hotel Website Functionality Evaluation	
Hotel Description	---
Hotel Facility Information	---
Reservation Information	---
Surrounding Area Information	---
User-generated Information	---
Hotel Description	
About the Hotel	---
Customer Contact Information	---
Customer Relation Program	---
Website Management	---
Hotel Facility Information	
Guest Room Facilities	---
Restaurants	---
Meeting Facilities	---
Other Facilities	---
Reservation Information	
Check Rates/ Availability	---
Online Reservations	---
View/ Cancel Reservations	---
Reservation Policies	---
Surrounding Area Information	
Transportation	---
Maps of the City	---
Information of the City	---
Calendar of Events	---
User-generated Information	
Comments	---
Surveys	---
FAQs	---
Web 2.0 Applications	---

Hotel Name: 94. Rosedale on the Park
Overall Performance Score: 0.68756

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.28185
Customer Relation Program	0.0957
Website Management	0.08655
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.47225
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	0.1965
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 95. The Royal Garden
Overall Performance Score: 0.849432353

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.5637
Customer Relation Program	0.1914
Website Management	0.1731
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	0.1785
Other Facilities	0.17075
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.3707
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	0.13725
User-generated Information	
Comments	0.707
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 96. The Royal Pacific Hotel and Towers
Overall Performance Score: 1.082540625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.7516
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.9468
Restaurants	0.3704
Meeting Facilities	0.2856
Other Facilities	0.2732
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.6812

Hotel Name: 97. Royal Park Hotel
Overall Performance Score: 0.980896875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.3241
Meeting Facilities	0.1785
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 98. Royal Plaza Hotel
Overall Performance Score: 1.007165625

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.3241
Meeting Facilities	0.1785
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.89135

Hotel Name: 99. Royal View Hotel
Overall Performance Score: 0.980896875

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.3241
Meeting Facilities	0.1785
Other Facilities	0.1366
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 100. Shamrock Hotel
Overall Performance Score: 0.14434

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.1192
Customer Contact Information	0.09395
Customer Relation Program	0.0319
Website Management	0.02885
Hotel Facility Information	
Guest Room Facilities	0.24335
Restaurants	0.0463
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	0.2969
Online Reservations	0.29445
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.22845
Maps of the City	0.06005
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 101. Sheraton Hong Kong Hotel & Towers
Overall Performance Score: 0.9997125

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 102. Hong Kong SkyCity Marriott Hotel
Overall Performance Score: 1.106758824

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.9536
Customer Contact Information	0.7516
Customer Relation Program	0.2552
Website Management	0.2308
Hotel Facility Information	
Guest Room Facilities	2.19015
Restaurants	0.4167
Meeting Facilities	0.3213
Other Facilities	0.30735
Reservation Information	
Check Rates/ Availability	2.3752
Online Reservations	2.3556
View/ Cancel Reservations	2.2216
Reservation Policies	2.1424
Surrounding Area Information	
Transportation	1.8276
Maps of the City	0.4804
Information of the City	0.29475
Calendar of Events	0.2196
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	1.47105

Hotel Name: 103. The South China Hotel
Overall Performance Score: 0.608204167

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.3758
Customer Relation Program	0.1276
Website Management	0.1154
Hotel Facility Information	
Guest Room Facilities	1.21675
Restaurants	0.1389
Meeting Facilities	0.1071
Other Facilities	0.10245
Reservation Information	
Check Rates/ Availability	1.4845
Online Reservations	1.47225
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 104. South Pacific Hotel
Overall Performance Score: 0.850934615

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.7152
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2315
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	1.7814
Online Reservations	1.7667
View/ Cancel Reservations	1.3885
Reservation Policies	1.339
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 105. Stanford Hotel
Overall Performance Score: 0.415303846

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.1879
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.73005
Restaurants	0.0926
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.9138
Maps of the City	0.2402
Information of the City	0.131
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 106. Stanford Hillview Hotel
Overall Performance Score: 0.347161538

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.4768
Customer Contact Information	0.1879
Customer Relation Program	0.0638
Website Management	0.0577
Hotel Facility Information	
Guest Room Facilities	0.4867
Restaurants	0.0926
Meeting Facilities	0.0714
Other Facilities	0.0683
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.4569
Maps of the City	0.1201
Information of the City	0.0655
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 107. The Upper House
Overall Performance Score: 0.872713333

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.46975
Customer Relation Program	0.1595
Website Management	0.14425
Hotel Facility Information	
Guest Room Facilities	1.4601
Restaurants	0.2778
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	0.16375
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 108. W Hong Kong
Overall Performance Score: 0.971376667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.8344
Customer Contact Information	0.65765
Customer Relation Program	0.2233
Website Management	0.20195
Hotel Facility Information	
Guest Room Facilities	1.70345
Restaurants	0.3241
Meeting Facilities	0.2142
Other Facilities	0.2049
Reservation Information	
Check Rates/ Availability	2.0783
Online Reservations	2.06115
View/ Cancel Reservations	1.9439
Reservation Policies	1.8746
Surrounding Area Information	
Transportation	1.59915
Maps of the City	0.42035
Information of the City	0.22925
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 109. Warwick Hotel Cheung Chau
Overall Performance Score: 0.495541667

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.596
Customer Contact Information	0.28185
Customer Relation Program	0.0957
Website Management	0.08655
Hotel Facility Information	
Guest Room Facilities	0.73005
Restaurants	0.1389
Meeting Facilities	0.1071
Other Facilities	0.10245
Reservation Information	
Check Rates/ Availability	1.1876
Online Reservations	1.1778
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	1.14225
Maps of the City	0.30025
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 110. The Wesley Hong Kong
Overall Performance Score: 0.197380769

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.2384
Customer Contact Information	0.28185
Customer Relation Program	0.0957
Website Management	0.08655
Hotel Facility Information	
Guest Room Facilities	0.24335
Restaurants	0.0463
Meeting Facilities	0.0357
Other Facilities	0.03415
Reservation Information	
Check Rates/ Availability	0.5938
Online Reservations	0.5889
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	0.22845
Maps of the City	0.06005
Information of the City	0.03275
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA

Hotel Name: 111. The Wharney Guang Dong Hotel Hong Kong
Overall Performance Score: 0.1754

Dimension/ Attribute	Weighting
Hotel Description	
About the Hotel	0.2384
Customer Contact Information	0.09395
Customer Relation Program	0.0319
Website Management	0.02885
Hotel Facility Information	
Guest Room Facilities	0.24335
Restaurants	NA
Meeting Facilities	NA
Other Facilities	NA
Reservation Information	
Check Rates/ Availability	0.2969
Online Reservations	0.29445
View/ Cancel Reservations	NA
Reservation Policies	NA
Surrounding Area Information	
Transportation	NA
Maps of the City	NA
Information of the City	NA
Calendar of Events	NA
User-generated Information	
Comments	NA
Surveys	NA
FAQs	NA
Web 2.0 Applications	NA