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The Hong Kong Polytechnic University
School of Hotel and Tourism Management

**Integrating Social Media into Website Performance Evaluation:
Theory and Application to Hotels in Hong Kong**

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A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Philosophy

April 2012

CERTIFICATE OF ORIGINALITY

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ABSTRACT

Modern travelers are increasingly reliant on the Internet for searching and purchasing tourism products. As such, the Internet is widely recognized as one of the most influential technologies that have changed the structure of the tourism industry (Buhalis & Law, 2008). In addition, an increasing trend in establishment of hotel websites has drawn hospitality researchers' attention to examine the performance of hotel websites.

Considering the paramount importance of website content in engaging customers' interest (Law & Hsu, 2006) and hotel revenue generation (Jeong, Oh, & Gregoire, 2003), a number of hospitality research efforts have been made to evaluate functionality performance of hotel websites. However, previous tourism and hospitality website evaluation studies generally fell short of incorporating the perceptions of all website stakeholders (i.e., hotel customers, hotel managers and IT professionals). Besides, despite the proliferation of integrating social media into hotel website content, previous researchers seem to underemphasize their significance to website functionality evaluation model. Through integrating the prevalent social media as a new dimension and incorporating the perceived importance of all functionality dimensions as well as their associated attributes provided by hotel website stakeholders, this study develops a modified hotel website functionality performance evaluation model to redress the two limitations in prior studies. Furthermore, the model developed quantitatively evaluates the performance of hotel websites in terms of the richness of information they contain.

After two rounds of focus group interviews with twelve website stakeholders, a modified model with 52 functionality attributes under six dimensions was formed. Drawing on the analysis on ordinal data from a mass survey with 354 website stakeholders, “Hotel Reservations Information” was found to be the most important dimension in determining functionality performance of hotel websites. The prevalent “Social Media” was considered as the fourth most important dimension, ranked after “Hotel Contact Information” and “Hotel Facilities Information”. The rankings of the dimensions and associated attributes in the current study were generally similar to those in previous research on hotel website evaluation, but some discrepancies were identified.

Applying the modified evaluation model, the functionality performance of 113 Hong Kong hotel websites were assessed and contrasted. “Hong Kong SkyCity Marriott Hotel” performed the best among 113 hotel websites; whereas the website of “Newton Hotel Hong Kong” required significant improvement in terms of website information richness. In comparing the dimensional and overall functionality performance among all analyzed hotels, results from the nonparametric Kruskal-Wallis tests and Mann-Whitney tests revealed that there is a statistically significant difference in website functionality performance across hotel ratings and hotel brand affiliation.

As one of the first attempts to integrate social media and incorporate the perceptions of all hotel website stakeholders into the model development as well as empirical evaluation process, the findings in this study would contribute to the literature by presenting a more complete, up-to-date and all-rounded set of hotel website evaluation criteria from website

stakeholders" perspective. Moreover, utilizing the modified model developed in this study, website developers and hotel practitioners would have a set of standards to benchmark when they try to improve hotel websites.

Keywords: Social media; Web 2.0; hotel website evaluation; website functionality; Hong Kong hotels.

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TABLE OF CONTENTS

CERTIFICATE OF ORIGINALITY	ii
ABSTRACT	iii
ACKNOWLEDGEMENT.....	vi
TABLE OF CONTENTS	vii
LIST OF FIGURES	xi
LIST OF TABLES	xii
CHAPTER 1 INTRODUCTION.....	1
1.1 Development of Internet technology in tourism and hospitality	1
1.2 Evaluation of websites in the hospitality industry.....	5
1.3 Prevalence of social media in tourism and hospitality	9
1.4 Problem statement	12
1.5 Research objectives	15
1.6 Significance of the study	16
1.6.1 Theoretical contribution.....	16
1.6.2 Managerial contribution.....	17
1.7 Glossary.....	18
1.8 Chapter summary	19
CHAPTER 2 LITERATURE REVIEW.....	20
2.1 Internet technology in tourism and hospitality.....	20
2.1.1 History and development of Internet technology.....	20
2.1.2 Importance of Internet technologies in tourism and hospitality.....	23
2.2 Website evaluation	28
2.2.1 Importance of website evaluation	28
2.2.2 Websites usefulness, functionality and usability	30

2.3	Website evaluation in tourism and hospitality	33
2.3.1	Methodological approaches adopted in tourism and hospitality website evaluation	34
2.3.1.1	Development of a new evaluation model / instrument	35
2.3.1.2	Website evaluation using an adopted or modified model / instrument	35
2.3.2	Stakeholders involved in tourism and hospitality website evaluation	38
2.3.3	Attributes adopted in hotel website functionality performance evaluation studies	44
2.4	Social media	56
2.4.1	Social media and Web 2.0.....	56
2.4.2	Characteristics of Web 2.0	57
2.4.3	Web 2.0 applications in other disciplines	61
2.4.4	Web 2.0 applications in tourism and hospitality	67
2.5	Conceptual framework	76
2.6	Chapter summary	79

CHAPTER 3 METHODOLOGY..... 80

3.1	Research design	80
3.2	Research process	81
3.2.1	Stage I – Identifying and validating attributes of the modified evaluation model	83
3.2.1.1	Data collection process.....	83
3.2.1.2	Target respondents and sampling method	86
3.2.2	Stage II – Ranking the attributes and constructing the modified evaluation model	88
3.2.2.1	Data collection process.....	88
3.2.2.2	Questionnaire design	90
3.2.2.3	Target respondents and sampling method	91
3.2.2.4	Data analysis.....	92
3.2.3	Stage III – Evaluating the functionality performance of Hong Kong hotel websites	93
3.2.3.1	Data collection process.....	93
3.2.3.2	Questionnaire design	94

3.2.3.3	Target respondents	95
3.2.3.4	Hotels chosen for analysis	95
3.2.3.5	Data analysis.....	100
3.3	Chapter summary	101

CHAPTER 4 FINDINGS AND DISCUSSION 102

4.1	Demographic profile of survey respondents	102
4.2	Analysis of perceived importance of hotel website functionality dimensions	105
4.2.1	Inter-rater reliability	105
4.2.2	Perceived importance of hotel website functionality dimensions	106
4.3	Analysis of perceived importance of hotel website functionality attributes ..	109
4.3.1	Inter-rater reliability	109
4.3.2	Perceived importance of hotel website functionality attributes	111
4.3.2.1	Attributes in the dimension of “Hotel Reservations Information”	111
4.3.2.2	Attributes in the dimension of “Hotel Contact Information”	113
4.3.2.3	Attributes in the dimension of “Hotel Facilities Information”	115
4.3.2.4	Attributes in the dimension of “Social Media”	117
4.3.2.5	Attributes in the dimension of “Website Management”	120
4.3.2.6	Attributes in the dimension of “Hotel Surrounding Area Information”	123
4.3.2.7	Analysis and discussion on the perceived importance of hotel website functionality dimensions and attributes among website stakeholders.	124
4.4	Analysis of hotel website functionality performance	129
4.4.1	Result of hotel website functionality performance	129
4.4.2	Analysis of selected hotel website	137
4.4.2.1	Analysis of the website with the lowest overall functionality performance	137
4.4.2.2	Analysis of the website with the highest overall functionality performance	141

4.4.3	Functionality performance analysis of websites by hotel ratings.....	145
4.4.4	Functionality performance analysis of websites by hotel brand affiliation.....	149
4.4.5	Discussion on the functionality performance of Hong Kong hotel websites	151
4.5	Chapter summary	155

CHAPTER 5 IMPLICATIONS AND RECOMMENDATIONS..... 156

5.1	Theoretical implications	156
5.2	Managerial implications and recommendations.....	160

CHAPTER 6 CONCLUSIONS AND FUTURE RESEARCH..... 165

6.1	Summary	165
6.2	Limitations.....	168
6.3	Future research	169

APPENDICES..... 171

Appendix I	
Questionnaire for hotel customers (Questionnaire A1)	172
Appendix II	
Questionnaire for hotel managers and IT professionals (Questionnaire A2)	183
Appendix III	
Evaluation form for multiple evaluation of hotel website functionality performance.....	194
Appendix IV	
Evaluation result on hotel website functionality performance	198

REFERENCES..... 425

LIST OF FIGURES

Figure 2.1	Framework for effective web application development.....	32
Figure 2.2	Methodological approaches for the evaluation of tourism websites.....	34
Figure 2.3	The proposed conceptual framework of measuring hotel website functionality performance	78
Figure 3.1	Research process	82
Figure 3.2	A modified conceptual framework of measuring hotel website functionality performance	86
Figure 4.1	Home page of Newton Hotel Hong Kong.....	138
Figure 4.2	Web page of Newton Hotel Hong Kong - Guestroom facilities	139
Figure 4.3	Web page of Newton Hotel Hong Kong - Meeting facilities.....	139
Figure 4.4	Web page of Newton Hotel Hong Kong – Room rate	140
Figure 4.5	Home page of Hong Kong SkyCity Marriott Hotel	141
Figure 4.6	Web page of Hong Kong SkyCity Marriott Hotel – Guest room facilities	143
Figure 4.7	Web page of Hong Kong SkyCity Marriott Hotel – Online reservations.....	144
Figure 4.8	Web page of Hong Kong SkyCity Marriott Hotel – Company blog	145

LIST OF TABLES

Table 1.1	Number of Internet users, 2003 - 2010	2
Table 2.1	Stakeholders involved in previous tourism and hospitality website evaluation studies	40
Table 2.2	Relative importance of dimensions rated in Chung and Law's (2003) and Law and Cheung's (2005) study	48
Table 2.3	Summary of attributes / features evaluated in previous hotel website functionality performance evaluation studies	50
Table 2.4	Characteristics of Web 2.0	58
Table 2.5	Core differences of Web 1.0 and Web 2.0	60
Table 2.6	Summary of Web 2.0 applications reported in peer-reviewed literature	65
Table 2.7	Summary of Web 2.0 applications reported in the tourism and hospitality literature.....	71
Table 2.8	Impacts of major Web 2.0 application on tourism demand and supply.....	73
Table 2.9	Adoption of Web 2.0 technologies on Hong Kong hotels websites.....	75
Table 3.1	Profiles of the focus group respondents	87
Table 3.2	Names and Universal Resources Locators of hotels examined (as at the date of conducting empirical evaluation).....	96
Table 4.1	Demographic profile of the respondents	104
Table 4.2	Concordance analysis of the rankings among the dimensions provided by respondents.....	106

Table 4.3	Importance indices of the six dimensions in evaluating hotel website functionality performance	107
Table 4.4	Concordance analysis of the rankings within each dimension provided by respondents.....	110
Table 4.5	Importance indices of functionality attributes in the dimension of “Hotel Reservations Information”	112
Table 4.6	Importance indices of functionality attributes in the dimension of “Hotel Contact Information”	114
Table 4.7	Importance indices of functionality attributes in the dimension of “Hotel Facilities Information”	116
Table 4.8	Importance indices of functionality attributes in the dimension of “Social Media”	118
Table 4.9	Importance indices of functionality attributes in the dimension of “Website Management”	121
Table 4.10	Importance indices of functionality attributes in the dimension of “Hotel Surrounding Area Information”	123
Table 4.11	Kruskal-Wallis test on the rankings of the website functionality dimensions	125
Table 4.12	Weighing score of all dimensions and associated attributes	127
Table 4.13	Functionality performance of Hong Kong hotel websites	130
Table 4.14	Rankings of Hong Kong hotel websites based on overall functionality performance	134
Table 4.15	Kruskal-Wallis tests on functionality performance of Hong Kong hotel websites	148
Table 4.16	Mann-Whitney tests on functionality performance of Hong Kong hotel websites	151

CHAPTER 1 INTRODUCTION

To clearly define the background of the study, the introduction is arranged into the sections of: (1.1) Development of Internet technology in tourism and hospitality; (1.2) Evaluation of websites in the hospitality industry; (1.3) Prevalence of social media in tourism and hospitality; (1.4) Problem statement; (1.5) Research objectives; (1.6) Significance of the study; (1.7) Glossary; and (1.8) Chapter summary.

1.1 Development of Internet technology in tourism and hospitality

Information and communication technologies (ICTs) and tourism are two of the most dynamic motivators of the emerging global economy. Over the last few decades, ICTs have been generating a new paradigm shift, which also bring synergy to the tourism industry (Buhalis & Law, 2008). Indeed, the establishments of the Computer Reservation Systems (CRSs) in the 1970s and Global Distribution Systems (GDSs) in the late 1980s have revolutionized the business practices and strategies, as well as structures of the tourism and hospitality industry (Buhalis, 2003; Buhalis & Law, 2008; Ho & Lee, 2007; Porter, 2001). According to the *American Society of Travel Agents' 2011 Global Distribution System Report* (EyeforTravel Limited, 2012), 75% of travel agencies in the United States used a GDS in 2011. Majority of the surveyed agencies also claimed GDS severed as an important role in business generation and revenue increment. While the Internet emerged 20 years ago, this technology quickly gained its popularity around the world in the past years; the global population of Internet users has increased 225%

between 2000 and 2007 (Internet World Stats, 2007). The estimated number of Internet users in 2012 reaches over 2.2 billion people, representing 32.7% of the world population (Internet World Stats, 2012a). The growth of the Internet is not only reflected in the number of users but also in business transaction volume. A report from the Forrester Research suggested the volume of online retailing in the United States grew from USD 172 million in 2005 to USD 329 billion in 2010 (Hernández, Jiménez, & José Martín, 2009). The *2010 Visa e-Commerce Consumer Monitor* also noted that more than 87% of consumers from six major markets in Asia had purchased products and services online in 2010 (Visa, 2011). With the prevalence of online shopping and the expanding Internet user base as shown in Table 1.1 below, many researchers noted the potential of Internet technology in business applications and advocated the importance of incorporating the Internet into the tourism and hospitality industry (Burger, 1997; Clyde & Landfried, 1995).

Table 1.1 Number of Internet users, 2003 - 2010

Date	Number of Internet users	Percentage of world population
December 2003	719 millions	11.10%
December 2004	817 millions	12.70%
December 2005	1,018 millions	15.70%
December 2006	1,093 millions	16.70%
December 2007	1,319 millions	20.00%
December 2008	1,574 millions	23.50%
December 2009	1,802 millions	26.60%
June 2010	1,966 millions	28.70%

Source: Miniwatts Marketing Group (2010)

As with other sectors of the economy, the Internet has brought fundamental changes to the tourism and hospitality industry. In contrast to the traditional ways of doing business, the Internet plays an important mediating role between customers and tourism suppliers as a place for information acquisition and business transaction (Jeong & Lambert, 2001; Liang & Law, 2003). Before the emergence of the Internet, travelers could only access major brands or tourism-related organizations in their immediate vicinity for acquiring needed information. However, the Internet enables travelers to access tremendous information about pricing and offerings within a few clicks on hotel or other tourism-related websites. In addition to changing travelers' information search behavior, the advent of Internet has revolutionized purchase behavior of hotel customers with more people booking hotel rooms online (Chung & Law, 2003). With the continuous improvements in website stability and Internet security, travelers are now more confident in purchasing tourism products online (Law & Hsu, 2006). Coupled with the lower cost of acquiring computers and the dramatic growth of the Internet usage, online purchases of tourism-related products have been growing at an exponential rate. PhoCusWright (2011) forecasted one third of the world's travel sales will be conducted online by the end of 2012, and online travel bookings will surpass USD 313 billion by 2012. As a major sector of the tourism industry, the distribution of hotel rooms over the Internet has also grown significantly in recent years. Shoemaker, Lewis, and Yesawich (2007) claimed that consumers prefer to use the Internet to book hotel rooms over any other methods. TravelClick (2011) reported that over 54% of hotel bookings in major hotel brands were completed online in 2011. As modern travelers are increasingly reliant on the Internet for searching and purchasing hotel products (Musante, Bojanic, & Zhang, 2009), many

researchers posited that the Internet is one of the most influential technologies that have changed the hospitality industry and even the entire range of business transactions (Buhalis & Law, 2008; Roney & Ozturan, 2006).

In response to the huge potential market of e-business and the induced revenues from the Internet, most tourism-related organizations such as airlines and travel agencies have embraced Internet technologies as part of their marketing and distribution strategies (Buhalis & Law, 2008). Rather than fear of lagging behind the rivals, potentialities of Internet technology are remarkable leading many tourism-related companies to spend significant investments on setting up commercial websites. Obviously, the wide interest in the establishment of commercial websites is attributed to the fact that organizations are becoming aware of the potential benefits of the Internet on their operation and industry. With the benefits from the Internet such as high-speed global information dissemination (Buhalis, 2003; Lee & Morrison, 2010), low distribution costs (Morrison, Taylor, Morrison, & Morrison, 1999; O'Connor, 2003a), high levels of interaction (Chung & Law, 2003; Gilbert, Powell-Perry, & Widijoso, 1999), and links to computerized reservation and database system regardless of geography, time zone or computer system (Gilbert & Powell-Perry, 2003), most, if not all, hotels have their established websites to publicize their products and services, and eventually gained a share of the burgeoning online market (Au Yeung & Law, 2006; O'Connor & Frew, 2004).

In general, hoteliers hold a positive view towards the function of company website as a means of marketing and facilitating business transaction. O'Connor and Frew (2002) found that over 90% of the top 50 hotel chains had their business websites and 95% of them provided reservation facilities to consumers in 2002. Besides, Hernández, Jiménez, and José Martín (2009) also posited that the Internet becomes the principal medium of communication to interact with current and potential customers in the present era. Indeed, the Internet allows hoteliers to interact with existing guests and to create a dialogue with new customers. Moreover, the Internet benefits hotel managers from better connecting customers and understanding their needs through direct communication and analysis of web log data (Leung & Law, 2008). With many organizations have turned to Internet technologies as a way to cope with the turbulent environment resulting from increasing competition, most hotel marketing managers expect that the importance of the Internet as a marketing, reservation, and promotion channel would become even greater in the coming future (Huang & Law, 2003; Jung & Butler, 2000).

1.2 Evaluation of websites in the hospitality industry

Given the emergence of Internet technology provides a fundamentally different environment for marketing and distributing activities to traditional media, many hotels have established their own websites enabling hotel products more accessible to the new marketplace (Au Yeung & Law, 2004). In this Internet era, a company's website is an important technological tool that delivers a wide variety of information and services (Auger, 2005), communicates with customers, facilitates business transaction (van der

Merwe & Bekker, 2003), and enables the company to achieve competitive advantages over competitors (Tzokas & Saren, 2004). Despite these advantages, having a presence on the Internet cannot guarantee success (Auger, 2005; Choi & Morrison, 2005; Liang & Law, 2003). Due to the relatively low setup and maintenance costs associated with a website, hotel companies – regardless of the size – have established their own websites for promotion, marketing and online transaction in order to remain competitive in the industry. Since customers have more choices available in the virtual marketplace, they may leave websites in just a few clicks if the website cannot satisfy their needs. Hence, the rising number of websites makes it more difficult for hotels to attract visitors to visit their sites and to convert visitors into customers. In order to acquire and retain online customers in the present highly competitive hospitality industry, developing and maintaining a high-quality website are critical to the success of the business (Jeong, Oh, & Gregoire, 2003).

Substantial evidence suggests that the website quality influences the image and performance of a company. Cunliffe (2000) claimed that poor web design will result in a loss of 50% of potential sales as users are unable to get relevant information. Hasan and Abuelrub (2011) also supplemented that unpleasant online experiences will lead to reduce online sales, lose potential customers and will eventually have a negative impact on the credibility of the hotel company. Given the dependency on Internet technology increases and website evaluation promises benefits such as customer retention, positive return-on-investment, and leadership within the competition (Cronin, 2003), evaluating website

performance is of paramount importance to hotel companies in order to sustain their competitiveness in the marketplace.

In the hospitality context, the increasing trend in establishment of business websites has drawn hospitality researchers' attention to examine the factors and ways of evaluating the performance of hotel websites. Evans and King (1999) suggested that website quality or usefulness is determined by network statistics such as hit rate and log analysis. However, network statistics are subject to limitations because the data can be manipulated deliberately (Fletcher, Poon, Pearce, & Comber, 2002; Patton, 2002). Website usefulness evaluation should thus not limit to counting the number of hits and page viewing. Lu and Yeung (1998), who were pioneers in the field, defined usefulness as the helpfulness of a website to users to accomplish its intended purposes. They also proposed a conceptual framework for evaluating website usefulness with two dimensions, namely functionality and usability. Usability represents the extent to which a website is efficient and enjoyable for a customer to find information about its products or services promoted (Au Yeung & Law, 2006). Usability also refers to the methods for improving a website's ease-of-use at the design stage (Nielsen, 2003). This implies that website usability deals with not only how to make sure everything on the site works but also how quickly and easily website visitors are able to use the site.

Besides the website usability, functionality is another decisive factor that could affect consumer online behavior (Qi, Law, & Buhalis, 2008). Functionality refers to the degree

of information provision about products or services on the website (Chung & Law, 2003; Law & Chung, 2003; Liang & Law, 2003). Lu, Lu, and Zhang (2002) as well as Ody (2000) commonly found that the main reason why customers go to the Internet is to find information with an emphasis on convenience and speed. Doolin, Burgess, and Cooper (2002) also supplemented that the website content directly leads to the creation and communication of perceived image of a tourism destination or company. As seeking information is one of the first stages in the decision making process, Jeong, Oh, and Gregoire (2003) suggested and empirically verified that information satisfaction impacts the perceived quality of a website and plays a crucial role in determining the online customers' purchase intentions. Since providing information is the basic goal of a website (Bhatti, Bouch, & Kuchinsky, 2000; Huizingh, 2000), functionality, relating to the issue of whether sufficient and relevant information carried on the websites, is a determinant of customers' usages and their subsequent behavior on the websites.

In the extant tourism and hospitality literature, a number of checklists for website functionality evaluation have been developed with the intent to identify evaluation criteria for "great" and "terrible" websites. Following the conceptual framework by Lu and Yeung (1998), Chung and Law (2003) proposed a functionality performance evaluation model to numerically measure the information richness of hotel websites. This model comprises 39 attributes which are grouped into five dimensions, namely facilities information, customer contact information, reservation information, surrounding area information, and management of websites. In a subsequent study conducted by these two researchers, Law and Chung (2003) not only proved empirically the reliability and

validity of the evaluation model in assessing functionality performance of hotel websites, but also found that websites of luxury hotels outperformed their mid-priced and economy counterparts. Due to its prominently applicability, the model has been widely adopted and modified in subsequent studies on website evaluation in different settings (Law & Cheung, 2005; 2006; Law & Chung, 2003; Law, Ho, & Cheung, 2004; Law & Hsu, 2005, 2006; Liang & Law, 2003; Ma, Law, & Ye, 2008; Qi, Law, & Buhalis, 2009; Rong, Li, & Law, 2009; Zafiropoulos & Vrana, 2006).

1.3 Prevalence of social media in tourism and hospitality

Undoubtedly, the Internet offers a new way of business-to-consumer transactions, a new mechanism for person-to-person communication, a new means of discovering and obtaining travel information, products and services electronically (Wöber, 2003). Pan and Fesenmaier (2006) as well as Cox, Burgess, Sellitto, and Buultjens (2008) noted that the use of online sources in a travel planning process is now well entrenched with prospective travelers. Though hoteliers expect that potential travelers would rely on product information and promotions on their hotel websites (Buhalis, 2003; Jeong & Lambert, 2001), findings from recent studies have shown that online customers tend to trust contents created by users, or user-generated content more than content provided by service providers, or marketing content (Kardon, 2007; Litvin, Goldsmith, & Pan, 2008). Park, Lee, and Han (2007) stated that the contents generated by marketers tend to disguise negative aspects; whereas user-generated content reflects honest evaluation of a product and service. Surveys and research carried out by a variety of sources have

confirmed the importance of user-generated content in consumers' decision making (iProspect, 2007; Renshaw, 2010; Park, Lee, & Han, 2007; Vermeulen & Seegers, 2009). Renshaw (2010) stated there are 95 million social media shoppers in the United States, and more than 40% of US adults are using social media in their shopping experiences. Similarly, findings of a North American study conducted by iProspect and Jupiter Research also found that approximately one-third of consumers are influenced by the information on social networking sites when making purchase decisions (iProspect, 2007).

Since tourism-related products and services are high-priced, high-involvement and well-differentiated in nature, travelers generally collect and review various forms of travel information early in the travel decision making process in order to minimize the risk of making a poor decision (Jeng & Fesenmaier, 2002). As the advice from consumers with prior experience of tourism products is particularly trustworthy and valuable, word-of-mouth has long been identified as one of the most influential information sources for travel planning (Crotts, 1999). Given the platform for information sharing is gradually shifting to electronic media in the digital era, Internet technology collectively known as social media or Web 2.0 become an influential form of travel information which have spread widely among consumers in the last five years (Pan, MacLaurin, & Crotts, 2007). A recent report from PhoCusWright (2008) revealed that more than 80% of leisure travel consumers harnessed travel-related user-generated content on Web 2.0 sites during trip planning and travel decision making. The newly released *World Travel Market 2011 Industry Report* also announced that more than one-third of leisure travelers in the United Kingdom chose the hotels on the basis of social media sites like Tripadvisor

(<http://www.tripadvisor.com>) and Facebook (<http://www.facebook.com>) (Koumelis, 2011). In addition to lowering the risk and uncertainty, Gretzel and Yoo (2008) suggested that travel reviews on these social media sites helped make the purchase decision more efficient and add fun to the planning process. Considering the use of the Internet for travel planning becomes more prevalent, travel decision making processes are expected to become increasingly influenced by electronic word-of-mouth from these social media (Litvin, Goldsmith, & Pan, 2008; Gretzel & Yoo, 2008).

As social media has been serving as an interactive platform for travelers to search and share information about product offerings and pricing, integrating social media into hotel websites can help hotel managers in staying constant contact with customers, enhancing customer experience and gaining valuable feedbacks (Merritt, 2007; Renshaw, 2010). In view of the rapidly growing trend and potential benefits social media offer, many hotel companies started to integrate community functional into their websites to enhance customers' travel information searching experience. For instance, Sheraton (<http://www.sheraton.com>) by Starwood Hotels and Resorts developed a virtual community for travelers in sharing their staying experience, and unprecedentedly put the link to the community at the center of the homepage. Hyatt Hotels & Resorts launched a special online community site for Gold Passport members (<http://www.hyatt.com>). The site offers travel tips from Hyatt concierges in more than 40 destinations worldwide along with advice from frequent travelers. Fuchs, Scholochov, and Höpken (2009) as well as Leung, Lee, and Law (2011) posited that hotel businesses benefit significantly from social media applications. As the popularity of social media with customers continues to

grow, it is of necessity for tourism and hospitality organizations to integrate social media into their sites in order to reinforce the existing marketing and communication strategies.

1.4 Problem statement

It is widely known that an effective website is critical to the success of the business (Jeong, Oh, & Gregoire, 2003). Many hospitality researchers and practitioners have pointed out a list of features that are essential to a website. As the “king” dimension for every website (Xiong, Cobanoglu, Cummings, & DeMicco, 2009), a number of hospitality research efforts have been made to analyze website content. A part of this increased attention could be attributed to the recognition that website content has a paramount impact on hotel sales performance (Musante, Bojanic, & Zhang, 2009) and reputation of a hotel (Law, Ho, & Cheung, 2004). Considering the significance of website content in hotel revenue generation, Chung and Law (2003) conducted a research study to measure the content of Hong Kong hotel websites and proposed a hotel website functionality performance evaluation model with the help from hotel managers.

Though the applicability of model proposed by Chung and Law (2003) was useful, its generalizability is somewhat limited because the model was proposed based on only hotel managers’ views. Mich, Franch, and Cilione (2003) advocated the consideration of stakeholders’ views within evaluations as stakeholders vary according to the reason for evaluation. Law (2005) and Sigala (2011a) augmented that a hotel website is an end result reflecting various stakeholders including hotel customers as users, hotel managers

and IT professionals as administrators. Based on their suggestions, it is vital to examine all stakeholders' perceptions since these views determine the ultimate success of a website (Werthner & Klein, 1999). In the conclusion of their study, Chung and Law (2003) also recommended future study incorporates customers' opinions into the model for website analysis because customers are those who actually determine the eventual success of the sites. Although subsequent researchers have attempted to modify the model by adding or eliminating dimensions and attributes, the findings of their studies were still lack of the direct involvement of all website stakeholders (Law & Cheung, 2005; 2006; Law & Chung, 2003; Law, Ho, & Cheung, 2004; Law & Hsu, 2005, 2006; Liang & Law, 2003; Ma, Law, & Ye, 2008; Qi, Law, & Buhalis, 2009; Rong, Li, & Law, 2009; Zafiropoulos & Vrana, 2006). In other words, the answer to the research question of "How website stakeholders perceive the importance of hotel website functionality dimensions and attributes?" is largely unknown.

Hotel websites are primarily built for both hotel customers and hotel practitioners (Law, Qi, & Buhalis, 2010). A holistic approach incorporating both customers' views along with managers' views in the evaluation model development process is, therefore, recommended. Besides, as a bridge between non-technical hotel managers and technical computing experts, Law and Jogaratnam (2005) claimed that IT professionals should also be included in business decision making as they possess the management know-how and technical expertise. To more accurately represent stakeholders' perception, this research made the first attempt to examine the perceived importance of hotel website functionality dimensions and attributes from the perspectives of website stakeholders.

On the other hand, Waller (2003) argued that businesses have to consider the current stage of website development for their websites. Technological development and website features have changed rapidly in the past few years. The website features that was once desirable may now be outdated (Stringam & Gerdes, 2010). Similarly, with the development of ICTs are constantly evolving with every passing day, the website evaluation model that was originally proposed in prior studies does not suffice to capture the ICT development in the present era. Gilbert, Powell-Perry, and Widijoso (1999) noted successful websites must be dynamic to keep pace with the ever-changing interests of both users and administrators. Nowadays, hotel customers are becoming more interested in the opinions of other travelers on social media and wary of accepting advice from traditional media. Hence, hotel managers become to utilize social media in order to increase their online presence, engage existing customers, and subsequently lead to greater online revenues. In view of the strong demand from both customers and practitioners, the features of hotel websites have been changed by integrating prevalent social media applications. Given the features in the hotel websites were changed, the attributes and dimensions of the model proposed by Chung and Law (2003) and prior studies appear to be incomplete and incomprehensive at present. Since users' expectations and innovations in Internet technology have been evolving over time, the existing frameworks and instruments are not capable of effectively evaluating some of these features.

1.5 Research objectives

The dynamic nature of electronic content requires continuous modification of evaluation framework and evaluations in regular intervals, in order to ensure that online effort are as effective as possible. As customers increasingly use various social media applications to make travel arrangement, hoteliers have exploited and incorporated social media on their websites to connect with customers. Despite the proliferation of integrating social media into hotel website content, social media and their related applications are not included in the current functionality performance evaluation model. In view of the absence of website evaluation studies integrating social media applications and involving the perceptions of all stakeholders (i.e., hotel customers, hotel managers, and IT professionals), this research proposes a modified hotel website functionality performance evaluation model by integrating social media into the assessment along with all stakeholders' perspectives. More specifically, the objectives of this research are:

- 1) to examine social media applications on hotel websites;
- 2) to integrate social media applications and develop a new conceptual framework for evaluating hotel websites comprising website stakeholders' perspective;
- 3) to evaluate the performance of hotel websites in Hong Kong by utilizing the framework developed in this study; and
- 4) to provide managerial implications and suggest recommendations for hoteliers to improve the usefulness of their websites.

1.6 Significance of the study

With the rapid progressing of information and communication technologies, the hospitality industry is experiencing an increasing use of social media for marketing and distribution. In spite of the increasing investment in the development of social media on hotel websites (Fuchs, Scholochov, & Höpken, 2009; Leung, Lee, & Law, 2011), the formulation of a modified hotel website functionality performance evaluation model continues to be absent. Given the ever-increasing impact of social media on hospitality and tourism planning, research findings in the current study would benefit both hospitality researchers and hotel practitioners.

1.6.1 Theoretical contribution

Though there is a substantial body of hospitality studies on the evaluation of website functionality by modifying Chung and Law's (2003) model, no prior studies integrated and examined the importance of social media applications. From an academic perspective, this study improves the model in a couple of aspects. First, as the Internet technology continues to evolve, hotels frequently modify their websites by adding more features and services. As such, the attributes identified in previous studies may no longer be comprehensive. Hence, the proposed model would be one that contributes to a more complete and up-to-date set of hotel website evaluation criteria as this research takes the initial attempt to integrate the prevalent social media in hotel website evaluation. Besides, as the model development in previous studies was merely based on hotel practitioners and / or hotel customers, findings of this study would fill the gap by constructing an updated

and all-rounded set of evaluation criteria and numerically evaluating the performance of hotel websites in the context of the websites' information richness from all the website stakeholders' perspective (i.e., hotel customers, hotel managers and IT professionals) rather than some of them.

1.6.2 Managerial contribution

The ultimate goal of setting up a business website is for profit making. However, customers' purchasing decision making on the website largely depends on the level of satisfaction that customers feel toward the website. The availability of needed information is one of the necessary conditions for satisfaction determination. In other words, providing sufficient and appropriate contents on a hotel website is positively associated with revenue generation. Since website functionality is a critical factor of website usefulness and business performance (Lu & Yeung, 1998; Jeong, Oh, & Gregoire, 2003), hotels should be mindful of improving their website performance in order to sustain its competitiveness. Hence, findings from this study would present hotel practitioners with a clearer picture of what stakeholders need and how they perceive their websites relative to their competitors. Moreover, the empirical result would shed some light on the fundamental deficiencies that hotel websites generally have, so that hoteliers can efficiently utilize their limited resources on website development. Utilizing the modified model developed in this study, website developers and hotel practitioners can have a set of standards to benchmark according to the needs of stakeholders.

1.7 Glossary

To facilitate reading and understanding, a glossary of key terminologies is provided:

Social media refers to a group of Internet-based applications that builds on the ideological and technological foundation of Web 2.0, which allow the creation and exchange of user-generated content (Kaplan & Haenlein, 2010). Different from content provided by marketers and suppliers, social media are produced by and shared among consumers.

Website functionality refers to the richness of information provision of a website about the hotel's products and / or services (Chung & Law, 2003; Liang & Law, 2003). This terminology represents whether the web application provides sufficient information about the products and / or services being promoted.

Website stakeholders represent a group of persons who affect or can be affected by the website (Sigala, 2011a). They include both website users (i.e., hotel customers) and website administrators (i.e., hotel managers and IT professionals)

Website usability refers to how easily a user can interact with a web application to accomplish the task (Benbunan-Fich, 2001). This terminology represents what extent a

website is efficient and enjoyable to use for its products and / or services being promoted (Au Yeung & Law, 2006).

Website usefulness refers to whether a web application would be helpful to the users in accomplishing its intended purposes (Lu & Yeung, 1998). It represents the issue of whether a hypermedia system can achieve its dedicated goal.

1.8 Chapter summary

This chapter presents the development of Internet technology and social media with their significant contribution to the tourism and hospitality industry. Among the growing body of literature on hotel website functionality performance evaluation, none, if any, of them has integrated social media applications and incorporated the viewpoints from all website stakeholders. Monitoring the usefulness of website on a continuous basis and in a comprehensive way is crucial in ensuring their competitiveness. Hence, more exploration on this topic is desperately needed and the modified evaluation developed in this study should suffice to serve benchmarking in the latest competitive hotel business. After introducing the background and rationale of the study, the subsequent chapter presents a more thorough discussion of the literature pertinent to Internet technologies, website evaluation as well as social media, after which a proposed conceptual framework of measuring hotel website functionality performance is presented.

CHAPTER 2 LITERATURE REVIEW

The review of literature related to the study is divided into the following sections of: (2.1) Internet technologies in tourism and hospitality; (2.2) Website evaluation; (2.3) Website evaluation in tourism and hospitality, (2.4) Social media, (2.5) Conceptual framework and (2.6) Chapter summary. Research on social media was primarily limited in academic peer-reviewed literature. Thus, the literature review in Section 2.4 is descriptive of social media and Web 2.0 applications rather than analytic in this study. After reviewing and analyzing the literature pertinent to the above topics, the modified hotel website evaluation model proposed in this study would be presented in Section 2.5. Lastly, Section 2.6 would summarize the content in this chapter and briefly introduced the flow of the methodology chapter.

2.1 Internet technology in tourism and hospitality

2.1.1 History and development of Internet technology

With an ever-increasing number of businesses has established websites for publicizing and selling their products and services, the Internet has now been recognized as a powerful information exchange and marketing channel in the 21st century. Over the past few years, the literature is replete with accounts about organizations from various types and sizes integrating Internet technology into their operation. Indeed, this new e-evolution is not only driving the global economies but also transforming societies into

knowledge-based economies all over the world. Despite the prominent contribution of Internet technology to business performance and company competitiveness, the Internet was, however, not originally designed for business functions. According to Leiner and his colleagues (2009), the Internet began in the late 1960s as a United States Defense Advanced Research Project Agency (DARPA) defense experiment. Its major function was to link remote government computers into a network capable of communication and data retrieval during a nuclear war (Murphy, Forrest, Wotring, & Brymer, 1996). Though the Internet was initially designed for national defense, this technology quickly gained its popularity among private and other public organizations since 1970s. Starting from 1970s, more and various types of organizations, such as universities, government departments and research institutes, joined developing their networks for collaboration and information sharing (Kasavana, 1997). With the improvements of telecommunication networking technologies since 1980s, the networks were allowed to communicate with each other and the Internet became a global “network of networks” (Law & Chen, 2000; Liu, 2000; O’Connor, 1999).

The Internet with the function of offering two-way communications is more likely to improve the quality of business transactions and services. Adding with the capability of extending the firm’s marketing reach to the global marketplace (Perdue, 2001), by now, the Internet has been developed as a principal channel for the commercialization of products conventionally sold through traditional outlets. According to a report from the Forrester Research, the volume of online retailing will grow from USD 172 billion to USD 329 billion in 2010 (Hernández, Jiménez, & José Martín, 2009). Given the

development of e-commerce is progressing extremely rapid on a global scale, companies in all industries, including tourism and hospitality industry, are rushing to set up their sites to conduct business (Murphy, Forrest, Wotring, & Brymer, 1996).

Since the 1990s, the Internet in general and the World Wide Web in particular have an unprecedented effect on the economy. To remain competitive and capture the lucrative online business, many businesses have established their own websites for promoting and selling their products and services online. Commercial website development starts with a simple design and evolves over time with the addition of more functionality as businesses gain experience with Internet technologies (Timmers, 1998). The least sophisticated and probably the most common type of websites is the brochure style website that advertises by displaying products online or describing services (Green, 2000). It provides the same generic information to every website browser instead of providing unique information that is customized to the users' specific requirements. With the rapid technological improvement, businesses move from a static Internet presence to a dynamic site by increasing the levels of interactivity in information management (Timmers, 1998). In addition to serving as a strategic information center, businesses are experimenting with selling products and services online. Amazon (<http://www.amazon.com>) is one of the major websites selling books and magazines solely on the web. A famous example in tourism is Expedia (<http://www.expedia.com>) selling flights, accommodations and renting cars online. As customers have been increasingly using the Internet to make transactions, this mode of business is expected to flourish in this era (Buhalis, 2003). It is evident that the Internet has come of age with the informatics aspects being augmented

with interaction and reservation. Roney and Ozturan (2006) even posited that the advent of the Internet started a new era of information transmission and revolutionized the entire range of business transactions.

2.1.2 Importance of Internet technologies in tourism and hospitality

Travel and tourism is the Internet's second largest application area after computer technology (Sheldon, 1997). Indeed, the tourism industry is particularly suitable for the adoption of the Internet because it is an information-intensive industry with a highly segmented structure (Roney & Ozturan, 2006). As "information is the lifeblood of the travel and tourism industry" (Sheldon, 1993, p. 633), the Internet has been a catalyst of empowerment as travelers are able to exploit more transparent pricing structures and product offerings. Besides having direct access to a much greater wealth of information in the electronic space, the Internet benefits prospective travelers from communicating directly with travel suppliers to request information and to customize their combination of products and services without time and geographical constraints (O'Connor & Frew, 2004; Toms & Taves, 2004). Law (2000) also noted that travel and tourism information search on the Internet is obviously more advantageous than doing that in the traditional way.

In addition to be a source of information by which travelers access, the Internet is changing the tourism and hospitality industry, especially in how marketing is done. Bonn, Furr, and Susskind (1998) suggested that one of the benefits that the Internet offers is its

economical global accessibility. Tim Berners-Lee, the director of World Wide Web Consortium, noted, “The power of the Web is in its universality” (World Wide Web Consortium, 2010). Comparing with all other communication channels, there is no other media like the Internet with the potential of reaching such an enormous number of people. Buhalis (1998; 2003) argued that reaching worldwide customers in a cost effective way allows organizations to engage in a direct dialogue with consumers. As the tourism business continues its globalization process, Internet marketing is an affordable and efficient channel to extend the tourism organization’s marketing reach to the national and even international marketplace (Kline, Morrison, & St. John, 2004).

Bonn, Furr, and Susskind (1998) as well as Morrison, Taylor, Morrison, and Morrison (1999) have found that Internet marketing is well suited for hospitality-related products and services because of its unique characteristics. Since hospitality products and services are high-priced and high-involvement items that are purchased less frequently than inexpensive items, it could be anticipated that customers would be more interested in receiving greater amounts of information about hospitality products to aid their decision-making process. Moreover, hotel accommodations and other tourism products are intangible in nature that customers cannot anticipate to sample. In marketing principle, a website provides a great opportunity to tangibilize the offerings for the browsers (Kline, Morrison, & St. John, 2004). Hence, the Internet is an effective means of providing description of the products and services. Due to the distinctive high-priced, high-involvement and well-differentiated characteristics of hospitality products and services,

most hospitality organizations have embraced Internet marketing in their marketing mixes.

Wang and Fesenmaier (2006) argued that a successful Internet marketing strategy requires the integration and coordination of website features, promotion techniques and customer relationship management programs. Integrating Internet technologies with relationship marketing could help tourism organizations and destinations maintain competitiveness and improve the management of business relationships with customers (Alvarez, Diaz Martin, & Casielles, 2007). In view of the tremendous advantages the Internet offers in marketing, Gerry McGovern (1999), President of NUA Internet Surveys, claimed that the Internet is the channel that will make a company stronger.

Besides offering a revolutionary marketing tool, the Internet has dramatically changed the hospitality industry's distribution mode (Bender, Partlow, & Roth, 2008; Powley, Cobanoglu, & Cummings, 2004). In the past, the Internet was seen as an alternative to the traditional forms of hotel distribution, but now, the Internet is the primary form of distribution (Shoemaker, Lewis, & Yesawich, 2007). A research study conducted by the Pew Internet & American Life Project (2010) indicated that the percentage of American travelers who purchased travel products online increased by 136% between 2000 and 2010. Harteveldt, Stark, Sehgal, and van Geldern (2009) also found that more leisure travel in the United States purchased online than offline channels. Law and Hsu (2006) as well as Phau and Poon (2000) found hospitality products are mostly suitable for online

selling. In the pre-Internet era, hotel suppliers had no other choice but to use intermediaries, such as travel agents and tour operators, for their distribution functions. The advent of the Internet enables hotel companies to be able to distribute their products through a very wide range of channels (O'Connor & Frew, 2002). Starkov and Price (2003) categorized online distribution channels into three types: the merchant model, commissionable model, and opaque model. In a merchant model, hotel and tourism suppliers assign inventory to intermediate websites that mark up the rates and then sell the products without receiving any commission. In contrast, in a commissionable model, suppliers pay the agents a certain percentage of commission for selling their products. In an opaque model, consumers purchase products by stating their preferred rate and service quality without knowing the brand until the actual payment is made. The popularity of these online channels revealed that the Internet had transformed the distribution function to an electronic marketplace, and it propels the re-engineering of the entire process of producing and delivering hospitality and tourism products in order to maximize the value-added provided to individual consumers (Buhalis, 1998; 2003).

Apart from the provision of additional options for selling products and services to prospective travelers, O'Connor (2004) as well as Wilson and Abel (2002) suggested that tourism suppliers can enjoy the benefits of lower distribution costs, a less competitive environment and higher revenues over the Internet. Despite the significant contribution of employing third-party online channels in marketing and distribution, hoteliers have realized that hotel's own websites could generate the largest profit among various online and offline channels (O'Connor & Frew, 2004; Shellum, 2004). It is estimated that the

cost of a direct booking from a hotel website is as low as USD 3, while reservation via a call center costs a minimum of USD 9. Hence, apart from using various online channels to distribute their rooms, many international hotels have setup their own websites for information dissemination and product distribution (O'Connor & Frew, 2004). By providing effective tools for tourism suppliers to publicize, manage and distribute their offerings worldwide, many academic researchers stated that marketing and distribution are the beneficiaries of the Internet to the tourism and hospitality industry (Buhalis & Spada, 2000; O'Connor & Frew, 2002; Weeks & Crouch, 1999).

While the positive impacts of the Internet including more effective distribution channels (Carroll & Siguaw, 2003; O'Connor & Frew, 2004) and disintermediation (Buick, 2003; Tse, 2003) are widely recognized, the Internet also has negative impacts on the industry. In the electronic space, pricing has become transparent and modern travelers have learnt to use the power of networks to book a room at one price, shop for a better price, and then cancel and rebook (Enz, 2003). As customers have learnt from the industry that they can get a better price by not going directly to the hotel, this might pose the risk to hotel revenues because hotels might lose the control of room distribution (Enz, 2003; O'Connor & Frew, 2004). On the other hand, O'Connor (2003b) found that many large hotel chains distributed rooms and offered multiple rates on their websites and third party channels. The existence of multiple rates might drive online price competition in the industry, and this might subsequently affect the customer loyalty to the companies (O'Connor & Frew, 2004). All in all, the tremendous growth of Internet technology poses both opportunities and threats for the tourism and hospitality industry.

2.2 Website evaluation

2.2.1 Importance of website evaluation

Ever since the introduction of the Internet and its associated business applications, the management have been fascinated with the potential benefits that the technology can bring to their business. Apparently, the economic logic of e-commerce is a momentum driving an increasing number of companies setting up commercial websites. Though the number of business websites has grown rapidly during the past decade and the competition in the online space has become more intensive, Avouris, Tselios, Fidas, and Papachristos (2003) found that the evaluation of a website is often overlooked during the fast-paced development process.

As investments in information technology related projects tend to be substantial and users' expectations continue to change, the accurate measurement of its characteristics and usefulness is crucial to long-term success (Scharl, Wöber, & Bauer, 2003). From general management perspective, Kline, Morrison, and St. John (2004) suggested the website usefulness is a reflection of the hoteliers' ability to maintain the property. If the company website is well maintained, one can assume that the property is also well-managed, and vice versa. This issue is more important as the website gradually becomes a major platform for information dissemination and business transaction. Given modern consumers' heavy reliance on the Internet for researching and purchasing goods and

services, a company's website is now a critical element that determines the competitive advantage (Musante, Bojanic, & Zhang, 2009). However, with more than millions of websites in the electronic space, attracting and retaining customers' ongoing patronage on the website has become more difficult (Barnes & Cumby, 2002). Due to its crucial influence on company revenue and image, Morrison, Taylor, and Douglas (2004) stressed and advocated regular assessment of the website usefulness or performance over successive time periods.

As an important element of marketing mix, Tierney (2000) found that a destination website is a strategic platform to distribute destination products, reach people in distant locations, and provide less expensive means of communication. Therefore, regular evaluations of Convention Visitor Bureau website performance are needed to effectively facilitate continuous improvements in customer retention, return on investment and site performance against competitors. Tierney (2000) also added that the substantial investments in the setup and maintenance of websites, intense competitions in e-commerce, and increasing costs for advertising to potential buyers to a website made the evaluation of website effectiveness essential.

In the hotel context, Bai, Law, and Wen (2008) noted website quality is influential in driving traffic, making people stay, and eventually attracting people to purchase hotel accommodation and other tourism products online. To acquire and retain online customers in the present highly competitive hospitality industry, hoteliers must routinely

evaluate their websites to ensure that the sites are efficient, appropriate and useful to customers (Baloglu & Pekcan, 2006).

2.2.2 Websites usefulness, functionality and usability

Since the late 1990s, there has been a proliferation of published articles presenting different ways for businesses to use the Internet effectively and suggesting how commercial websites can be improved for their usefulness. Drawing on the empirical findings from Jeong and Lambert (2001), improving customers' perceived usefulness of hotel websites and maintaining their positive attitude toward hotel websites are the key factors to keep them using the sites. DeLone and McLean (2003) proposed an information system success model with six variables to examine the overall usefulness of a website. Within this model, system quality, service quality and information quality affect user satisfaction and system use, which in turn are antecedents of company revenue. To be specific, system quality refers to the perceived ability of a website to provide suitable functions in relation to user control. Service quality and information quality measures the overall support and the quality of information provided by the website respectively.

In a meta-analysis study of 153 academic research studies relating to tourism-related website evaluation, Park and Gretzel (2007) reported information quality is the most frequently examining key factor. Even applying the scientific methodological process comprising the Decision Making Trial and Evaluation Laboratory (DEMATEL),

Analytical Network Process (ANP), VlseKriterijumska Optimizacija I Kompromisno Resenje (VIKOR) and weight-variance analysis, Tsai, Chou, and Lai (2010) still found that information quality plays a predominant role in determining website usefulness. These evidences explain why examining information quality, or functionality, has long become a point of interest for researchers and industrial practitioners.

In the proposed framework for effective commercial website application (please refer to Figure 2.1 on page 32), Lu and Yeung (1998) stated that two major components that contribute to the usefulness of a website were functionality and usability. Functionality involves the provision of sufficient information on a website about product and services; whereas usability relates to issues of design like frame layout and background contrast (Lu & Yeung, 1998; van Schaik & Ling, 2001). In recent years, a substantial number of research studies in hospitality have highlighted the importance of website content (Cox & Koelzer, 2004; Murphy, Forrest, Wotring, & Brymer, 1996). One of the possible reasons for this attention is that customers' fundamental purposes for web activities are information acquisition and transactions (Jeong & Lambert, 2001; Lu, Lu, & Zhang, 2002). If a travel website does not provide the needed information, travelers will be dissatisfied and will turn to other websites. Quality and quantity of information are thus imperative in ecommerce environment.

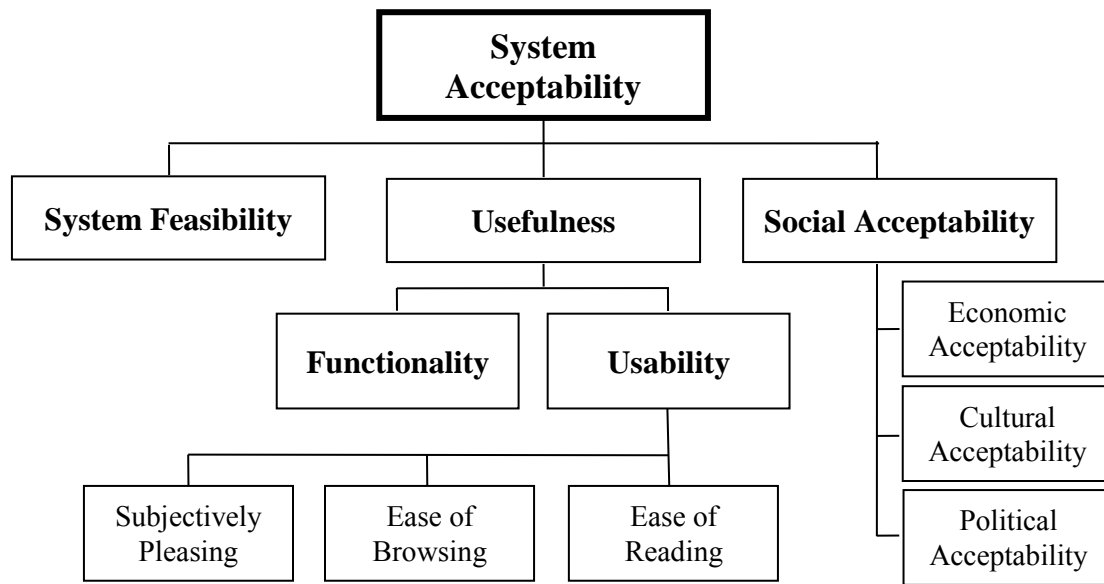


Figure 2.1 Framework for effective web application development

Source: Lu & Yeung (1998)

Jeong, Oh, and Gregoire (2003) found that website content and specifically information availability drive purchase-related behavioral intentions. Based on their findings, they concluded their study by claiming information satisfaction is a vital determinant of behavioral intentions and recommending lodging companies to incorporate sufficient information to their websites. As website content is able to attract e-browsers to become e-buyers by raising their awareness, many scholars argued that comprehensiveness, uniqueness, accuracy and entertainment value as well as timeliness of information will increase customers' likelihood of the shopping experience (Aladwani & Palvia, 2002; Barnes & Vidgen, 2001; Phau & Poon, 2000). Since well-designed hotel websites with useful information and extra benefits can help increase the sales volume and improve the

reputation of a hotel (Chung & Law, 2003), a continuous effort to examine the extent of information richness of hotel websites is needed.

2.3 Website evaluation in tourism and hospitality

As the dependency on web applications as both an information-seeking and an e-commerce tool increases, evaluation of hotel and tourism-related website performance has been a growing concern among tourism and hospitality researchers since late 1990s. Website evaluation studies for the tourism and hospitality industry encompass airline (Benckendorff, 2006; Harison & Boonstra, 2008; Law & Leung, 2000; Shchiglik & Barnes, 2004), state tourism offices (Lee, Cai, & O'Leary, 2006; Tierney, 2000), destination management organizations (Doolin, Burgess, & Cooper, 2002; Douglas & Mills, 2004; Qi, Law, & Buhalis, 2008) and lodging industries (Baloglu & Pekcan, 2006; Gilbert, Powell-Perry, & Widijoso, 1999; Gilbert & Powell-Perry, 2003; Gupta, Jones, & Coleman, 2004; Morrison, Taylor, Morrison, & Morrison, 1999; Musante, Bojanic, & Zhang, 2009). Law, Qi, and Buhalis (2010) reviewed and provided a comprehensive overview of the historical development of website evaluation studies related to framework establishment and evaluation. In general, website evaluation studies included conceptual discussions on what should be evaluated and how to do it. Besides, there are other studies that develop criteria specifically for websites in a particular industry (please refer to Figure 2.2 on page 34).

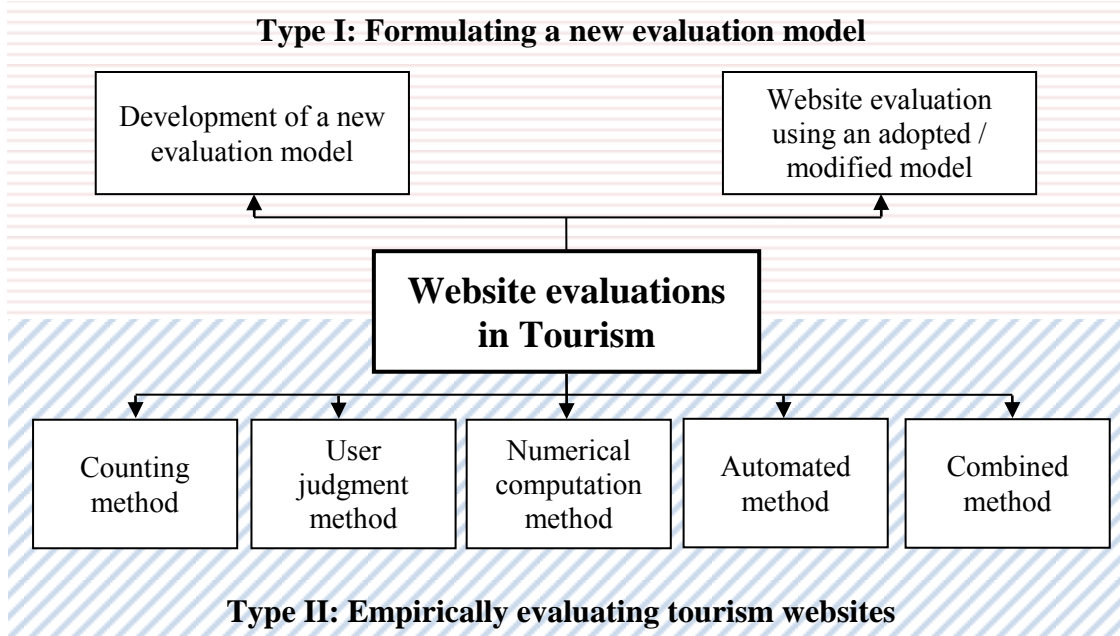


Figure 2.2 Methodological approaches for the evaluation of tourism websites

Source: Law, Qi, and Buhalis (2010)

2.3.1 Methodological approaches adopted in tourism and hospitality website evaluation

Morrison, Taylor, and Douglas (2004) stated that the evaluation of website performance in the tourism and hospitality literature lacked a unified standard. As a new research area, there is no absolutely right or wrong methodological approach, nor a standard approach for all sectors in the industry. Though various approaches were explored and developed by researchers aiming at analyzing website features and designing evaluation benchmarks (Stepchenkov, Tang, Jang, Kirilenko, & Morrison, 2009), tourism and hotel website evaluation studies could generally be divided into two main categories, which are “development of a new evaluation model / instrument” and “website evaluation using an adopted or modified model / instrument” (Law, Qi, & Buhalis, 2010).

2.3.1.1 Development of a new evaluation model / instrument

The instrument development studies aimed to elaborate a new approach to tourist website evaluation. In general, information for website measurement and evaluation was collected in two ways. Adapting the measurement attributes from the literature and then categorized them into several dimensions is one of the practical approaches. Ho and Lee (2007) conducted a comprehensive review and collected a list of attributes for measuring e-travel service. Drawing on the findings from exploratory factor analysis on 289 e-travel service purchasers, these attributes were then categorized into five dimensions, namely website functionality, responsiveness and fulfillment, customer relationships, information quality and security. Another approach to develop evaluation measurement was to collect suggestions from consumers, suppliers and researchers. For instance, Jung and Baker (1998) attempted to develop a framework to evaluate the market effectiveness of the World Wide Web in National Tourism Organizations (NTO) from suppliers' perspective. A questionnaire was used to collect the views of NTO suppliers, and the results indicated that most NTO suppliers perceived website as an effective marketing medium. Buhalis and Spada (2000) also developed a list of success factors of destination management systems by collecting the opinions from researchers, suppliers and consumers.

2.3.1.2 Website evaluation using an adopted or modified model / instrument

As presented in Figure 2.2 on page 34, prior studies using an adopted or modified existing model to evaluate selected websites can be further subcategorized into five segments based on the evaluation methods. Counting methods are frequently used for

evaluating the level of information richness of a website. Some studies have evaluated websites using only the counting method. Harnessing the counting method on airlines' online reservation services on the Internet, Law and Leung (2000) found there were significant discrepancies in information among airlines in North America, Europe and Middle East, as well as Asia and Australia in terms of the website attributes and service provided to travelers. Law and Leung (2002) replicated the methodological approach and analyzed the content of travel websites in terms of hotel reservation services that could be useful to online travelers. The empirical findings suggested that North American-based travel websites generally provided more comprehensive information and features than their Asian-based travel counterparts did. In the hotel context, Murphy, Forrest, Wotring, and Brymer (1996) successfully developed a set of evaluation criteria via counting features found on hotel websites. Baloglu and Pekcan (2006) conducted another study that analyzed website content in terms of design characteristics and Internet marketing practices. The counting method can identify the existence of certain website features. This approach, however, was unable to develop a strategic framework for website evaluation as binary variables (i.e., Yes or No) cannot express the performance of each criterion (Chiou, Lin, & Perng, 2010).

Prior studies adopting user judgment methods mainly evaluated user satisfaction or perceptions (Law, Qi, & Buhalis, 2010). Lu, Lu, and Zhang (2002) evaluated information content, ease of use, and functionality of China-based tourism websites from the perspective of users in Mainland China. Acknowledging the impact of different cultural and geographical backgrounds on website evaluation, Liang and Law (2003) modified

Chung and Law's (2003) model and evaluated the hotel websites in China by evaluators with the same cultural background. The flexibility of employing any combinations of academics, industry practitioners and customers is the inherent advantage of judgment methods. In contrast to judgment methods, automated methods involve the evaluation of websites using automatic systems or software only. Wöber (2003) applied content mining and Web usage tools for the development of inter-regional tourism portals. Chan and Law (2006) adopted the Automatic Website Evaluation System (AWES) to examine the usability characteristics of 61 Hong Kong hotel websites, and the results showed that hotel websites usually emphasized functions over design. While user judgment and automated methods are able to provide implications, Law, Qi, and Buhalis (2010) found that user judgment mainly examines user satisfaction and may not provide a clear picture of overall website performance; whereas automated methods are subject to the limitation of lacking website user involvement.

Numerical computation methods utilize mathematical functions to assess tourism website performance. In Chung and Law's (2003) study on evaluating the functionality performance of Hong Kong hotel websites, the overall functionality performance was calculated applying a mathematical computation approach that combined the importance of each attribute based on input from hotel managers. Law (2005; 2007) used different fuzzy mathematical models for the evaluation of hotel and travel websites. Since each methodological approach has its own advantages and limitations, some researchers have used different combinations of methods to generate more insights. Choi, Lehto, and Morrison (2007) applied data mining techniques for website multimedia quality testing,

but the performance evaluation was combined with expert input. While a numerical computation method appears to be a more advanced approach by using a mathematical calculation process to produce numeric scores for performance evaluation, the weakness of this approach is the complicated process involved, which may be difficult for users to comprehend.

Symons (1991, p. 208) defines evaluation as “a process incorporating understanding, assessment and sometimes measurement of some sort against a set of criteria”. Though many researchers posited that there is no unified attributes, approaches and standard for website evaluation (Doolin, Burgess, & Cooper, 2002; Ip, Law, & Lee, 2011; Law, 2007; Law, Qi, & Buhalis, 2010), as noted by Morrison, Taylor, and Douglas (2004), the numerical computation approach appears to be promising since it is measurable, repeatable, and can be used to form a long-term strategy. Law, Qi, and Buhalis (2010) advocated that a numerical computation method appears to be a more advanced approach, since the numeric scores can assist practitioners to evaluate the website in a continuous way. As suggested by previous researchers, in this study, numerical computation was adopted to determine functionality performance of Hong Kong hotel websites.

2.3.2 Stakeholders involved in tourism and hospitality website evaluation

Though the hotel or tourism-related websites are opened and available for worldwide Internet users, hotel and tourism-related websites are particularly useful to hotel suppliers and potential customers for information dissemination, communication and online

purchasing (Buhalis, 2003). Hence, regardless of developing a new evaluation model or empirically assessing the performance of tourism and hospitality websites, opinions of managers and / or consumers have been normally counted in prior studies for evaluation. Traditionally, the evaluation of tourism websites is based on expert opinion (Buhalis & Spada, 2000, Chung & Law, 2003; Jung & Butler, 2000). Amento, Terveen, and Hill (2000) stated that the quality of a website is a matter of human judgment of which site organization and layout as well as quantity and uniqueness of information are major factors influencing the customers' usage and retention. Since the experts can provide professional knowledge and experiences to evaluate websites, expert assessment, usually the industrial practitioners, is frequently employed in prior studies (Lu, Deng, & Wang, 2007). However, it is worth noticing that hotel or tourism websites are for potential customers to search and make online reservations in a more convenient way (Ody, 2000). The exclusion of customers' views in the website evaluation process of these studies might limit its generalizability.

Hence, while expert evaluations are valuable and indispensable in website assessment as they can ensure the validity and reliability of the instruments (Bauernfeind & Mitsche, 2008; Law, Qi, & Buhalis, 2010), a successful website should take customers' interest and participation into consideration since they are the primary website users (Doolin, Burgess, & Cooper, 2002). Bell and Tang (1998) also noted that knowing what customers want to access and their expectations are crucial when starting to consider the feasibility of developing the Internet for a business. Thus, different from merely consulting the views from industrial practitioners, Law and Cheung (2005) utilized the input from

international visitors to Hong Kong to develop a weighing model of hotel website dimensions and attributes. Similarly, Law and Hsu (2005; 2006) used travelers' opinions to investigate the perceived importance of dimensions and attributes of hotel websites.

Law, Qi, and Buhalis (2010) as well as Werthner and Klein (1999) concluded their study by saying that tourism and hospitality websites are primarily built for both consumers and industrial practitioners. Hence, seeking the views of consumers and industrial practitioners remain important as these groups are the ultimate administrators and users of tourism websites. Besides, Law (2005) and Sigala (2011a) noted a hotel website is an end result reflecting various stakeholders including hotel customers as users, hotel managers and IT professionals as administrators. It is thus vital to examine all stakeholders' perceptions because these views determine the ultimate success of a website (Werthner & Klein, 1999). However, as shown in Table 2.1 on pages 40 to 42, there is a limited number of tourism and hospitality website evaluation studies incorporating all these three groups of population into the assessments.

Table 2.1 Stakeholders involved in previous tourism and hospitality website evaluation studies

Author(s) (Year)	Managers / Practitioners	Customers	IT Professionals	Researchers
Murphy, Forrest, & Wotring (1996)	•			
Murphy, Forrest, Wotring, & Brymer (1996)				•
van der Pijl, Haperen, Slikker, & Smits (1996)	•	•		

Cano & Prentice (1998)			•	
Jung & Baker (1998)	•			•
Frew (1999)				•
Gilbert, Powell-Perry, & Widijoso (1999)	•			
Morrison, Taylor, Morrison, & Morrison (1999)				•
Benckendorff & Black (2000)	•			
Buhalis & Spada (2000)	•	•		•
Kaynama & Black (2000)	•			
Tierney (2000)		•		
Blum & Fallon (2001)		•		
Jeong & Lambert (2001)		•		
McLemore & Mitchell (2001)		•		
Oertel, Thio, & Feil (2001)				•
Perdue (2001)		•		
Satitkit & Everett (2001)	•	•		
Aksu & Tarcan (2002)	•			•
Doolin, Burgess, & Cooper (2002)	•			
Fürsich & Robins (2002)				•
Jeong (2002)				•
Kim, Morrison, & Mills (2002)				•
Law & Leung (2002)				•
Lu, Lu, & Zhang (2002)		•		
Schegg, Steiner, Frey, & Murphy (2002)				•
Wan (2002)				•
Wöber, Scharl, Natter, & Taudes (2002)	•			
Chung & Law (2003)	•			
Huang & Law (2003)	•	•		
Jeong, Oh, & Gregoire (2003)		•		
Law & Chung (2003)	•			
Law & Wong (2003)		•		
Liang & Law (2003)		•		
Scharl, Wöber, & Bauer (2003)	•			
Au Yeung & Law (2004)	•	•	•	
Douglas & Mills (2004)				
Gupta, Jones, & Coleman (2004)	•			
Ham (2004)				
Kaplanidou & Vogt (2004)		•		
Law, Ho, & Cheung (2004)		•		
Shchiglik & Barnes (2004)		•		
Choi & Morrison (2005)				•

Law & Cheung (2005)	•			
Law & Hsu (2005)	•			
Law & Ngai (2005)	•			
Matzler, Pechlaner, Abfalter, & Walf (2005)	•			
Mich, Franch, & Martini (2005)				•
Zhou & DeSantis (2005)				•
Au Yeung & Law (2006)	•	•	•	
Chan & Law (2006)				•
Essawy (2006)		•		
Kaplanidou & Vogt (2006)	•	•		
Law & Cheung (2006)		•		
Law & Hsu (2006)		•		
Roney & Ozturan (2006)	•			
Zafiroopoulos & Vrana (2006)	•	•		
Choi, Lehto, & Morrison (2007)				•
Ho & Lee (2007)		•		
Law (2007)		•		
Lu, Deng, & Wang (2007)		•	•	
Park, Gretzel, & Sirakaya-Turk (2007)		•		
Bauernfeind & Mitsche (2008)				•
Bevanda, Grzinic, & Cervar (2008)		•		
Gretzel & Yoo (2008)		•		
Hanai & Oguchi (2008)		•		
Harison & Boonstra (2008)				•
Law, Qi, & Leung (2008)		•		
Ma, Law, & Ye (2008)		•		
Qi, Law, & Buhalis (2008)	•	•	•	
Schmidt, Cantallops, & dos Santos (2008)	•			•
Cheung & Law (2009)		•		
Hu (2009)		•		
Qi, Law, & Buhalis (2009)		•		
Rong, Li, & Law (2009)		•		
Stepchenkova, Tang, Jang, Kirilenko, & Morrison (2009)	•			
Xiong, Cobanoglu, Cummings, & DeMicco (2009)				•
Lee & Morrison (2010)		•		
Naoui, Yamada, Lijima, & Kumazawa (2010)		•		
Stringam & Gerdes (2010)		•		
Tsai, Chou, & Lai (2010)			•	
Berne, Garcia-Gonzalez, & Mugica (2011)	•			

As previous studies generally developed evaluation frameworks or empirically evaluated websites from either website users'' (Law & Cheung, 2005; 2006; Law & Hsu, 2005; 2006; Rong, Li, & Law, 2009) and / or website administrators'' perspective (Chung & Law, 2003; Law & Chung, 2003; Scharl, Wöber, & Bauer, 2003), they employed the opinions from one of these two groups only. Since a comprehensive evaluation framework should be applicable to all perspectives, both website users'' and administrators'' perceptions should be taken into consideration. In addition, it has been claimed by Law and Jogaratnam (2005) that it is necessary to include IT professionals in business decision making. Given IT professionals possess the management know-how and technical IT knowledge, they are able to provide advice to hotel managers on improving website usefulness. Simultaneously, they can communicate with technical computing experts on the business mission achieved by the websites. In view of the importance of IT professionals in website development, the perceptions of IT professionals are indispensable in the evaluation model development process.

Incorporating the views of hotel customers, hotel managers, and IT professionals remains important, as these groups are the ultimate administrators and users of hotel websites that can provide useful information to manage websites effectively and determine the website''s eventual success. Of all research pertinent to hospitality website evaluation (please refer to Table 2.1 on pages 40 to 42), Qi, Law, and Buhalis (2008) as well as Au Yeung and Law (2004; 2006) are the limited studies attempting to involve all stakeholders'' perception in the evaluation process. However, their works were related to the design or website usability perspective, another component determining the website

usefulness (Lu & Yeung, 1998). In view of absence of prior studies incorporating all website stakeholders' perception on information richness or website functionality perspective, this study is expected to fill in this void by comprising the opinions of hotel customers, hotel managers, and IT professionals for developing a modified hotel website functionality performance evaluation model.

2.3.3 Attributes adopted in hotel website functionality performance evaluation studies

Hoffman and Novak (1996) noted that the information quality of a company's website is proven to be crucial to create a positive image of the company and build an ongoing relationship with customers. Since travelers want to obtain accurate, timely, relevant and helpful information for their travel decision making, tourism suppliers should ensure that these key information attributes are incorporated into their company websites in order to gain a strategic advantage (Jeong & Lambert, 2001).

Similarly, hotel websites can attract customers to visit and be loyal if they offer accurate and complete travel information with convenient booking tools (Choi & Morrison, 2005). Considering content quality is one of the most important factors that travelers seek when booking through an online reservation site (Perdue, 2001; Ranganathan & Grandon, 2002), a number of research efforts in hospitality have highlighted the content of hotel websites. Murphy, Forrest, Wotring, and Brymer (1996) conducted a pioneer study to evaluate the content of 36 North American hotel websites. Based on the content analysis of 36 chain and free-standing hotel websites in the United States, the researchers

identified 32 features and placed them into four broad categories: promotion and marketing; interactivity; technology; and management. As the findings were limited to the geographical region (North America) and numbers of hotels (N=36) selected for analysis, Weeks and Crouch (1999) modified the evaluation criteria and examined the contents of Australian-based hospitality and tourism websites.

Adapting the approach used in Murphy et al.'s (1996) study, Weeks and Crouch (1999) slightly modified the evaluation features owing to the changes that have occurred on the Internet and increased scope of study. Consequently, 33 features were examined and categorized into the four categories identified by Murphy et al. (1996). After that, a total of 120 Australian company websites under six tourism sectors were analyzed. While the performance of accommodation sector sites by Weeks and Crouch (1999) was not as good as the findings as revealed by Murphy et al. (1996), the findings of Weeks and Crouch's (1999) study was able to provide the organizations with the current standards required for them to stand out against competitors. Despite the significant implications generated from Murphy et al. (1996) as well as Weeks and Crouch (1999), some evaluation criteria were duplicated and fell into two or even three dimensions. This might discount the generalizability of the findings.

Chung and Law (2003) developed a conceptual framework to quantitatively measure the functionality performance of hotel websites. With the help from hotel managers in ranking the dimensions and attributes according to their relative importance, this

framework consisted of 39 attributes grouped into five major hotel website dimensions, including facilities information, customer contact information, reservations information, surrounding area information, and management of website. The first dimension, facilities information, is for general description of hotel property and information of facilities and services that are available to customers. The second dimension, customer contact information, refers to the attributes that facilitate direct communications between a hotel and its customers. The third dimension, reservations information, is related to facilities and services that were available on the websites for online reservations. The fourth dimension, surrounding area information, is for information related to the nearby environment. The last dimension, website management, refers to whether a website could be maintained in an efficient and effective way for customers to access the relevant and up-to-date information. In addition to developing an evaluation model, the researchers utilized the proposed model and empirically evaluated the performance of luxurious, mid-priced, and budget hotel websites in another study (Law & Chung, 2003).

Despite the inclusion of major application of hotel websites like communication tool, marketing and distribution channel, the model proposed by Chung and Law (2003) has two major drawbacks. First, the assumption of equal variance among different dimensions and attributes makes the approach unable to quantify the variance between two dimensions or two attributes. Second, the ranking process was pursued out by hotel managers instead of customers. Inevitably, this might lead to a potentially biased outcome. In a subsequent study in the Chinese context, Liang and Law (2003) criticized and re-defined the features of the evaluation model proposed by Chung and Law (2003)

with the involvement of both hotel customers and hotel practitioners. In Liang and Law's (2003) work, four additional attributes were added to the original model on account of the difference in cultural background. The evaluation results demonstrated that the functionality performance of Chinese hotel websites was poor and no significant difference was found among the 3-Star, 4-Star and 5-Star hotels in China. Besides empirically evaluating the functionality performance of Chinese hotel websites, the findings in Liang and Law's (2003) study hint that the dimensions and related attributes proposed by Chung and Law (2003) can serve as the foundation of developing a modified hotel website functionality evaluation model.

On the basis of Chung and Law's (2003) model and input from 284 international travelers to Hong Kong, Law and Cheung (2005) developed a set of weights which can assist hotel practitioners determine the perceived importance of their website features. Though the same dimensions and attributes were analyzed in Chung and Law's (2003) as well as Law and Cheung's (2005) study, the findings from the latter one was different from the former one owing to the employment of different respondents. As shown in Table 2.2 on page 48, facilities information is perceived as the most important dimension from hotel managers' perspective. However, hotel customers perceived reservations information as the most important dimension during decision making. This verified the existence of different perceptions in functionality dimensions and attributes among different stakeholders. While Law and Cheung (2005) further confirmed the applicability of the evaluation model proposed by Chung and Law (2003), still, the weighing model cannot claim to be

comprehensive and generalizable because only the opinions of hotel customers were incorporated into the model development process.

Table 2.2 Relative importance of dimensions rated in Chung and Law's (2003) and Law and Cheung's (2005) study

	Chung and Law (2003)	Law and Cheung (2005)
Respondent group		
	Hotel managers	Hotel customers
Dimension		
D1: Reservations information	21.45% (2)	22.24% (1)
D2: Facilities information	30.58% (1)	21.70% (2)
D3: Customer contact information	19.42% (3)	20.81% (3)
D4: Surrounding area information	13.48%	18.76%
D5: Website management	15.07%	16.49%

Note:

(1) (2) (3) represents the most, the second most and the third most important dimensions.

In view of the absence of studies on comparing the importance of hotel website dimensions and attributes between online browsers and online purchasers, Law and Hsu (2006) conducted a research on identifying the difference between these two groups. As Nah (2003) recognized the problem of slow webpage download speed because of a large volume of webpage and increasing number of web users, Law and Hsu (2006) added "Website download time" as a new attribute on the basis of Chung and Law's (2003) model. While empirical findings indicated that there was no significant difference in most of the dimensions and attributes between online browsers and online purchasers, this study provides a theoretical implication that the evaluation criteria are evolving with the

technological environment. As such, researchers should continuously refine the evaluation model to reflect the customers' ongoing needs. Later, Ma, Law, and Ye (2008), Musante, Bojanic, and Zhang (2009), Qi, Law, and Buhalis (2009), Rong, Li, and Law (2009) as well as Zafiropoulos and Vrana (2006) further modified and confirmed the applicability of the dimensions and attributes in different studies (please refer to Table 2.3 on pages 50 to 55).

Apparently, all the above evaluations models were able to effectively evaluate the functionality performance of hotel websites in different contexts. However, as the development of ICTs is constantly evolving, there will continue be a need for ongoing research to evaluate users' expectation of the technologies. Though the modified evaluation model developed in the study might not be everlastingly applicable, as noted by Law and Cheung (2005), it is still worthwhile to redress the limitations existing models have and develop a modified model as the foundation for future research.

Table 2.3 Summary of attributes / features evaluated in previous hotel website functionality performance evaluation studies

	Murphy et al. (1996)	Weeks & Crouch (1999)	Gilbert & Powell-Perry (2003)	Chung & Law (2003)	Law & Chung (2003)	Liang & Law (2003)	Law, Ho, & Cheung (2004)	Law & Cheung (2005)	Law & Hsu (2005)	Law & Hsu (2006)	Zafropoulos & Vrana (2006)	Ma, Law, & Ye (2008)	Musante et al. (2009)	Qi, Law, & Buhais (2009)	Rong, Li, & Law (2009)
Dimension 1: Reservations information															
Room rates			•	•	•	•	•	•	•	•	•	•	•	•	•
Check rates and availability			•	•	•	•	•	•	•	•	•	•	•	•	•
Online / real time reservations	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Security payment systems	•	•		•	•	•	•	•	•	•		•	•		•
View or cancel reservations			•	•	•	•	•	•	•	•		•		•	•
Reservation policies				•	•	•	•	•	•	•		•			•
Check in and check out time				•	•	•	•	•	•	•		•			•
Worldwide reservations phone number				•	•	•	•	•	•	•		•			•
Payment options				•	•	•	•	•	•	•	•	•	•	•	•
Special request forms				•	•	•	•	•	•	•		•			•
Refund function														•	
Book products from a variety of distribution channels														•	
Price ranges of different products / services														•	
Online booking confirmation														•	
Gift certificate	•	•													
Privacy policy						•									
Offers											•				
Trip reward points / Miles											•				
Flight finder											•				
Rent a car online											•				
Customer profile			•												
Email reservation			•												
Online reservation form			•												
Cancellation policy												•			

Table 2.3 Continued

	Murphy et al. (1996)	Weeks & Crouch (1999)	Gilbert & Powell-Perry (2003)	Chung & Law (2003)	Law & Chung (2003)	Liang & Law (2003)	Law, Ho, & Cheung (2004)	Law & Cheung (2005)	Law & Hsu (2005)	Law & Hsu (2006)	Zafiroopoulos & Vrana (2006)	Ma, Law, & Ye (2008)	Musante et al. (2009)	Qi, Law, & Buhais (2009)	Rong, Li, & Law (2009)
Dimension 2: Facilities information															
Hotel location maps		•		•	•	•	•	•	•	•	•	•	•	•	•
Hotel facilities / features				•	•	•	•	•	•	•	•	•		•	•
Guest room facilities				•	•	•	•	•	•	•	•	•			•
Photos of hotel features				•	•	•	•	•	•	•	•	•			•
Hotel descriptions				•	•	•	•	•	•	•	•		•	•	•
Hotel promotions	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Restaurants / Dining facilities				•	•	•	•	•	•	•	•	•			•
Frequent guest programs	•	•	•	•	•	•	•	•	•	•		•			•
Virtual tours			•	•	•	•	•	•	•	•	•	•		•	•
Meeting facilities			•	•	•	•	•	•	•	•	•	•			•
Employment opportunities	•	•		•	•	•	•	•	•	•	•	•	•		•
Product warranty / legality														•	
Group promotion	•	•										•			
Business travel promotion	•	•													
Family or kids promotion	•	•													
Members special												•			
Activities / Entertainment												•			
Shops / Gifts												•			
Restaurant Promotion	•														
Online enrolment of loyalty program			•												
Account review			•												
Customer profile			•												
Rewards request			•												
Web offer			•												
Program / activities													•		

Table 2.3 Continued

	Murphy et al. (1996)	Weeks & Crouch (1999)	Gilbert & Powell-Perry (2003)	Chung & Law (2003)	Law & Chung (2003)	Liang & Law (2003)	Law, Ho, & Cheung (2004)	Law & Cheung (2005)	Law & Hsu (2005)	Law & Hsu (2006)	Zafiroopoulos & Vrana (2006)	Ma, Law, & Ye (2008)	Musante et al. (2009)	Qi, Law, & Buhais (2009)	Rong, Li, & Law (2009)
Dimension 3: Customer contact information															
Telephone number				•	•	•	•	•	•	•	•	•			•
Address				•	•	•	•	•	•	•	•	•		•	•
Email address	•	•	•	•	•	•	•	•	•	•	•	•	•		•
Contact person						•		•	•	•					•
Fax number				•	•	•	•	•	•	•	•	•			•
Frequent asked questions	•	•		•	•	•	•	•	•	•	•	•	•		•
Feedback form	•	•	•	•	•	•	•	•	•	•	•	•			•
Online forum	•	•		•	•	•	•	•	•	•		•	•		•
Contact information of hotel													•	•	
Employee web page														•	
Feedback of customers														•	
Comments or reply function for consumers' questions														•	
Direct email	•	•													
What's new / Press release				•	•	•	•					•			
Online customer service													•		
Logo / Brand name													•		
Surveys													•		
Claim form											•				

Table 2.3 Continued

	Murphy et al. (1996)	Weeks & Crouch (1999)	Gilbert & Powell-Perry (2003)	Chung & Law (2003)	Law & Chung (2003)	Liang & Law (2003)	Law, Ho, & Cheung (2004)	Law & Cheung (2005)	Law & Hsu (2005)	Law & Hsu (2006)	Zafiroopoulos & Vrana (2006)	Ma, Law, & Ye (2008)	Musante et al. (2009)	Qi, Law, & Buhais (2009)	Rong, Li, & Law (2009)
Dimension 4: Surrounding area information															
Transportation				•	•	•	•	•	•	•	•	•	•		•
Airport information				•	•	•	•	•	•	•		•			•
Main attractions of the city				•	•	•	•	•	•	•	•	•			•
General information about the city	•	•		•	•	•	•	•	•	•	•	•		•	•
Public holidays				•	•	•	•	•	•	•		•			•
Weather report											•			•	
Safety and security tips	•	•													
Calendar of events													•		
Testimonials / Awards											•		•		
Distances											•				
Restaurant / Dining facilities nearby											•				
Shopping facilities nearby											•				

Table 2.3 Continued

	Murphy et al. (1996)	Weeks & Crouch (1999)	Gilbert & Powell-Perry (2003)	Chung & Law (2003)	Law & Chung (2003)	Liang & Law (2003)	Law, Ho, & Cheung (2004)	Law & Cheung (2005)	Law & Hsu (2005)	Law & Hsu (2006)	Zafiroopoulos & Vrana (2006)	Ma, Law, & Ye (2008)	Musante et al. (2009)	Qi, Law, & Buhais (2009)	Rong, Li, & Law (2009)
Dimension 5:															
Website management															
Up-to-date information on the site		•		•	•	•	•	•	•	•		•		•	•
Multilingual site	•	•	•	•	•	•	•	•	•	•	•	•	•		•
Website download time									•	•					•
Site map		•	•	•	•	•	•	•	•	•	•	•			•
Search function	•	•		•	•	•	•	•	•	•	•	•	•		•
Links to other related businesses	•	•		•	•	•	•	•	•	•	•	•	•	•	•
Information credibility														•	
Speed of transactions														•	
Download / Print function	•	•									•			•	
Option for different browser versions														•	
Staff directory search														•	
Customized news report														•	
Newsletter	•	•	•								•		•	•	
Create / Modify personal profile														•	
Own URL	•	•													
What's new	•	•	•								•				
Audio	•	•													
Video	•	•													
List of all hotels	•	•									•				
Currency converter						•									
Multimedia						•							•	•	
Sign in											•				
Web designer											•				
Web host											•				
Terms of use											•				
E-shop											•				
Help button											•				

2.4 Social media

2.4.1 Social media and Web 2.0

Social media and Web 2.0 are two popular buzzwords as well as technological concepts, which introduced dramatic changes to business-to-business communication, business-to-customer communication, and customer-to-customer communication (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). While many people use the terms social media and Web 2.0 interchangeably, these concepts are closely related but different. According to Kaplan and Haenlein (2010, p. 61), social media refers to “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content.” Tom Truscott and Kim Ellis from Duke University had created the “Usenet” in 1980, a worldwide discussion system that allowed Internet users to post public messages. In spirit, the concept was very similar to social media today (Kaplan & Haenlein, 2009). With the growing availability of high-speed Internet access and the popularity of social networking sites like MySpace (<http://www.myspace.com>) and Facebook (<http://www.facebook.com>), the prominent contribution of social media was coined and widely acknowledged among the public.

Web 2.0 and user-generated content are two constructs that are usually named in conjunction with social media. User-generated content represents the various forms of media content that are publicly available and created by end-users. As an avenue to publish these media content, Web 2.0 features a set of web applications that facilitate

participatory information, interoperability, and collaboration on the World Wide Web. Also known as people-centric Web or participative Web, Web 2.0 is originally coined during a conference brainstorming session between O'Reilly and MediaLive International in 2004 (O'Reilly, 2007). There is only one World Wide Web, and Web 2.0 is not a new web but a convenient term reflecting the evolution of the web. It refers to a new wave of web-based services that have gained massive popularity by letting people collaborate and share information in previously unavailable ways (Reactive, 2007). The advent of Web 2.0 denotes the evolution of websites which incorporates a strong social component and encourages user-generated content into various formats (Cormode & Krishnamur, 2008). Based on the definitions of social media and Web 2.0, Beattie (2011) as well as Kaplan and Haenlein (2010) suggested social media has grown out of Web 2.0 since it extends the focus to the users by allowing to create and share content among their networks. In other words, Web 2.0 can be largely regarded as the embodiment of and also a collection of platforms for the evolution of social media.

2.4.2 Characteristics of Web 2.0

Ever since the introduction of Web 2.0, notable discrepancy exists regarding the definition of Web 2.0. Jones (2006) defined Web 2.0 as a set of websites that gets their value from the actions of users. O'Reilly (2005) defined it as a platform that is continually updated through new user content. While the definition of Web 2.0 are highly debatable, researchers normally recognized the definition as Web 2.0 is a business revolution of building applications and harnessing network effects to get better and more

people to use them (Mazurek, 2009; Musser & O'Reilly, 2006; Needleman, 2007). Web 2.0 does not have a fixed boundary but rather a set of characteristics for sites that adheres to one or more of the characteristics (Needleman, 2007). Future Exploration Network (2010) identified seven characteristics of Web 2.0, which are participation, standards, decentralization, openness, modularity, user control and identity (please refer to Table 2.4 below). He, Xu, Means, and Wang (2009) claimed that participation and collaboration are the key characteristics of Web 2.0, which often lead to collective intelligence emerging from the collaboration of many individuals.

Table 2.4 Characteristics of Web 2.0

Characteristics	Explanation
Participation	Every aspect of Web 2.0 is driven by participation. The transition to Web 2.0 was enabled by the emergence of platforms such as blogging, social networks, and free image and video uploading, that collaboratively allowed extremely easy content creation and sharing by anyone.
Standards	Standards provide an essential platform for Web 2.0 common interfaces for accessing content and applications are the glue that allow integration across the many elements of the emergent web.
Decentralization	Web 2.0 is decentralized in its architecture, participation and usage. Power and flexibility emerges from distributing applications and content over many computers and systems, rather than maintaining them on centralized systems.
Openness	The world of Web 2.0 has only becomes possible through a spirit of openness whereby developers and companies provide open, transparent access to their applications and content.
Modularity	Web 2.0 is the antithesis of the monolithic. It emerges from many, many components or modules that are designed to link and integrate with others, together building a whole that is greater than the sum of its parts.
Use control	A primary direction of Web 2.0 is for users to control the content they create, the data captured about their web activities, and their identity. This powerful trend is driven by the clear desires of participations.

Identity

Identity is a critical element of both Web 2.0 and the future direction of the internet. We can increasingly choose to represent our identities however we please across interactions, virtual worlds, and social networks. We can also own and verify our real identities in transactions if we choose.

Source: Future Exploration Network (2010)

Regardless of the debate over the definitions and principles of Web 2.0, Web 2.0 has become a new generation of person-to-person communication tools that emphasize online collaboration and sharing among users (Therapy, 2007). Moreover, the concept of “Web 2.0” has become very popular in both industry and academia. Different disciplines have used blogs, wikis, Really Simple Syndication, and other Web 2.0 technologies to enhance collaboration with users, and a few of new terms such as Enterprise 2.0 (McAfee, 2006), Business Intelligence 2.0 (Spotfire, 2006), E-learning 2.0 (Downes, 2005) and Library 2.0 (Casey, 2005) have been derived in the past several years.

The traditional web (Web 1.0) was defined as the first era of the Internet allowed Internet users to access millions of pages of information, and it focuses on the delivery of content. In contrast to Web 1.0, Web 2.0 denotes the paradigm shift that allows people to use it not just to access or publish information but to interact with each other (Griffiths, 2008). Due to their difference in nature, several researchers have identified the differences between Web 1.0 and Web 2.0 (please refer to Table 2.5 on pages 60 to 61). In general, the key difference between Web 1.0 and Web 2.0 is that content creators were few in Web 1.0 with the vast majority of users acting as consumers of content. In contrast, most Web 2.0 sites make the user a first class object in their system. Employing the AJAX

(Asynchronous JavaScript and XML) style programming, web pages become more responsive by exchanging small amounts of data with the server without reloading the entire web page each time. Adding the support from Adobe Flash and Adobe Flex to make interaction easier for the user, any participant can be a content creator in Web 2.0 and numerous applications have been created to maximize the potential for content creation. Hence, the participatory culture of Web 2.0 is meant to shift its users from being passive viewers to being active creators (Cormode & Krishnamur, 2008). Given the participation and collaboration characteristics of Web 2.0, it is important to note that human factors play a very important role because the success of the integration of Web 2.0 depends upon the active involvement of website users.

Table 2.5 Core differences of Web 1.0 and Web 2.0

Function	Web 1.0	Web 2.0
Alias	Hyperlink web	Social web
When	1994 – now	2004 – now
Conception	Web as a medium	Web as a platform
Information discovery	Search and browse	Publish and subscribe
Site nature	A single-user writing platform	A shared space
Site structure	“Bow-tie” hierarchical structure	Non-hierarchical structure
Site function	Receive information	Create and receive information
Site content	Content is centrally updated by content owner	Content can be updated by both content owner and user
Online linking	Static	Dynamic
Focus of use is on	Companies	Communities
Networking architecture	Client server, file is saved on one server machine	Peer-to-Peer, files are distributed across PCs
Coding	HyperText Markup Language (HTML)	Extensible Markup Language (XML)

Web address	Home pages	Blogs
Content aggregation	Portals	RSS
Getting update information	Stickiness	Syndication
Searching	Directories – Taxonomy	Tags – Folksonomy
Date	Owning	Sharing
Content	Through publishing CMS	Through participating wiki

Sources: Adebajo and Michaelides (2010); Cormode and Krishnamur (2008); Zhang, Cheung and Townsend (2008).

Web 2.0 is an electronic space where users are treated as first class subjects. The “user democracy” culture and the ability to information sharing by Web 2.0 concept make substantial changes in information asymmetry or bargaining power of consumers. While there are increasing concerns in Web 2.0 like privacy issues and identity theft, acknowledging this democratizing potential of Web 2.0, *TIME Magazine* named the Person of the Year in 2006 was “You”, the website users (Arola, 2010).

2.4.3 Web 2.0 applications in other disciplines

As an increasing number of Internet users have accepted Web 2.0 as a new way and channel to communicate, collaborate and cooperate, the business potentials of Web 2.0 technology has drawn researchers’ interest in different contexts in recent years. In general, Web 2.0 can help businesses in product development, market research, competitive intelligence gathering and revenue generation. Web 2.0 may also aid education, particularly by establishing a social community to increase students’ participation and creativity. Drawing on a review of literature pertinent to Web 2.0, Web 2.0 is frequently

applied and discussed in the education field (Collis & Moonen, 2008; Grosseck, 2009; Mason & Rennie, 2007; Usluel & Mazman, 2009).

In a study on the adoption of Web 2.0 tools in distance education, Usluel and Mazman (2009) noted that technology plays a key role for promoting interaction, delivering education and providing communication between instructors and learners. However, the first generation of technologies, including television, one-way video conferences and others, were lack of effective interaction and collaboration. Interactive and collaborative technologies can lead learners toward achieving desired learning outcomes. As Web 2.0 can foster collaboration not only among students but with community members around the world, Ajjan and Hartshorne (2008) argued that Web 2.0 is a new trend of technology which has many characteristics that support teaching and learning. As one of the formats of distance education, Sandars and Haythornthwaite (2007) conducted another study on the use of e-learning in medical education. Since the success of e-learning significantly depends on how the content is made available to the learner and how it is used to enhance the learning, effective e-learning requires technology that can support peer-to-peer interaction and discussions (Allen, 2003). Given the dynamic and interactive nature of Web 2.0, Sandars and Haythornthwaite (2007) found that Web 2.0 may aid the medical education by enabling the process of building up collectively developed knowledge. Zhang, Cheung, and Townsend (2008) also noted that Web 2.0 is a revolutionary way of collecting and integrating online information and knowledge repositories. In the context of bio-informatics, Web 2.0 could be applied to data sharing and reuse by linking people with similar research interests and emphasizing collaboration.

The increasing ubiquitous functionality and ease of use of emerging Web 2.0 technologies have made them much more appealing as instructional tools (Boulos, Maramba, & Wheeler, 2006). For instance, virtual worlds, such as SecondLife, provide a global networked learning platform with great potential for creating simulated environment for a variety of educational disciplines. By allowing individuals to practice skills, try new ideas and learn from mistakes, Skiba (2007) argued that virtual worlds provide an opportunity to use simulation in a safe environment to enhance experimental learning. In addition to experimental learning, Web 2.0 offers advantages to writing and researching activities. Web 2.0 allows for the creation of personalized research spaces. Users can compile and save personalized collections of archival holdings to classify research materials (Purdy, 2010). In view of its prominent ability, Hargadon (2008) advocated that “Web 2.0 is the future of education”.

In the business services field, as solving business problems often requires collaboration and conversation among people, Web 2.0 applications can help business to gather customer input on future strategies and products (Jonassen, Howland, Moore, & Marra, 2003). My Starbucks (<http://mystarbucksidea.force.com>) is an example that Starbucks Coffee customers are able to suggest their ideas for a new product or store feature. Besides helping business in product development, Murugesan (2007) suggested that Web 2.0 can help business in market research, competitive intelligence gathering and revenue generation through collective contribution of all website users. In a review of research on

the use of Web 2.0 techniques in financial services, Stone (2009) revealed that CRM 2.0 and Customer 2.0 are widely adopted among financial services websites. By focusing on the customer and the information they feel customers want, some financial companies are making good progress in real-time customer management. In the latest e-Government survey, the United Nations noted that Web 2.0 is an effective mechanism for governments to develop two-way communication with citizens (Gardner, 2008).

Table 2.6 on pages 65 to 66 summarizes the Web 2.0 applications reported in academic peer-reviewed literature and other references. The evidence clearly suggests that Web 2.0 and its related applications are flourished and widely applied in different disciplines. In a survey of 1,988 executives conducted by the McKinsey Quarterly in June 2008, many enterprises were reaping significant benefits from Web 2.0. Furthermore, more than three quarters of senior executives said that Web 2.0 was strategic and they planned to increase their investments in Web 2.0 technology (Gardner, 2008). Given the rapid development of Web 2.0 in the coming decades, social media and Web 2.0 is an important phenomenon that should not be underestimated.

Table 2.6 Summary of Web 2.0 applications reported in peer-reviewed literature

Field	Author	Blogging	Wiki	Podcast / Vodcast	Social networking	Really Simple Syndication	Tagging / Folksonomy	Bookmark	Mashup	Virtual community / world	Forums / Online discussion	Review Sites & Ratings	Online photo sharing	Social Search engines	Instant messaging / Email	Prediction Markets	Peer-to-Peer	Micro-blogging	Collaborative Editing Tools	Learning management systems	Travel themed sites	Google Group	Widgets
Behavioral science	Baumer, Sueyoshi, & Tomlinson (2008)	•																					
Behavioral science	Cavus & Kanbul (2010)	•	•							•	•									•			
Behavioral science	He, Xu, Means, & Wang (2009)	•			•	•	•																•
Behavioral science	Shin (2008)									•													
Behavioral science	Shin & Kim (2008)				•																		
Behavioral science	Sigala (2011b)	•	•	•	•	•	•	•		•	•	•		•									
Behavioral science	Stone (2009)			•		•			•														
Business administration	Chui, Miller, & Roberts (2009)	•	•	•	•	•	•									•							
Business administration	The McKinsey Quarterly (2009)	•	•	•	•	•	•		•			•				•	•	•					
Communication and media	Therapy (2007)	•	•	•	•	•																	
Computer science	Arola (2010)				•																		
Education	Ajjan & Hartshorne (2008)	•	•		•			•															

Education	Franklin & van Harmelen (2007)	•	•	•	•	•		•	•								•
Education	Grossek (2009)	•	•	•	•	•		•				•					•
Education	Mason & Rennie (2007)	•	•	•			•										
Education	McGee & Diaz (2007)	•	•	•				•	•	•						•	
Education	Meyer (2010)	•	•									•					
Education	Pachler & Daly (2009)	•															
Education	Rollett, Lux, Strohmaier, Dosinger, & Tochtermann (2007)	•	•	•		•		•									
Education	Sclater (2008)	•	•	•								•		•		•	
Education	Usluel & Mazman (2009)	•	•	•	•												
Information technology	Adebanjo & Michaelides (2010)	•	•	•		•								•			•
Information technology	Murugesan (2007)	•	•			•	•		•								
Marketing	Mazurek (2009)	•	•	•		•	•					•					
Mathematics	Gardner (2008)	•	•	•	•	•	•		•	•				•			
Medical education	Rethlefsen, Piorun, & Prince (2009)	•	•	•	•	•		•	•					•			•
Medical education	Sandars & Haythornthwaite (2007)	•	•	•		•		•									
Medical education	Skiba (2007)											•					

Note.

Information in the column “**Field**” is based on the nature of journals or references.

2.4.4 Web 2.0 applications in tourism and hospitality

As tourism and hospitality are information-intensive in nature, the industry is not an exception from the technological advances of Web 2.0. Web 2.0 in tourism, also referred as Travel 2.0, describes a new generation of travel-related web applications with new technologies to encourage and facilitate a higher level of social interaction among travelers. By giving travelers the ability to share travel information and experience, Web 2.0 allows susceptible travelers to share their first-hand experience with fellow consumers.

The Forrester Research reported just 6% of today's consumers trusted mainstream marketing, while more than 50% preferred the opinions of friends, family members or even strangers on the Internet (Ettestad, 2008). Indeed, due to the lack of commercial self-interest in word-of-mouth recommendations, travelers consider user-generated content trustworthy and tend to be more influenced by this type of information than by commercial sources (Casalo, Flavian, & Guinaliu, 2011; Litvin, Goldsmith, & Pan, 2008; Sigala, 2011b). Besides, travel is a high-involvement product requiring extensive information sources to support decision making. The impact of user-generated content by Web 2.0 on travel decision making is recognized in various market research reports. Compete Inc. (2006) found that among travel purchasers accessing information on Web 2.0, one in three of these buyers reported that the information helped with their purchase decision. In another study conducted by comScore (2007), 84% of travel review users reported that travel reviews had a significant influence on their purchase decisions. A

number of academic research studies have also examined the impact and role of Web 2.0 in travel-related decisions. Gretzel, Yoo, and Purifoy (2007) found the online reviews posted in Web 2.0 sites increase travelers' confidence, assist them in selecting accommodation and therefore facilitate decision making. Sarks (2007) supplemented that over 20% of travel consumers relied on user-generated content when planning their trips.

The content and information generated by users of Web 2.0 technology are having a tremendous impact not only on the decision making behaviour of Internet users, but also on e-business models that businesses need to develop and adapt (Sigala, 2008). Jeong and Lambert (2001) claimed that companies can gain strategic advantages if they have a clear picture of what customers need. Dellarocas (2003) suggested that Web 2.0 provides tourism companies with unprecedented opportunities to understand and respond to consumer preferences. For instance, by analyzing the comments on Tripadvisor (<http://www.tripadvisor.com>), one of the most prominent online travel review platforms (Zehrer, Crotts, & Magnini, 2011), hotels are able to better understand what their guests like and dislike about them and even their competitors. Besides analyzing the external environment, tourism companies can feed the information analyzed from Web 2.0 in their product development and quality control process. Drawing on the analysis of reviews on Tripadvisor, hoteliers or tourism suppliers can develop new products and customize the combination of products and services to suit the needs of customers. Through cooperating with customers for product improvement and business improvement, Sigala (2011b) noted that Web 2.0 represents a paradigm shift from product designing for customers to designing with customers.

Driven by user-generated content including the ability to share photos, videos and comments with other readers, researchers also noted the potential of Web 2.0 in helping hospitality and tourism companies to engage potential guests, increase their online presence, and thereby lead to greater online revenues. Wang and Fesenmaier (2004) illustrated that Web 2.0 is useful for managing customer relations with its unique ways of attracting customer through in-depth, focused and member-generated content, engaging customer through social interactions, and retaining customers through relation building with other members. In view of the rapidly growing trend and potential benefits Web 2.0 offers, different hotel and travel businesses have been integrating Web 2.0 applications into their websites to enhance customers' travel information searching experience (Fuchs, Scholochov, & Höpken, 2009; Sánchez-Franco & Rondan-Cataluña, 2010).

Table 2.7 on page 71 lists the Web 2.0 applications reported in the tourism and hospitality literature. Of all types of Web 2.0 applications, blogs in particular have proliferated rapidly for hotels or travel-related businesses as a medium to promote their products and to build customer relationships. Blogging is a non-traditional way to help define the image of a company and keep in touch with consumers. Micro-blogging is another form of blogging that serves the same function, but the content is limited to a certain number of text characters (O'Connor, 2008). On the Internet, a vast majority of travel-related blogs belong to the customer-to-customer category. Bloggers primarily published personal travel stories and experiences online and to keep in touch with friends and relatives. In

recent years, business-to-customer blogs are becoming increasingly popular for tourism businesses as a medium for marketing and customer relationship management. Some tourism companies are already using blogs to update employees, customers, and shareholders on developments they consider to be important. “Marriott on the move” (<http://www.blogs.marriott.com>) is the company blog of Marriott International to create lively and credible content on the website and to facilitate continuous contact with their customers. Schmallegger and Carson (2008) claimed that blogs can help increase traffic to their website and improve search engine rankings. Since search engine optimization is a very important e-tourism business strategy driving potential customers to company websites for surfing and purchasing (Chan & Law, 2006), it is reasonable that blogging has proliferated rapidly in tourism and hospitality in the last few years.

Table 2.7 Summary of Web 2.0 applications reported in the tourism and hospitality literature

Author	Blogging	Wiki	Podcast / Vodcast	Social networking	RSS	Tagging & Folksonomy	Bookmark	Mashup	Virtual community / world	Forums / Online discussion	Review Sites & Ratings	Online photo sharing	Social Search engines	Instant messaging / Email	Travel themed sites
Bray & Schetzina (2006)					•	•	•				•		•		
Conrady (2007)				•		•		•						•	
Pan, MacLaurin, & Crotts (2007)															
Dippelreiter, Grun, Pottler, Berger, & Dittenbach (2008)	•	•	•		•	•						•			
Ettestad (2008)				•							•				
Lo, McKercher, Lo, Cheung, & Law (2010)	•			•						•		•		•	•
Papathanassis & Knolle (2011)											•				
Schmallegger & Carson (2008)	•														
Sigala (2007)	•	•	•	•	•	•		•	•						
Sigala (2008)	•	•	•	•	•	•	•		•	•	•		•		
Kasavana, Nusair, & Teodosic (2010)				•											
Xiang & Gretzel (2010)	•		•	•					•		•				
Zehrer, Crotts, & Magnini (2010)											•				
Chan & Denizci Guillet (2011)	•			•			•		•		•	•			
Leung, Law, & Lee (2011)	•														

Social networking sites are another Web 2.0 tool offering dynamic ways to inform and entertain consumers (TIME, 2007). According to Pettenati and Raineri (2006), social networking site is a web application that supports collaboration, knowledge sharing, interaction and communication of users from different places who come together with a common interest, need or goal. Nowadays, there are a number of online travel communities on social networking sites to exchange travel information. Given the dramatic increase of peer-to-peer communications online, many hotels and travel companies have an account on social networking sites like Facebook and MySpace to help increase their web presence and establish high value links back to their homepages (Ettestad, 2008). Hotels and tourism-related companies can also leverage these sites to connect their customers as well as to publicize tourism packages (Sigala, 2007).

In addition to blogging and social networking sites, Sigala (2007) analyzed six other major applications of Web 2.0 technologies commonly used in the tourism and hospitality industries, which are Really Simple Syndication (RSS), podcasting, massively multiplayer online role playing game (MMORPG), tagging, mashups, and wikis. Really Simple Syndication is a group of formats to publish content on the Internet so that users automatically receive any updates (Future Exploration Network, 2010). RSS from information source providers feeds all new updated information to the users' RSS reader, so that users can consolidate and read all new information that is customized to the profile (Sigala, 2007). Podcasting refers to a media file that is distributed over the Internet using syndication feeds (Therapy, 2007). MMORPG represents the virtual worlds whereby Internet users collaborate with each other (Sigala, 2007). Tagging refers

to the attaching descriptions to information or content (Future Exploration Network, 2010). Mashups describe the seamlessly combination of two or more different sources of content and / or software for creating a new value added service to users (Sigala, 2007). Wiki is a website that allows visitors to add, remove and edit website content typically without the need for registration (Future Exploration Network, 2010). As information is the lifeblood of the tourism industry, it is believed that the diffusion of Web 2.0 may have a substantial impact on tourism demand and supply. In this vein, Sigala (2007) analyzed the major Web 2.0 applications in the tourism and hospitality industry by presenting their impacts on both demand and supply (please refer to Table 2.8 on pages 73 to 74).

Table 2.8 Impacts of major Web 2.0 application on tourism demand and supply

Web 2.0	Impact on tourism demand	Impact on tourism supply
Blog	<ul style="list-style-type: none"> • Provides impartial information • Inspires travel or creates the willingness to travel and visit the same destination • Spread a bad experience of a tourist to millions of online Internet users 	<ul style="list-style-type: none"> • Helps conduct an easy and free online market research investigating the preferences and profile of tourists • Helps keep an informal communication with their demand and gather customers' feedback • Helps companies enhance their search engines optimisation
Mashups	<ul style="list-style-type: none"> • Tourists are increasingly demanding to combine and cross check information from different sources so that they can better and easier to make a holistic decision 	<ul style="list-style-type: none"> • Tourism suppliers can enrich their website content with different media

Massively Multiplayer Online Role Playing Game	<ul style="list-style-type: none"> • Provides impartial information • Provides a venue for people to design a new product and service 	<ul style="list-style-type: none"> • Headquarters can be created for conducting marketing and promotions • Helps solicit guests opinions on hotel design, service and all aspects • Serves as a way to do market research and product development
Podcasting	<ul style="list-style-type: none"> • Provides unbiased and not staged experience produced by the suppliers • Helps users take better decisions and experience in someway a travel experience before they decide to buy and consume 	<ul style="list-style-type: none"> • Helps deliver its potential customers what is happening in its properties at any minutes • Helps better illustrate the experience and services of its hotel and gaming resort
Really Simple Syndication	<ul style="list-style-type: none"> • Saves information search time for Internet users • Transforms the way how information is being distributed on the Internet 	<ul style="list-style-type: none"> • Helps keep a communication with the customer (demand pull > supply push) • Helps companies enhance their search engines optimisation
Social networking	<ul style="list-style-type: none"> • Serves as a way to get reassurance of other users with similar profile that their trip is the best one • Tourists' demands and preferences have been given rise as this can be used to organize a group trip online among users 	<ul style="list-style-type: none"> • Provides information for hotels to create a customized itinerary which can better matches their profile and experiences they wish to live
Tagging	<ul style="list-style-type: none"> • Helps define how to sort information which in turn defines how others search and find information 	<ul style="list-style-type: none"> • Tagging has a great effect on how search engines identify and present information results in keyword searches to users

Source: Sigala (2007)

Harnessing the content analysis approach on all hotel websites in Hong Kong, Leung, Lee, and Law (2011) identified a trend of increasing adoption of Web 2.0 applications among

the hotels in Hong Kong. Leung and his colleagues (2011) also found eleven Web 2.0 applications were usually integrated into both chain and independent hotels websites in Hong Kong (please refer to Table 2.9 below). Though these eleven applications are perceived as important and integrated into the current hotel websites, previous hospitality researchers seem to overlook these features when evaluating hotel website functionality performance. Since Web 2.0 features are widely recognized as strategic tools to connect customers and generate more businesses (Lincoln, 2009), all Web 2.0 applications integrated in the hotel websites should be incorporated into the new conceptual framework in this study.

Table 2.9 Adoption of Web 2.0 technologies on Hong Kong hotels websites

	Facebook	Twitter	RSS	Tripadvisor	Company Blog	Flickr	Guest Comment	Bookmark	Google buzz	Google Map	Youtube
Independent Hotels (N=22)											
February 2010	23%	9%	0%	5%	0%	0%	5%	0%	0%	0%	0%
May 2010	23%	9%	0%	5%	0%	0%	14%	0%	0%	0%	0%
August 2010	27%	9%	0%	5%	0%	0%	14%	5%	0%	0%	0%
Chain Hotels (N=87)											
February 2010	17%	14%	7%	5%	5%	0%	0%	0%	0%	0%	1%
May 2010	22%	16%	8%	5%	5%	2%	0%	7%	3%	0%	2%
August 2010	25%	16%	6%	8%	8%	2%	0%	11%	3%	21%	6%
All Hotels											
February 2010	18%	13%	6%	5%	4%	0%	1%	0%	0%	0%	1%
May 2010	22%	15%	6%	5%	4%	2%	3%	6%	3%	0%	2%
August 2010	26%	15%	5%	7%	6%	2%	3%	10%	3%	17%	5%

Source: Leung, Lee, and Law (2011)

2.5 Conceptual framework

Given the growing importance of the Internet as a distribution and marketing medium in the hotel industry, developing and maintaining an effective website is highly associated with the business performance of a hotel company. Though plenty of evaluation frameworks have been proposed with both theoretical bases and empirical data support by previous studies, two research gaps were still clearly identified based on a comprehensive review of tourism and hospitality literature.

Apparently, Chung and Law's (2003) model developed in 2003 is one of the most popular models in studying the evaluation of website functionality as nearly all subsequent studies have adapted and / or modified its dimensions and attributes. Despite its prominent applicability, a biased result might be aroused as only the perceptions of hotel managers were taken into consideration. While subsequent studies have attempted to modify the original model by adding the attributes or incorporating the views of hotel customers, all previous studies were still fell short of including all website stakeholders' perceptions into the model development and evaluation process. As shown in Table 2.1 on pages 40 to 42, Qi, Law, and Buhalis (2008) as well as Au Yeung and Law (2004; 2006) were the only existing studies incorporating hotel customers, hotel managers, and IT professionals' opinions. However, usability, another major component determining the website usefulness other than functionality, is the focus of their studies (Lu & Yeung, 1998). Since all these three groups of populations are important to website evaluation and their views determine the ultimate success of hotel websites, this study would thus fill the

research gap by involving all stakeholders” opinions in the assessment of website performance in terms of information richness.

Another research gap relates to evaluation criteria. In Section 2.3.3, Table 2.3 clearly demonstrates that the evaluation criteria are constantly evolving with the change of technological environment (please refer to pages 50 to 55). Similarly, the evaluation models that were modified from Chung and Law (2003) might not suffice to capture the ICT development in the present era. Moreover, although researchers commonly acknowledged the potential benefits and claimed that the number of hotel companies leveraging social media has been increasing (Conrady, 2007; Ham, Kim, & Jeong, 2005; Leung, Lee, & Law, 2011; Wang & Fesenmaier, 2004), no existing model has integrated social media and its related applications into the evaluation criteria.

In order to generate a comprehensive and updated framework for evaluating hotel website functionality performance from all stakeholders” perspective, as shown in Figure 2.3 on page 78, a conceptual framework is proposed in this study to collect all attributes used in previous studies (please refer to Table 2.3 on pages 50 to 55) and integrate Web 2.0 applications currently adopted in hotel websites (please refer to Table 2.9 on page 75). Subsequently, all website stakeholders are involved in the model development process. The findings in this study would thus contribute to assist both researchers and practitioners from better understanding about the relative importance of social media

while evaluating hotel website functionality performance from the perspective of website stakeholders.

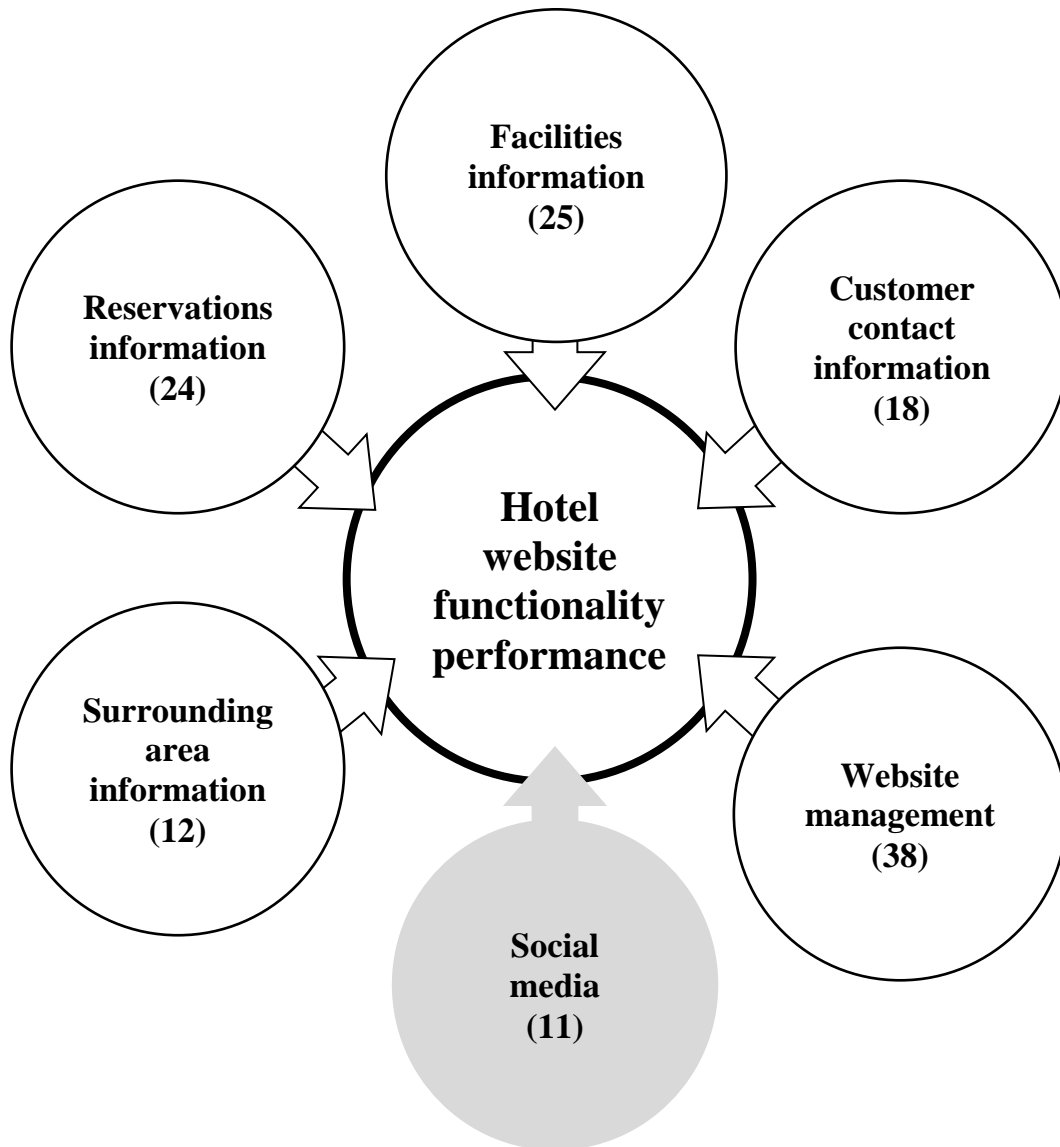


Figure 2.3 The proposed conceptual framework of measuring hotel website functionality performance

Note:

- represents the dimensions identified in prior literature.
- represents the dimension proposed to be incorporated into the evaluation model.
- () represents the number of attributes identified in prior literature.

2.6 Chapter summary

To conclude, this chapter reviews selected literature on the importance and application of Internet technology in the tourism and hospitality industry, followed by discussing the necessity of evaluating websites. Since there is a proliferation of website evaluation studies in academic literature, a summary of methodological approaches, stakeholders involved as well as functionality attributes evaluated in prior studies was provided. Afterwards, an introduction and application of social media in tourism, hospitality as well as other disciplines is presented. Since social media are largely incorporated as new features in hotel websites, a new quantitative framework of measuring hotel website functionality performance is proposed. The next chapter composes research methodology, which outlines the research instruments, data collection procedures and analytical methods conducted in detail.

CHAPTER 3 METHODOLOGY

To describe the methodological issues and analytical methods in detail, the methodology chapter is arranged into the sections of: (3.1) Research design and (3.2) Research process; and (3.3) Chapter summary. Since a multiple-stage approach was employed in this study, Section 3.2 is going to describe the data collection methods, questionnaire designs, target respondents, and analytical methods stage-by-stage.

3.1 Research design

This study is based on gathering of primary data via the self-administered questionnaires and secondary data after a comprehensive literature review. To recap, this study is designed to develop a modified model for evaluating the functionality performance of hotel websites, and empirically test the model by utilizing it to evaluate the information richness of hotel websites in Hong Kong. As previously stated, though there is a plethora of research publications on website evaluation in tourism and hospitality literature, no previous studies have integrated social media into the assessment and involved all stakeholders, including hotel customers, hotel managers and IT professionals. Through incorporating the prevalent social media applications in the conceptual framework and applying the numerical computation approach on the ranking results from all stakeholders, the modified hotel website functionality performance evaluation model is expected to provide a more comprehensive, up-to-date and all-rounded instrument for hoteliers to measure the functionality performance of their business websites.

3.2 Research process

The methodology flow of this study is shown in Figure 3.1 on page 82 which includes three stages: Stage I is designed to identify and validate the hotel website attributes being evaluated. To assure content validity, this study employs a two-step process including a literature review of prior website evaluation studies and focus group interviews with website stakeholders to validate the dimensions and attributes. The research commenced with a content analysis of all Hong Kong hotel websites and previous literature in order to generate a timely and comprehensive checklist of criteria for assessing hotel website functionality performance. To increase the validity of the measurements used, two rounds of focus group interviews were conducted to verify and categorize the attributes into different dimensions of the conceptual framework.

Stage II is to construct the modified hotel website functionality performance evaluation model. Based on the modified framework resulted from the Stage I, a questionnaire was designed and a mass survey was then conducted with hotel customers, hotel managers and IT professionals to understand the relative importance of each dimension and related attributes. After developing the modified model, Stage III is subject to empirically evaluate the functionality performance of websites of hotels in Hong Kong. In the final stage, the modified model is harnessed to evaluate the information richness of all hotel websites in Hong Kong. The details in each stage are explained in the following sections.

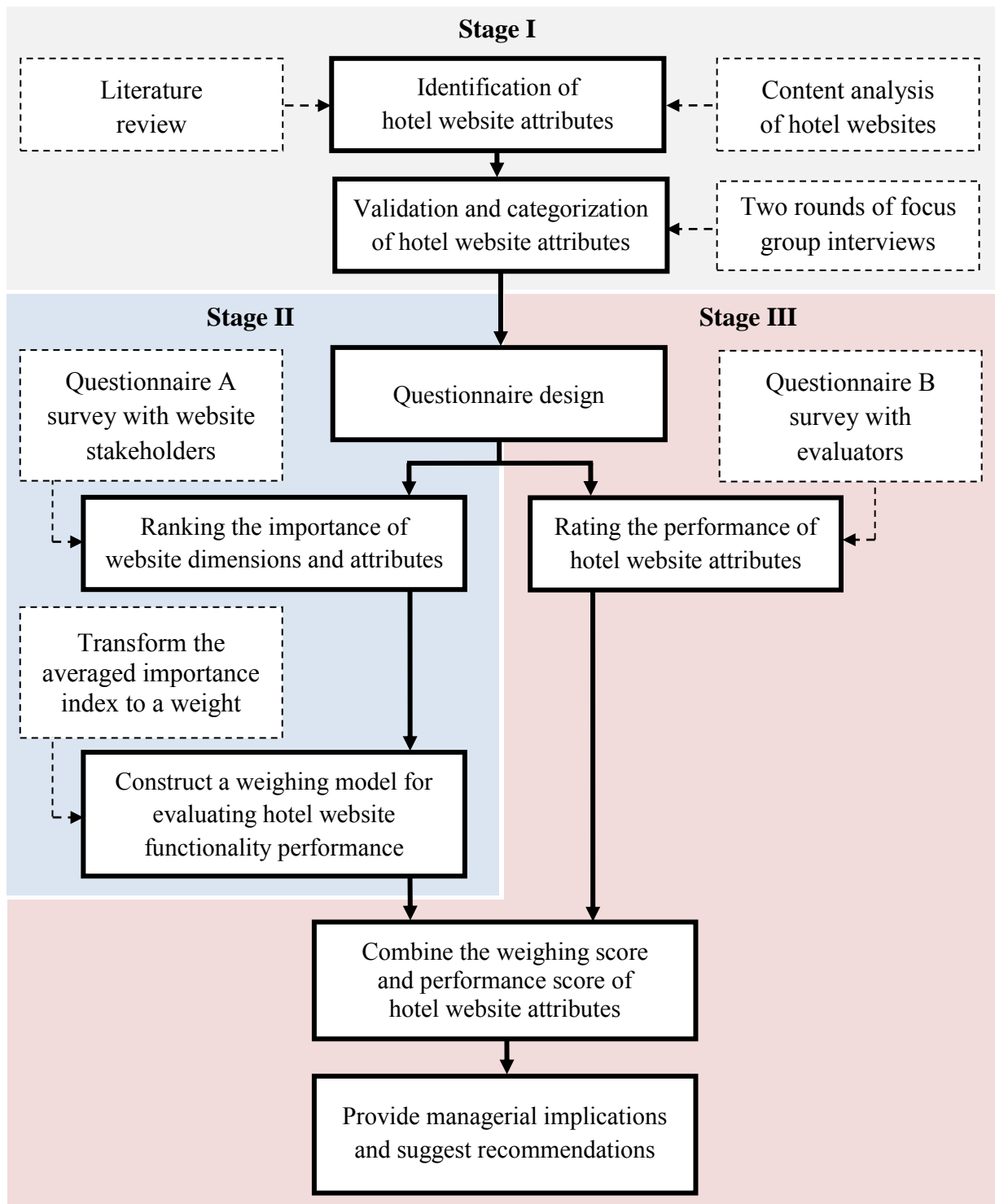


Figure 3.1 Research process

Note:

- represents the main research process in the corresponding stage.
- represents the sub-research process in the corresponding main research process.

3.2.1 Stage I – Identifying and validating attributes of the modified evaluation model

3.2.1.1 Data collection process

Since a main contribution of this study is to offer a modified model with an updated list of evaluation criteria for evaluating hotel website functionality performance from stakeholders' point of view, a comprehensive review of previous studies on website evaluation and a content analysis of current hotel websites are needed. Hinkin (1995) suggested that a literature review helps achieve content validity and ensures the theoretical meaningfulness of a construct. Since the evaluation criteria adopted in previous studies were only assessed by hotel managers and / or hotel customers, their findings may not be comprehensive as some attributes may be perceived as important or unnecessary to IT professionals, the administrators of hotel websites who can provide expert knowledge (Law & Jogaratnam, 2005; Werthner & Klein, 1999). Moreover, as both technology and website features have changed rapidly in the past few years, these changes may impact stakeholders' perceived importance of website content. That is, some of the website content which was perceived as important in previous studies may become obsolete to the stakeholders at present (Stringam & Gerdes, 2010). A review of literature pertinent to hotel website evaluation is thus needed in order to figure out all evaluation criteria and re-evaluate by modern website stakeholders.

In addition to a comprehensive literature review, a content analysis of hotel websites is essential and conducted. Content analysis is a formal approach to qualitative data analysis. According to McNeill (1990), content analysis is a method of systematically analyzing the contents of non-statistical materials in a way that is possible to make statistical inference. As mentioned in the previous chapter, more hotel companies have been enriching their company websites by integrating social media applications and changing their website features. For instance, a special request form is seldom found on hotel websites now as customers can specify their special requests during online reservations. It is of necessity to review current hotel website features in order to compose the most updated and comprehensive list of criteria for assessment. Having reviewing all pertinent literature and browsing through all hotel websites in Hong Kong, a comprehensive and updated list of hotel website functionality attributes is generated (please refer to Figure 2.3, Table 2.3 and Table 2.9).

According to the list generated from the literature review and content analysis of hotel websites, two rounds of focus group interviews was conducted in order to validate the attributes of the modified evaluation model. Two interviews were conducted in the Student Computer Centre in the Hong Kong Polytechnic University, on April 30, 2011 and May 4, 2011 respectively. To ensure all respondents have sufficient knowledge about hotel websites, a reminder to surfing all Hong Kong hotel websites was sent to respondents three days before the focus group interviews. During the interviews, respondents were firstly asked to select which hotel website attribute(s) is applicable for evaluating functionality performance of current hotel websites with justifications. After

selecting the attributes which they perceive to be important, respondents were then asked to categorize the chosen attributes into several dimensions and name the dimensions. The researcher acted as the facilitator for providing adequate guidance throughout the interviews. All discussion content was recorded and transcribed for further analysis, and an experienced researcher was invited to participate in analyzing the discussion content in order to ensure the data validity and avoid personal bias. The findings from the first focus group interview were further discussed in the second focus group interview for amendment or approval. The discussion continued until reaching the compromise from all interviewees.

After finishing two rounds of interviews, a modified conceptual framework with six dimensions and 52 attributes was constructed (please refer to Figure 3.2 on page 86). Different from other website evaluation studies, the six dimensions identified are named “Hotel Reservations Information” (with ten attributes), “Hotel Facilities Information” (with ten attributes), “Hotel Contact Information” (with five attributes), “Hotel Surrounding Area Information” (with five attributes), “Website Management” (with twelve attributes), and “Social Media” (with ten attributes). This modified conceptual framework is then served as the basis for designing the questionnaires in Stage II and Stage III.

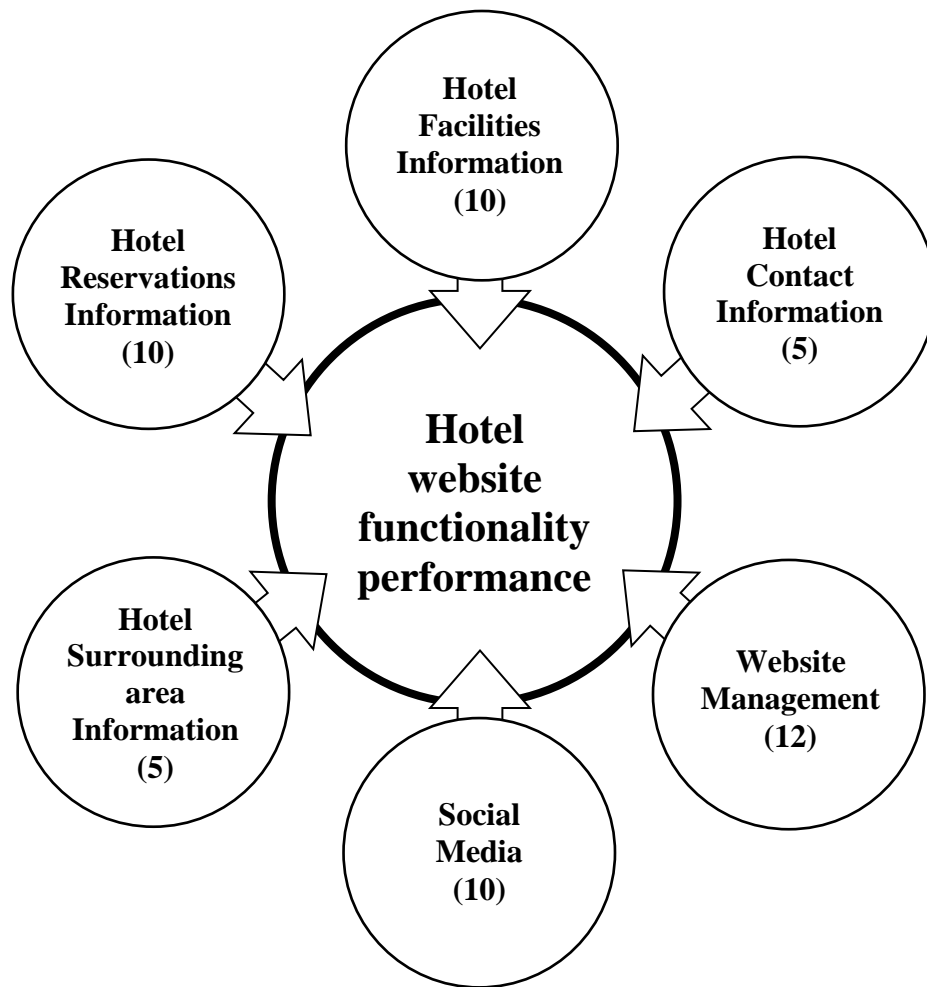


Figure 3.2 A modified conceptual framework of measuring hotel website functionality performance

3.2.1.2 Target respondents and sampling method

Considering stakeholders' perception is a determinant of the website eventual success (Werthner & Klein, 1999; Zafiroopoulos, Vrana, & Paschaloudis, 2006), this study is going to include hotel customers, hotel managers as well as IT professionals to develop a modified website functionality performance evaluation model. To hotel customers, qualified respondents should have been those who had made an online hotel reservation

through hotel websites in the past 12 months because their recent online searching and booking experience can provide insightful findings. Cheng, Lam, and Hsu's (2005) study on tourist behavior have shown that 12 months would be the appropriate recall period. To the other two groups of respondents, only hotel managers and IT professionals who have been involved in hotel website development and / or maintenance form the target population of this study.

In the stage of validating hotel website attributes, each focus group interview consisted of two hotel customers, two hotel managers and two IT professionals who are involved in website development. Purposive sampling and snowball sampling were adopted to identify the target respondent. After finishing the first interview, the respondents were asked to recommend a suitable person to participate in the second interview. That is, a total of twelve website stakeholders were invited to be the panel members. The profiles of the panel members in the focus group were listed in Table 3.1 on pages 87 and 88.

Table 3.1 Profiles of the focus group respondents

Group	Respondent	Profile
Focus group 1	Hotel customers	Experienced leisure traveler with much experience on sharing travel information on social media
	Hotel customers	Leisure traveler who frequently use social media for travel information search
	Hotel managers	Public Relations Officer of an international chain hotel in Hong Kong
	Hotel managers	Director of Communications of an international chain hotel in Hong Kong
	IT professionals	IT Specialist of a local independent hotel in Hong Kong
	IT professionals	EDP Specialist of an international chain hotel in Hong Kong

Focus group 2	Hotel customers	Leisure traveler who frequently use social media for travel information search
	Hotel customers	Leisure traveler with extensive knowledge on online travel information search
	Hotel managers	Marketing Communication Executive of a local independent hotel
	Hotel managers	Public Relations Officer of an international chain hotel in Hong Kong
	IT professionals	EDP Manager of an international chain hotel in Hong Kong
	IT professionals	MIS Specialist of a local chain hotel in Hong Kong

3.2.2 Stage II – Ranking the attributes and constructing the modified evaluation model

3.2.2.1 Data collection process

Based on the modified conceptual framework developed from Stage I (please refer to Figure 3.2 on page 86), the first set of questionnaire (Questionnaire A) was composed for asking stakeholders to rank the dimensions and their associated attributes according to their relative importance. Before conducting the main survey, the questionnaire was verified by the researcher and other two experienced tourism and hospitality academics. To ensure the content validity of the questionnaire, a pilot test was conducted with 30 website stakeholders (including ten hotel customers, ten hotel managers and ten IT professionals selected from convenience sampling method) for checking the wordings and scale of measurement. Other than a few suggestions on rewording, no major problem was found. After finishing the pilot test, the revised Questionnaire A was completed by website stakeholders to rank their perception of importance of the dimensions and their associated attributes. For instance, for the dimension “Hotel Facilities Information” with

ten attributes, respondents were asked to rank the most important feature by point 1 (representing “The most important attribute”) and the least important feature by point 10 (representing “The least important attribute”). The lower the number of point respondent rank, the more important the attribute / dimension is.

To solicit the response from the industrial practitioners, two copies of Questionnaire A2 (i.e., Questionnaire A for hotel managers and IT professionals) were mailed to each of the 113 hotels, which are members of the Hong Kong Hotels Association, with a cover letter for asking their IT manager and one non-IT manager who have been involved in the hotel website development to participate in this survey in July 2011. To increase the response rate, two prepaid return envelopes were provided. Regarding the response from hotel customers, a street-intercept survey was conducted with tourists to Hong Kong in July 2011 at two locations with high tourist flow, which are the Peak and the Avenue of Star. Furthermore, since both local residents and inbound tourists are the customers of hotels, another survey was conducted with local residents in July 2011 at the above venues. In total, 426 questionnaires were distributed to the stakeholders of the hotel website in this study. Based on the data collected from all valid questionnaires from website stakeholders, the importance index of each attribute was calculated and then transformed to a weighing score for model calibration.

3.2.2.2 Questionnaire design

Questionnaire A is designed to measure the website stakeholders' perception of the importance of different dimensions and associated attributes. One set of questionnaire was designed for hotel customers (Questionnaire A1, please refer to Appendix I), and another set is for hotel managers and IT professionals (Questionnaire A2, please refer to Appendix II). Except the qualifying questions in the first section, the content of the questionnaire is largely the same which is divided into three sections. In the first section of the questionnaires for hotel customers (i.e., Questionnaire A1), the first qualifying question asks the respondents if they have ever stayed in at least a hotel in the past 12 months. The second qualifying question asks the respondents if they have ever made at least a hotel reservation through a hotel website in the past 12 months. In the first section of the questionnaires for hotel managers and IT professionals (i.e., Questionnaire A2), the first question is to verify whether they are the target respondents (i.e., hotel managers or IT professionals). The second qualifying question asks the respondents if they have ever been involved in website development and / or maintenance of their hotel.

In the second section of both questionnaires, the qualified respondents were asked to rank the importance of hotel attributes selected from the focus group interviews from point 1 representing "The most important attribute" to point 10 representing "The least important attribute". In addition to ranking the attributes, in the third section, respondents were requested to rank the relative importance of dimensions by the same method and scale. The second last section requires the respondents to rate the responses from three groups

of website stakeholders (i.e., hotel customers, hotel managers, and IT professionals) based on their perception of their importance in evaluating performance of a hotel website. The last section is to examine the demographic information of the respondents. Demographic data relating to gender, age group, education level, monthly household income and Internet behavior were collected as there were commonly used in social science studies (Ho & Lee, 2007; Kim, Lehto, & Morrison, 2007).

3.2.2.3 Target respondents and sampling method

In the second stage of ranking the relative importance of hotel attributes, the survey was conducted with 426 website stakeholders using purposive and convenience sampling approach. Among these 426 respondents, 226 of them were hotel managers and IT professionals of all 113 hotels in Hong Kong. As stated in the previous sections, the IT managers and one non-IT managers from the 113 hotels in Hong Kong were invited to participate in this survey. The respondents must have been involved in hotel website development and / or maintenance. The remaining 200 respondents in this study were the hotel customers who had made an online hotel reservation through hotel websites in the past 12 months. Applying the convenience sampling approach, a survey was conducted with 100 tourists to Hong Kong and 100 local residents as both are the customers of hotels. Considering the equal importance of all three groups of website stakeholders, similar number of respondents from each group should be employed. However, with reference to the low response rate from the industry practitioners in previous hotel website functionality evaluation studies (e.g., Scharl, Wöber, & Bauer, 2003), it is

estimated that the number of replies from hotel managers and IT professionals would not be high. Hence, only 200 questionnaires from hotel customers were collected.

3.2.2.4 Data analysis

From the data collected in Questionnaire A1 and Questionnaire A2, the perceived importance for each criterion was calculated using the following function (1):

$$I_r = \left(\frac{\bar{C}_r}{\sum_{r=1}^n \bar{C}_r} \frac{\sum_{i=1}^m C_i}{m} \right) + \left(\frac{\bar{M}_r}{\sum_{r=1}^n \bar{M}_r} \frac{\sum_{i=1}^m M_i}{m} \right) + \left(\frac{\bar{P}_r}{\sum_{r=1}^n \bar{P}_r} \frac{\sum_{i=1}^m P_i}{m} \right) \quad (1)$$

Where

- x = Number of respondents in the group of hotel customers
- y = Number of respondents in the group of hotel managers
- z = Number of respondents in the group of IT professionals
- m = Total number of respondents, where $m = x + y + z$
- n = Number of attribute within a dimension

- \bar{C}_r = Mean score for the r^{th} attribute given by hotel customers; $r = 1, 2, \dots n$
- \bar{M}_r = Mean score for the r^{th} attribute given by hotel managers; $r = 1, 2, \dots n$
- \bar{P}_r = Mean score for the r^{th} attribute given by IT professionals; $r = 1, 2, \dots n$

- C_i = Relative importance of responses from the group of hotel customers given by the i^{th} respondent; $i = 1, 2, \dots m$; where $C_i + M_i + P_i = 100\%$
- M_i = Relative importance of responses from the group of hotel managers given by the i^{th} respondent; $i = 1, 2, \dots m$; where $C_i + M_i + P_i = 100\%$
- P_i = Relative importance of responses from the group of IT professionals given by the i^{th} respondent; $i = 1, 2, \dots m$; where $C_i + M_i + P_i = 100\%$
- I_r = Importance index of the r^{th} attribute; $r = 1, 2, \dots n$

3.2.3 Stage III – Evaluating the functionality performance of Hong Kong hotel websites

3.2.3.1 Data collection process

In the final stage, as one of the core objectives of this study is to empirically test the modified model to evaluate websites of hotels in Hong Kong, the second set of questionnaire (Questionnaire B) with all identified attributes was designed. Based on the instruments of the questionnaire, a panel of evaluators browsed and evaluated the website content of all 113 hotel websites in Hong Kong by rating a score on each attribute. Since the websites are updated periodically, data must be collected within a short period of time in order to get consistent information and a fair comparison. Hence, the actual website evaluation was conducted on November 21, 2011 by using Questionnaire B. Moreover, in order to reduce any unnecessary extra variability, the data collection was conducted in the Student Computer Centre in the Hong Kong Polytechnic University. The same computer hardware configuration, Internet Service Provider and Internet browser were used throughout the data collection period. These facilities include:

Laptop computer model	:	HP Compaq 8100 Elite Business PC
CPU	:	Intel i5-660 3.33 GHz
RAM	:	4 Gigabyte RAM
Modem	:	100 Mbps
Browser	:	Internet Explorer 7.0.5730.13

Considering the large number of hotel websites examined and the change of personal bias, each hotel website was evaluated by two evaluators. If two scores given by two evaluators for each attribute differed by one point, the average of the two scores was taken as the final rating. However, if the two scores differed by more than one point, these two evaluators were asked to evaluate the website again and determine the final rating. Wan (2002) demonstrated that using this two-evaluator approach for evaluation can lead to the detection and elimination of potential biases or misinterpretation. Throughout the website evaluation process, the researcher served as a proctor and ensured the evaluators did not communicate with each other in order to avoid a social response bias.

3.2.3.2 Questionnaire design

Questionnaire B is designed to measure hotel website functionality performance (please refer to Appendix III). Similarly to Questionnaire A, this questionnaire is based on the modified conceptual framework developed in Stage I. The questionnaire starts with asking the evaluator to provide the date and time of evaluation, as well as the name of hotel they evaluated. Afterwards, the evaluators were asked to rate the performance of each attribute towards the analyzed hotel website by applying a 5-point judgmental rating scale from point 1 representing “Very poor” to point 5 representing “Very good”. Respondents could choose “N/A (i.e., Not Applicable)” when they perceived that attribute was not applicable to specific hotel website.

3.2.3.3 Target respondents

In the empirical evaluation, a group of twelve university students, who have prior experience in website evaluation, were employed to evaluate the hotel website performance by convenience sampling method. Since a total of 113 hotel websites were evaluated and each website was assessed twice by two evaluators, each evaluator evaluated the functionality performance of about 20 randomly selected hotel websites.

3.2.3.4 Hotels chosen for analysis

Hong Kong, being a leading travel destination in Asia, largely relies on tourism to support its local economy (Chan & Law, 2006). According to the Census and Statistics Department (2010), tourism is one of the four key industries in the Hong Kong economy. Being an important sector of the tourism industry, the hotel industry has brought substantial contributions to the local economy. Based on the statistics from the Hong Kong Hotels Association (2011), there are a total of 113 member hotels in Hong Kong. In the current study, all these 113 hotels were included since all of them have established their company websites. Only the English version of hotel website was evaluated, and all homepage and sub-pages were evaluated thoroughly. Table 3.2 on pages 96 to 99 lists the names and Universal Resources Locators of hotels chosen for analysis as at the date of conducting empirical evaluation.

Table 3.2 Names and Universal Resources Locators of hotels examined (as at the date of conducting empirical evaluation)

Hotel Name	Universal Resources Locator
Best Western Hotel Causeway Bay	http://www.bestwesternhotelhongkong.com/en/
Bishop Lei International House	http://www.bishopleihtl.com.hk/
Butterfly On Morrison	http://www.butterflyhk.com/butterfly-on-morrison
Butterfly On Prat	http://www.butterflyhk.com/butterfly-on-prat
Central Park Hotel	http://www.centralparkhotel.com.hk/
City Garden Hotel	http://www.citygarden.com.hk/
Conrad Hong Kong	http://www.conrad.com.hk
Cosmo Hotel Hong Kong	http://www.cosmohotel.com.hk/
Cosmo Hotel Mongkok	http://www.cosmomongkok.com.hk/
Cosmopolitan Hotel Hong Kong	http://www.cosmopolitanhotel.com.hk/
Courtyard by Marriott Hong Kong	http://www.marriott.com/hotels/travel/hkgcy-courtyard-hong-kong/
Disney's Hollywood Hotel	http://park.hongkongdisneyland.com/hkdl/en_US/hotels
Dorsett Regency Hotel, Hong Kong	http://dorsettregency.com/hongkong/
EAST, Hong Kong	http://www.east-hongkong.com
Eaton Smart, Hong Kong	http://hongkong.eatonhotels.com
Empire Hotel Hong Kong . Causeway Bay	http://www.empirehotelsandresorts.com/en/ehc/overview.aspx
Empire Hotel Hong Kong . Wan Chai	http://www.empirehotelsandresorts.com/en/ehh/overview.aspx
Empire Hotel Kowloon . Tsim Sha Tsui	http://www.empirehotelsandresorts.com/en/ehk/overview.aspx
Four Seasons Hotel Hong Kong	http://www.fourseasons.com/hongkong
Gateway	http://www.marcopolohotels.com/en/hotels/hongkong/kowloon/gateway/index.html
Gloucester Luk Kwok Hong Kong	http://www.gloucesterlukk wok.com.hk/
Grand Hyatt Hong Kong	http://www.hongkong.grand.hyatt.com
Guangdong Hotel Hong Kong	http://www.guangdonghotel-hk.com.hk/
Harbour Grand Hong Kong	http://www.harbourgrand.com/hongkong/
Harbour Grand Kowloon	http://www.harbourgrand.com/kowloon/
Harbour Plaza Metropolis	http://www.harbour-plaza.com/hpme
Harbour Plaza North Point	http://www.harbour-plaza.com/hpnp
Harbour Plaza Resort City Hong Kong	http://www.harbour-plaza.com/hprc

Holiday Inn Express Causeway Bay Hong Kong	http://www.hiexpress.com/hotels/us/en/hong-kong/hkgcw/hoteldetail
Holiday Inn Golden Mile Hong Kong	http://www.holiday-inn.com/hongkong-gldn
Hong Kong Disneyland Hotel	http://park.hongkongdisneyland.com/hkdl/en_US/hotels
Hong Kong Gold Coast Hotel	http://www.goldcoasthotel.com.hk
Hong Kong SkyCity Marriott Hotel	http://www.marriott.com/hotels/travel/hkgap-hong-kong-skycity-marriott-hotel/
Hotel ICON	http://www.hotel-icon.com/
Hotel Nikko Hongkong	http://www.hotelnikko.com.hk
Hotel Panorama by Rhombus	http://www.hotelpanorama.com.hk/
Hyatt Regency Hong Kong, Sha Tin	http://hongkong.shatin.hyatt.com/hyatt/hotels/index.jsp
Hyatt Regency Hong Kong, Tsim Sha Tsui	http://hongkong.tsimshatsui.hyatt.com/hyatt/hotels/index.jsp
Imperial Hotel	http://www.imperialhotel.com.hk/
InterContinental Grand Stanford Hong Kong	http://www.hongkong.intercontinental.com
InterContinental Hong Kong	http://www.ichotelsgroup.com/intercontinental/en/gb/locations/hongkong
Island Pacific Hotel	http://www.islandpacifichotel.com.hk
Island Shangri-La, Hong Kong	http://www.shangri-la.com/island
JW Marriott Hotel Hong Kong	http://jwmarriotthongkong.com
KINGS De NATHAN	http://www.kingsdenathan.com/
Kowloon Shangri-La	http://www.shangri-la.com/kowloon
L'hotel Causeway Bay Harbour View	http://www.lhotelcausewaybayhv.com/
L'hotel Island South	http://www.lhotelislandsouth.com/
L'hotel Nina et Convention Centre	http://www.lhotelhk.com
Lan Kwai Fong Hotel	http://www.lankwaifonghotel.com.hk
Langham Place, Mongkok, Hong Kong	http://hongkong.langhamplacehotels.com/
Lanson Place Hotel	http://www.lansonplace.com/hk_welcome.php
Largos Hotel	http://www.largos.com.hk
Le Meridien Cyberport	http://www.lemeridien.com/hongkong
Mandarin Oriental, Hong Kong	http://www.mandarinoriental.com/hongkong
Marco Polo Hongkong Hotel	http://www.marcopolohotels.com/hotels/hongkong/kowloon/marco_polo_hongkong/index.html
Metropark Hotel Causeway Bay Hong Kong	http://www.metroparkhotel.com
Metropark Hotel Kowloon	http://hongkonghotel.metroparkhotelkowloon.com/

Metropark Hotel Mongkok	http://www.metroparkhotelmongkok.com
Metropark Hotel Wanchai Hong Kong	http://www.metroparkhotelwanchai.com
Nathan Hotel	http://www.nathanhotel.com
Newton Hotel Hong Kong	http://www.newtonhk.com/
Novotel Century Hong Kong	http://www.novotel.com/gb/hotel-3562-novotel-hong-kong-century/index.shtml
Novotel Citygate Hong Kong	http://www.novotel.com/gb/hotel-6239-novotel-hong-kong-citygate/index.shtml
Novotel Nathan Road Kowloon Hong Kong	http://www.novotel.com/gb/hotel-6771-novotel-hong-kong-nathan-road-kowloon/index.shtml
Panda Hotel	http://www.pandahotel.com.hk
Park Hotel	http://www.parkhotelgroup.com/Default.aspx?alias=www.parkhotelgroup.com/phhk
Prince	http://www.marcopolohotels.com/hotels/hong_kong_sar/kowloon/prince/index.html
Prudential Hotel	http://www.prudentialhotel.com
Ramada Hong Kong Hotel	http://www.ramadahongkong.com/hk/en/
Ramada Hotel Kowloon	http://www.ramadahongkong.com/kln/en/
Regal Airport Hotel	http://www.regalhotel.com/Regal-Airport-Hotel/Main/Hotel-Home.aspx
Regal Hongkong Hotel	http://www.regalhotel.com/regal-hong-kong/main/hotel-home.aspx
Regal Kowloon Hotel	http://www.regalhotel.com/Regal-Kowloon/Main/Hotel-Home.aspx
Regal Oriental Hotel	http://www.regalhotel.com/Regal-Oriental-Hotel/Main/Hotel-Home.aspx
Regal Riverside Hotel	http://www.regalhotel.com/regal-riverside-hotel/main/hotel-home.aspx
Renaissance Harbour View Hotel Hong Kong	http://www.marriott.com/hotels/travel/hkghv-renaissance-harbour-view-hotel-hong-kong/
Rosedale on the Park	http://www.rosedalehotels.com
Royal Park Hotel	http://www.royalpark.com.hk
Royal Plaza Hotel	http://www.royalplaza.com.hk
Royal View Hotel	http://www.royalview.com.hk
Shamrock Hotel	http://www.shamrockhotel.com.hk
Sheraton Hong Kong Hotel & Towers	http://www.sheraton.com/hongkong
Silka Far East Hotel, Hong Kong	http://www.silkahotel.com/fareast/
Silka Seaview Hotel, Hong Kong	http://www.silkahotel.com/seaview/
Silka West Kowloon Hotel, Hong Kong	http://www.silkahotel.com/westkowloon/
South Pacific Hotel	http://www.southpacifichotel.com.hk
Stanford Hillview Hotel	http://www.stanfordhillview.com

Stanford Hotel	http://www.stanfordhongkong.com
The Charterhouse Causeway Bay	http://www.charterhouse.com/
The Cityview	http://www.thecityview.com.hk/
The Emperor (Happy Valley) Hotel	http://www.emperorhotel.com.hk
The Excelsior, Hong Kong	http://www.excelsiorhongkong.com
The Harbourview	http://www.theharbourview.com.hk
The HarbourView Place	http://www.harbourviewplace.com
The Kimberley Hotel	http://www.kimberleyhotel.com.hk
The Kowloon Hotel	http://www.harbour-plaza.com/klnh
The Langham, Hong Kong	http://hongkong.langhamhotels.com/
The Luxe Manor	http://www.theluxemanor.com
The Mercer	http://th Mercer.com.hk/
The Mira Hong Kong	http://www.themirahotel.com
The Park Lane Hong Kong	http://www.parklane.com.hk
The Peninsula Hong Kong	http://www.peninsula.com/Peninsula_Hotels/en/default.aspx#/Hong_Kong/en/
The Ritz-Carlton, Hong Kong	http://www.ritzcarlton.com/en/Properties/HongKong/Default.htm
The Royal Garden	http://www.rghk.com.hk/
The Royal Pacific Hotel and Towers	http://www.royalpacific.com.hk
The South China Hotel	http://www.southchinahotel.com.hk/
The Upper House	http://www.upperhouse.com
The Wesley Hong Kong	http://www.hanglung.com
The Wharney Guang Dong Hotel Hong Kong	http://www.wharney.com/
Traders Hotel, Hong Kong	http://www.shangri-la.com/en/property/hongkong/traders
W Hong Kong	http://www.whothels.com/HongKong
Warwick Hotel Cheung Chau	http://www.warwickhotel.com.hk

Source: Hong Kong Hotels Association (2011)

3.2.3.5 Data analysis

In order to facilitate the elements of stakeholders' perception, the performance score of each attribute was calculated by combining the weighing score rated by website stakeholders from Questionnaire A and the score rated by evaluators from Questionnaire B. From the data collected in Questionnaire A, the averaged importance index of each attribute was firstly transformed to a weighing score by function (2):

$$W_r = \frac{(1+n-\bar{I}_r)}{\sum_{i=1}^n I_s} \quad (2)$$

Where

- n = Number of attributes in the dimension;
- \bar{I}_r = Averaged importance index of the r^{th} attribute; $r = 1, 2, \dots n$
- W_r = Weighing score of the r^{th} attribute; $r = 1, 2, \dots n$

For the sake of convenience, the performance score of all dimensions was computed and then multiplied by 20 in order to convert the score to a 100-point scale. The transformation is conducted through using the function (3) through (5) below:

$$P_r = \bar{P}_r * W_r \quad (3)$$

$$P_d = \sum_{r=1}^n P_r \quad (4)$$

$$P_w = (\sum_{r=1}^n W_d * P_d) * 20 \quad (5)$$

Where

- \bar{P}_r = The mean performance index for the r^{th} attribute; $r = 1, 2, \dots n$
- W_r = Weighing score of the r^{th} attribute; $r = 1, 2, \dots n$

- P_r = Functionality performance index of r^{th} attribute; $r = 1, 2, \dots n$
 W_d = Weighing score of the d^{th} dimension; $d = 1, 2, \dots 6$
 P_d = Functionality performance index of d^{th} dimension; $d = 1, 2, \dots 6$
 P_w = Functionality performance index of w^{th} hotel website; $w = 1, 2, \dots 113$

3.3 Chapter summary

This chapter describes the research methods employed in this study. First, the flow of conducting this research is provided stage-by-stage (please refer to Figure 3.1 on page 82). The rigorous procedure of finalizing the research instrument is also presented. Following that, the target respondents, questionnaire designs, data collections and data analyses in each stage are explicitly explained. The upcoming chapter, findings and discussion, is going to present how website stakeholders perceive the importance of website functionality attribute as well as the website functionality performance of hotels in Hong Kong.

CHAPTER 4

FINDINGS AND DISCUSSION

This chapter is to describe the results obtained from a mass survey with three groups of website stakeholders (i.e., hotel customers, hotel managers, and IT professionals). The findings and discussion of this study would be presented in the following sequence: (4.1) Demographic profile of survey respondents; (4.2) Analysis of perceived importance of hotel website functionality dimensions; (4.3) Analysis of perceived importance of hotel website functionality attributes; (4.4) Analysis of hotel website functionality performance; and (4.5) Chapter summary.

4.1 Demographic profile of survey respondents

Of the 426 questionnaires distributed to the target respondents, 356 questionnaires were returned but two returned questionnaires were discarded because incomplete information was provided. That is, a total of 354 valid questionnaires were used for this study and the response rate is 83.1%. The main characteristics of all 354 respondents are presented in Table 4.1 on pages 104 to 105. Given the surveys for hotel customers and hotel practitioners (i.e., hotel managers and IT professionals) are conducted in two different ways, there is a variance in the response rate between the two groups. Since a street-intercept survey was conducted with hotel customers, the response rate is 100% and a total of 200 valid questionnaires from hotel customers were collected. As indicated in Table 4.1 on pages 104 to 105, among those hotel customers who are eligible to participate in the survey, two-third of them were male and another one-third was female.

Majority of them were aged below 40 (84.0%). Regarding the highest level of education attained, all respondents of this group were diploma or higher diploma holders and 70% of them have completed their bachelor or postgraduate degree. This finding is in accordance with those in previous studies that online purchasers were generally well-educated (Ratchford, Lee, & Talukar, 2003; Rong, Li, & Law, 2009). In terms of monthly household income, over 90% of hotel customers earned more than HKD 30,000 and the largest group of respondents is those who earned over HKD 60,000 per month (35.5%).

Though prior studies suggested the response rate of mail or postal survey was generally low (Keegan & Lucas, 2005), it is surprising that 83 hotel managers and 71 IT professionals out of 113 hotels positively replied the invitation to join the survey. One possible reason for the high response rate in this study is the provision of prepaid return envelope. The offering of prepaid return envelope with the questionnaires reduces the logistics or nuisance of replying, and thereby indirectly encourages respondents to participate in the survey. Of the 83 usable responses from hotel managers, the majority of interviewed hotel managers was female, in the age group of 31-40, completed the tertiary education at a university, and with a monthly household income of above HKD 60,000. Except the gender information, similar demographic profile was found in those 71 IT professionals who participated in the survey. Male respondents dominated this group (76.1%) and female IT professionals only accounted for a total of 23.9% of this group. Nearly two-third of interested IT professionals had received tertiary level or above education.

Undoubtedly, Internet technology is one of the most influential ICT in the digital era. As the Internet has shown steady growth since 1990s and the dependency on the Internet increases, it is not astounding that over 90% of respondents have used the Internet for more than 10 years (90.4%). Besides, more than half of them spent more than 6 hours using the Internet per day (51.6%).

Table 4.1 Demographic profile of the respondents

	HC (T) ^a (n = 100)		HC (L) ^a (n = 100)		HM ^a (n = 83)		IT ^a (n = 71)		Total (N = 354)	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Gender										
Male	64	64.0	56	56.0	29	34.9	54	76.1	203	57.3
Female	36	36.0	44	44.0	54	65.1	17	23.9	151	42.7
Age group										
21 – 30	33	33.0	33	33.0	8	9.6	20	28.2	94	26.6
31 – 40	49	49.0	53	53.0	42	50.6	22	30.9	166	46.9
41 – 50	1	1.0	0	0.0	12	14.5	9	12.7	22	6.2
51 – 60	17	17.0	14	14.0	21	25.3	20	28.2	72	20.3
Highest level of education attained										
Diploma / Higher diploma level	26	26.0	34	34.0	8	9.6	18	25.4	86	24.3
University level	68	68.0	57	57.0	57	68.7	52	73.2	234	66.1
Postgraduate level	6	6.0	9	9.0	18	21.7	1	1.4	34	9.6
Monthly household income										
HKD 10,001 – 20,000	2	2.0	0	0.0	0	0.0	10	14.0	12	3.4
HKD 20,001 – 30,000	7	7.0	10	10.0	12	14.5	20	28.2	49	13.8
HKD 30,001 – 40,000	20	20.0	24	24.0	28	33.7	9	12.7	81	22.9
HKD 40,001 – 50,000	20	20.0	11	11.0	5	6.0	11	15.5	47	13.3
HKD 50,001 – 60,000	17	17.0	18	18.0	0	0.0	1	1.4	36	10.2
Above HKD 60,000	34	34.0	37	37.0	38	45.8	20	28.2	129	36.4
Frequency of Internet use (per day)										
Less than 1 hour	14	14.0	14	14.0	20	24.1	23	32.4	71	20.1
1 – 3 hours	3	3.0	6	6.0	12	14.4	4	5.6	25	7.1
4 – 6 hours	24	24.0	23	23.0	13	15.7	15	21.1	75	21.2
Above 6 hours	59	59.0	57	57.0	38	45.8	29	40.9	183	51.6

Length of Internet use										
1 – 5 years	0	0.0	0	0.0	1	1.2	0	0.0	1	0.3
6 – 10 years	8	8.0	8	8.0	8	9.6	9	12.7	33	9.3
Above 10 years	92	92.0	92	92.0	74	89.2	62	87.3	320	90.4

Note:

^a **HC (T)** refers to hotel customers who are tourists; **HC (L)** refers to hotel customers who are local residents; **HM** refers to hotel managers; **IT** refers to IT professionals.

4.2 Analysis of perceived importance of hotel website functionality dimensions

4.2.1 Inter-rater reliability

Morrison, Taylor, and Douglas (2004) stressed the significance and inevitability of measuring and improving the inter-rater reliability during website evaluation model development and actual evaluation stage. Before analyzing the data collected from the surveys, the inter-rater reliability test was conducted to ensure the internal consistency. Since respondents were asked to rank the website functionality dimensions according to their relative importance, Cronbach's alpha is not applicable in this condition as the data are ordinal scale in nature. Instead, Kendall's Coefficient of Concordance test for the dichotomous or ordinal scale data was performed on the ranking of the six dimensions provided by the respondents. Similarly to the alpha value in Cronbach's alpha reliability test, the Kendall's W value in the concordance analysis shows the consistency of rankings among the respondents.

Table 4.2 on page 106 shows the Kendall's W value for the rankings among the dimensions by the three respondent groups ranged from 0.303 to 0.439. Kendall (1948)

noted a result in the range between 0.41 and 0.60 is considered to indicate a moderate level of agreement, while 0.21 to 0.40 reflects a fair level of agreement. In other words, the homogeneity of the rankings by the stakeholders was fairly consistent. As the intended purpose of visiting a hotel website varies among hotel customers (Jeong & Lambert, 2001), this may partly explain the relatively low level of agreement as some are purposed to search the hotel facilities but some are to make a reservation. Likewise, hotel companies have built and utilized their websites to achieve various purposes (Ho, 1997). It is reasonable that the rankings provided by the representatives from different hotels were not highly consistent.

Table 4.2 Concordance analysis of the rankings among the dimensions provided by respondents

	Concordance analysis		
	HC ^a	HM ^a	IT ^a
Kendall's Coefficient of Concordance (W)	0.439	0.398	0.303
Chi-square ^b	439.386 **	165.32 **	107.507 **
<i>n</i>	200	83	71

Note:

^a **HC** refers to hotel customers; **HM** refers to hotel managers; **IT** refers to IT professionals.

^b ** indicates two-tailed significance at 1% level.

4.2.2 Perceived importance of hotel website functionality dimensions

Following the model development process described in Section 3.2.2.4 of the methodology chapter (please refer to page 92), Table 4.3 on page 107 lists the importance indices of the six website functionality dimensions. Among the six dimensions, website

stakeholders generally perceived “Hotel Reservations Information” (Index = 0.066) as the most important dimensions for determining the hotel website functionality performance, followed by “Hotel Contact Information” (Index = 0.162) and “Hotel Facilities Information” (Index = 0.163). Social media, the newly added dimension in the current study, were perceived as the fourth most important dimension (Index = 0.173); whereas the least important dimensions were “Website Management” (Index = 0.205) and “Hotel Surrounding Area Information” (Index = 0.231). The ranking of the other dimensions are very similar to those in Zafiroopoulos and Vrana’s (2006) as well as Rong, Li, and Law’s (2009) work. These indicate the website stakeholders focused on the information about the hotel and its services, rather than on technical website issues.

Table 4.3 Importance indices of the six dimensions in evaluating hotel website functionality performance

Dimension	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
D1: Hotel Reservations Information	0.033	0.016	0.016	0.066 (1)
D2: Hotel Contact Information	0.093	0.041	0.028	0.162 (2)
D3: Hotel Facilities Information	0.092	0.040	0.031	0.163 (3)
D4: Social Media	0.096	0.045	0.032	0.173 (4)
D5: Website Management	0.117	0.052	0.037	0.205 (5)
D6: Hotel Surrounding Area Information	0.129	0.057	0.044	0.231 (6)

Note:

^a **Importance index** refers to the perceived importance index of each dimension ranked by respondents (1 – The most important dimension to 6 – The least important dimension).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

Though convention methods, including recommendations from friends and family, recommendation from travel agents and travel guide books, are still available in helping customers to research and evaluate hotel, the most often cited source by travelers for researching and evaluating hotels in 2011 is, still, hotel website. In a global survey with 1,203 leisure and business travelers, HawkPartners (2012) reported hotel websites are the top channel for travelers to research their future staying experience and come to a consideration set. In another market research report by TravelClick (2011), over 58% of hotel bookings for 46 major hotel brands were conducted via their websites. Given “researching” and “purchasing” are two key tasks motivating customers use hotel websites, it is, thus, logical that “Hotel Facilities Information” and “Hotel Reservations Information” were perceived as more important than other dimensions from hotel customers’ perspective.

To hotel managers and IT professionals, making profits and distributing rooms to the customers in a cost effective way is the eventual objective of establishing a business website (Toh, Raven, & DeKay, 2011). Hence, considering the importance of the Internet in contemporary businesses, the practitioners participated in this study generally recognized that their websites are no longer simply an online brochure. Instead, they acknowledged the significance of providing both functional facilities information and reservation facilities to customers. Besides, displaying contact information of all kinds is vitally important to communicate, understand, and customize the offerings to potential customers (Kim & Kim, 2004; Kline, Morrison, & St. John, 2004). Hence, “Hotel

Contact Information” is reasonably selected as one of the most important dimensions determining the website functionality.

4.3 Analysis of perceived importance of hotel website functionality attributes

4.3.1 Inter-rater reliability

Similar to the analysis of inter-rater reliability on the ranking of the website functionality dimensions, Kendall’s Coefficient of Concordance test for the attributes within each dimension was computed for internal consistency evaluation. As exhibited in Table 4.4 on page 110, the Kendall’s W values for the six dimensions provided by hotel customers ranged from 0.504 to 0.670. Following the standard suggested by Kendall (1948), a result in the range between 0.40 and 0.60 as well as the range between 0.60 and 0.80 reflects the moderate and substantial level of agreement, respectively. Since the Kendall’s W values of the six dimensions exceed or close to 0.60, it denotes that the rankings of the attributes provided by the hotel customers showed a substantial level of agreement.

To the group of hotel managers and IT professionals, the value ranged between 0.426 and 0.683, as well as between 0.322 and 0.674, respectively. While the Kendall’s W values of the rankings by hotel practitioners (i.e., hotel managers and IT professionals) for the six dimensions were not as high as those by hotel customers, the ranges for those two groups, still, reflected a moderate level of agreement on ranking the attributes in the dimensions. Though the findings from the concordance analysis did not show a substantial level of

agreement between and within all six dimensions, Landis and Koch (1977) suggested moderate level of agreement still reflects that the majority opinion tends to perceive or rank some items in a unified way.

Table 4.4 Concordance analysis of the rankings within each dimension provided by respondents

Dimensions	Concordance analysis		
	HC ^a	HM ^a	IT ^a
Hotel Reservations Information			
Kendall's Coefficient of Concordance	0.670	0.683	0.674
Chi-square ^b	1206.257 **	509.844 **	431.005 **
<i>n</i>	200	83	71
Hotel Contact Information			
Kendall's Coefficient of Concordance	0.637	0.439	0.479
Chi-square ^b	509.276 **	145.706 **	136.101 **
<i>n</i>	200	83	71
Hotel Facilities Information			
Kendall's Coefficient of Concordance	0.631	0.458	0.572
Chi-square ^b	1136.547 **	341.834 **	365.815 **
<i>n</i>	200	83	71
Social Media			
Kendall's Coefficient of Concordance	0.580	0.426	0.456
Chi-square ^b	1043.929 **	318.131 **	291.661 **
<i>n</i>	200	83	71
Website Management			
Kendall's Coefficient of Concordance	0.600	0.470	0.486
Chi-square ^b	1320.472 **	429.006 **	379.228 **
<i>n</i>	200	83	71
Hotel Surrounding Area Information			
Kendall's Coefficient of Concordance	0.504	0.499	0.322
Chi-square ^b	403.432 **	165.667 **	91.583 **
<i>n</i>	200	83	71

Note:

^a **HC** refers to hotel customers; **HM** refers to hotel managers; **IT** refers to IT professionals.

^b ** indicates two-tailed significance at 1% level.

4.3.2 Perceived importance of hotel website functionality attributes

4.3.2.1 Attributes in the dimension of “Hotel Reservations Information”

Based on the focus group interviews with website stakeholders, respondents defined the dimension of “Hotel Reservations Information” as a set of features relating to the facilities and services available for making a reservation on a hotel website. Among the ten attributes identified (please refer to Table 4.5 on page 112), “Check room rates and room availability” (Index = 0.026) is perceived as the most important attribute by all three groups of website stakeholders, followed by “Best rate guarantee” (Index = 0.048) and “Price ranges of different products / services” (Index = 0.072).

The top three most important attributes are all related to room rate information. In an Omnibus survey with 304 visitors to Hong Kong, Law and Hsu (2005) also found that room rates were the only attribute having an average importance index of above 6.50 (maximum: 7.0). Toh, Raven, and DeKay (2011) noted that customers expect products purchased through the Internet to be cheaper due to its low distribution cost. Hence, the propensity of customers to being price-sensitive in online purchasing can justify why hotel customers chose room rate information as the most important attributes. On the other hand, O’Connor (2003a) reported that customers commonly check several channels for rates, but they do not exhaust all the alternatives because of search costs. The advent of Internet technology introduces utter transparency in product availability and pricing

(O'Connor & Frew, 2004). To encourage customers to stay with the hotel website and attract them become e-buyers, hotel practitioners are cautious on the information pertaining to room rate and offerings on their business website. Promising “Best rate guarantee” is one of the important strategies that may lure customers to book through hotel website and thereby minimize the distribution cost.

Table 4.5 Importance indices of functionality attributes in the dimension of “Hotel Reservations Information”

Dimension 1: Hotel Reservations Information	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Check room rates and room availability	0.014	0.007	0.005	0.026 (1)
Best rate guarantee	0.025	0.016	0.008	0.048 (2)
Price ranges of different products / services	0.040	0.018	0.014	0.072 (3)
Online reservations	0.049	0.020	0.017	0.085 (4)
Privacy policy	0.053	0.017	0.016	0.086 (5)
View and cancel reservations	0.058	0.026	0.020	0.104 (6)
Reservation policies	0.071	0.036	0.025	0.133 (7)
Check-in and check-out time	0.074	0.034	0.026	0.134 (8)
Special Promotion	0.086	0.035	0.028	0.150 (9)
Cancellation policy	0.090	0.043	0.030	0.163 (10)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 10 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

Trust makes up the first and most important phase of an online purchase activity. As privacy issue plays a significant role in inhibiting customers’ intention to purchase travel-

related products online, Bauernfeind and Zins (2006) recommended website administrators to pay more attention on making customers comfortable and secure to complete the reservations and to increase trust in the online environment. Since the indication of guaranteed protection for personal data is vital in trust development (Au Yeung & Law, 2006), this may partly explain the higher ranking of “Privacy policy” provided by hotel practitioners than those by hotel customers (Hotel customers: Rank 5; Hotel managers: Rank 3; IT professionals: Rank 4).

Though the findings in this dimension are largely consistent with those in prior studies, two attributes, “Special promotion” and “Cancellation policy” which were once perceived as important attributes in the studies of Ma, Law, and Ye (2008) and Musante, Bojanic, and Zhang (2009), were listed as the least important attributes in the current study. Considering the recency of these two studies, it demonstrates the users’ preferences and expectations continue to change over time.

4.3.2.2 Attributes in the dimension of “Hotel Contact Information”

The dimension of “Hotel Contact Information” refers to the information or services available for facilitating direct communications between a hotel and its customers. Five kinds of communication channels were listed in Table 4.6 on page 114, which were arranged in descending order of their importance indices. Similar to the findings in other hotel website functionality studies (e.g., Chung & Law, 2003; Law & Hsu, 2006), “Hotel

address” (Index = 0.088), “Email address” (Index = 0.173) and “Telephone number” (Index = 0.217) were considered as the most important attributes in this dimension.

Table 4.6 Importance indices of functionality attributes in the dimension of “Hotel Contact Information”

Dimension 2: Hotel Contact Information	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Hotel address	0.048	0.022	0.018	0.088 (1)
Email address	0.091	0.048	0.034	0.173 (2)
Telephone number	0.124	0.052	0.041	0.217 (3)
Fax number	0.120	0.058	0.042	0.220 (4)
Instant messaging	0.177	0.070	0.055	0.302 (5)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 5 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

While many online and offline communication channels are available to facilitate the communication with the hotel party, some guests may still tend to use mails or have direct communication with hotel staff. To facilitate this type of communication, “Hotel address” is the most fundamental information that can help customers access to the hotel and directly communicate with the hotel employees. Conversely, to those customers who are geographically distant from the hotel, a working “Telephone number” and “Email address” allows customers to make all kinds of enquiry irrespective of geographical or time limitations. As these are the common methods of communicating with the hotel, it is thus normal the above three attributes continue to be the most important attributes. While

instant messaging is largely exploited by hotels in mainland China to communicate and answer customers' enquiries (Huang & Law, 2003), this tool has no longer been perceived as an important way of communication from modern website stakeholders' perspective.

4.3.2.3 Attributes in the dimension of "Hotel Facilities Information"

"Hotel Facilities Information" is a set of attributes that describe the hotel property, facilities and services that are available to customers. As shown in Table 4.7 on page 116, "Hotel description" (Index = 0.053), "Photos" (Index = 0.056) and "Hotel location" (Index = 0.057) shared the lowest importance indices, indicating that they are the most important attributes considered by website stakeholders. Undoubtedly, the advent of Internet technology tremendously eases the information search task in the travel planning process. Simultaneously, customers also suffer from information overload when they use the Internet to look for travel information (Jun, Vogt, & MacKay, 2010). A survey by HawkPartners (2012) reported that business and leisure travelers spent only around one hour to research and evaluate different hotels. Since they are spending less time in hotel selection and searching on a hotel website, "Hotel description" may provide a convenient way allowing customers to have a quick understanding of the hotel property and in-house facilities. This may partially explain the high ranking of this attribute provided by hotel customers.

Table 4.7 Importance indices of functionality attributes in the dimension of “Hotel Facilities Information”

Dimension 3: Hotel Facilities Information	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Hotel description	0.027	0.015	0.011	0.053 (1)
Photos	0.033	0.014	0.010	0.056 (2)
Hotel location	0.027	0.016	0.014	0.057 (3)
Guest room facilities	0.042	0.018	0.011	0.071 (4)
Meeting facilities	0.052	0.026	0.018	0.096 (5)
Dining facilities	0.058	0.025	0.017	0.100 (6)
Recreation facilities	0.068	0.030	0.024	0.122 (7)
Others facilities	0.076	0.032	0.025	0.133 (8)
Virtual tours	0.080	0.033	0.026	0.139 (9)
Hotel fact sheet	0.098	0.043	0.033	0.174 (10)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 10 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

To hotel managers and IT practitioners, they perceived “Photos” as the most important attribute among the ten attributes. This can be justified by the significant effect of visual information on customers’ purchase intention. In business literature, Kim and Lennon (2008) advocated that providing both textual and visual information has a significant effect on affective and cognitive attitudes toward products and services. Although textual information does have an effect on customers’ purchase intention, textual information alone is not attractive enough and is more effective when combined with visual information. In a study on textual and visual information on electronic word-of-mouth, Lee and Tussyadiah (2011) also found that that text-photo combination is the most

influential form of information to provoke travel motivation. In view of the significant impact on motivating customers' purchase intention, hotel practitioners generally perceived "Photos" as one of the most important attributes.

Zhou and DeSantis (2005) stated virtual tours can help potential travelers to develop expectations about what they can experience at the destination. Bai, Hu, and Jang (2006) also noted a "Virtual tour" can effectively tangibilize the staying experience as well as reduce potentially perceived risks associated with unfamiliar offerings. In the current study, "Virtual tour" was, however, considered as one of the least important attributes in the "Hotel Facilities Information" dimension.

4.3.2.4 Attributes in the dimension of "Social Media"

As a newly added dimension, the definition of "Social Media" needs to be offered and discussed. After the two rounds of focus group interviews, website stakeholders compromised and commonly agreed its definition as a set of applications available on a hotel website to facilitate a higher level of social interaction between a hotel and its customers, as well as customers and customers. Table 4.8 on page 118 lists the ten social media applications with their corresponding importance indices. Of the ten applications which were chosen and ranked by 354 website stakeholders, a social networking site "Facebook" (Index = 0.028) was considered to be the most important attribute, followed by "Bookmark" (Index = 0.066) and a micro-blogging site "Twitter" (Index = 0.083).

“Weibo” (Index = 0.154), a China-based micro-blogging site, and “Company blog” (Index = 0.152) were listed as the least important attributes.

Table 4.8 Importance indices of functionality attributes in the dimension of “Social Media”

Dimension 4: Social Media	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Facebook	0.014	0.010	0.005	0.028 (1)
Bookmark	0.041	0.012	0.013	0.066 (2)
Twitter	0.044	0.024	0.015	0.083 (3)
Really Simple Syndication	0.043	0.025	0.019	0.087 (4)
Google Map	0.051	0.025	0.019	0.094 (5)
Tripadvisor	0.051	0.027	0.020	0.097 (6)
Flickr	0.075	0.023	0.019	0.117 (7)
YouTube	0.066	0.032	0.024	0.122 (8)
Company blog	0.090	0.035	0.027	0.152 (9)
Weibo	0.086	0.039	0.029	0.154 (10)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 10 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

Facebook, the largest social networking site with more than 845 million monthly active users in 2012 (Protanlinski, 2012), offers a wide range of functions for potential travelers to spread travel experience and acquire user-generated content in the forms of textual, pictorial and audio-visual. Given Facebook is now the largest cyberspace accommodating 11.5% of the global population (Internet World Stats, 2012b), this is a useful source for customers to acquire the recommendations of other people who had visited the place

before (Hsu, 2012). In addition, Facebook can serve as a collaborative communication avenue for hotel customers to raise the questions and get the feedbacks from not only the hotel party but also other customers. With the provision of various functions and high level of playfulness to users (Lee, Xiong, & Hu, 2012), it is not surprising that hotel customers perceived “Facebook” as the most important social media application. On the other hand, since Facebook is a place with the biggest number of users, hotels can create an international social network via providing information, promoting products and offerings and responding to customer enquiries. Ayeh, Leung, Au, and Law (2012) revealed that some industry practitioners used the “question” function on Facebook to conduct pools in an attempt to understand customer preferences. In view of the potentials of Facebook as an invaluable tool for the international marketing of hotels, hotel practitioners participated in the current study also advocated “Facebook” as the most important social media application among the others.

One interesting finding in this study is the high ranking of “Bookmark” in the “Social Media” dimension. Damianos, Cuomo, Griffith, Hirst, and Smallwood (2007) suggested social bookmarking tools, such as Delicious (<http://www.delicious.com>) and Digg (<http://www.digg.com>), are useful for customers to access a consolidated set of bookmarks from various computers. As presented in Table 4.1 on pages 104 to 105, the hotel customers who participated in this study are all experienced Internet users with more than five year experience in using the Internet. They may be familiar with the function of this application to organize their bookmarks, and this explains why the ranking of “Bookmark” is at a high level. Hotel managers and IT professionals also

perceived this application as a very important attribute, and this can be explained by the ability of this tool in enhancing the visibility of their business websites. Hammond, Hannay, Lund, and Scott (2005) suggested the more often their websites are tagged, the higher rankings they are listed within the natural search engine listings. As modern customers have less time in hotel selection (HawkPartners, 2012) and view no more than 30 results on search engine listing (Jansen & Spink, 2003), this tool may increase the website traffic and thereby the chances to convert online browsers into online purchasers.

4.3.2.5 Attributes in the dimension of “Website Management”

In Chung and Law’s (2003) study, the dimension of “Website management” refers to a set of features that related to facilitate an efficient and effective website. With more attributes were included in the current study, “Website Management” was re-defined as the dimension comprising features available on a hotel website that allow customers to easily access relevant and up-to-date information after having focus group interviews with website stakeholders.

Same as prior studies on hotel website functionality evaluation (Law & Cheung, 2005; Law & Hsu, 2005; 2006; Rong, Li, & Law, 2009), “Up-to-date information on the site” (Index = 0.035) and “Language selection” (Index = 0.037) were considered as the most important attributes, followed by “Site map” (Index = 0.057) and “Search function” (Index = 0.068). The least important attributes were the “Term of use” (Index = 0.125)

and “Best presented Internet browser” (Index = 0.148). Table 4.9 below shows the importance indices of all twelve attributes in this dimension.

Table 4.9 Importance indices of functionality attributes in the dimension of “Website Management”

Dimension 5: Website Management	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Up-to-date information on the site	0.015	0.012	0.008	0.035 (1)
Language selection	0.019	0.011	0.008	0.037 (2)
Site map	0.033	0.013	0.012	0.057 (3)
Search function	0.034	0.018	0.016	0.068 (4)
Newsletter	0.043	0.018	0.012	0.072 (5)
Press release	0.046	0.017	0.011	0.074 (6)
Brand description	0.045	0.025	0.018	0.088 (7)
Help button	0.056	0.020	0.017	0.093 (8)
Upcoming events	0.058	0.024	0.018	0.100 (9)
Online survey	0.057	0.028	0.019	0.104 (10)
Term of use	0.070	0.031	0.024	0.125 (11)
Best presented Internet browser	0.084	0.036	0.028	0.148 (12)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 12 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

Lu, Lu, and Zhang (2002) suggested that the information presented on a tourism website should be timely and up-to-date. Indeed, the tourism and hospitality industry is fragmented and requires rich and up-to-date information. To create an effective website that people will use repeatedly, the website content needs to be updated on a regular basis

in order to explicitly fulfill customers' information needs (Gupta, Jones, & Coleman, 2004). Hernández, Jiménez, and José Martín (2009) reviewed and summarized the key success factors in e-business strategy. Among the eleven factors extracted from prior literature, Hernández and his colleagues (2009) stressed that the provision of accurate and updated information is of utmost importance as obtaining information is the main purpose for going online. Given the intangibility of tourism and hospitality products, hotel customers were dependent on the accurate and timely information and this is a possible reason why hotel customers perceived "Up-to-date information on the site" as the most important feature. Cox and Dale (2002) found that site map can effectively help users in locating the information needed. Since this tool can ease the information search process, "Site map" was also perceived as important by hotel customers.

Though the provision of updated information is a key factor determining the website effectiveness, "Language selection" was the most important attribute from practitioners' perspective. Scharl, Wöber, and Bauer (2003) suggested providing multilingual content on business websites is often a necessity in customer-oriented industries such as hospitality. As a multilingual site can help hotel market its product globally, the website content should be available in various languages so that customers around the world can acquire the information necessary for making transaction. Hence, hotel practitioners perceived this feature as important as timeliness of information.

4.3.2.6 Attributes in the dimension of “Hotel Surrounding Area Information”

The dimension of “Hotel Surrounding Area Information” relates to the tourist concerned information that is related to the destination such as sightseeing, weather and travel. This dimension consisted of five attributes (please refer to Table 4.10 below), and the most important attribute perceived by all three groups of website stakeholders was “Distance to main attractions” (Index = 0.100). “General information about the city” (Index = 0.186) and “Dining facilities” (Index = 0.196) were the second and third most important attributes, while the least important attributes was “Weather report” (Index = 0.298).

Table 4.10 Importance indices of functionality attributes in the dimension of “Hotel Surrounding Area Information”

Dimension 6: Hotel Surrounding Area Information	Importance index ^a			
	HC ^b	HM ^b	IT ^b	Total (Rank)
Distance to main attractions	0.055	0.023	0.021	0.100 (1)
General information about the city	0.097	0.052	0.037	0.186 (2)
Dining facilities nearby	0.115	0.046	0.035	0.196 (3)
Recreation facilities nearby	0.121	0.055	0.044	0.220 (4)
Weather report	0.171	0.075	0.052	0.298 (5)

Note:

^a **Importance index** refers to the perceived importance index of each attribute ranked by respondents (1 – The most important attribute to 5 – The least important attribute).

^b **HC** refers to the perceived importance index provided by hotel customers;
HM refers to the perceived importance index provided by hotel managers;
IT refers to the perceived importance index provided IT professionals.

As stressed by Chu and Choi (2000) as well as Lewis and Chambers (2000), hotel location factors, such as the convenience of transportation and closeness to main

attractions, were among the most important factors influencing both business and leisure travelers in hotel section. Besides, Urtasun and Gutiérrez (2006) argued that the hotel industry relies heavily on an effective location strategy to succeed in the competition to attract hotel guests to rent their room. In view of the importance of hotel location to both customers and practitioners, it is reasonable to find that “Distance to main attraction” received a high ranking from all website stakeholders” perspective.

4.3.2.7 Analysis and discussion on the perceived importance of hotel website

functionality dimensions and attributes among website stakeholders

In a study on examining the functionality performance of hotel company websites in three key cities in China, Ma, Law, and Ye (2008) posited there appeared to be a mismatch between supply and demand in hotel website content. They noted the practitioners tend to spend more efforts to make hotel websites as a sales distribution channel, whereas customers would like to receive more detailed information on hotel property. That is, customers” and practitioners” view on the importance of hotel website functionality dimensions were not consistent. However, Ma, Law, and Ye (2008) did not offer empirical evidence to confirm the presence of discrepancy between customers and practitioners. In order to empirically verify the existence of mismatch suggested, the Kruskal-Wallis test, a nonparametric counterpart of ANOVA test (Kruskal & Wallis, 1952), was conducted on the rankings of all six website functionality dimensions. Table 4.11 on page 125 presents there were no statistically significant difference among three groups of website stakeholders in ranking the dimensions “Hotel Contact Information”

(χ^2 (2, $N = 354$) = 3.624, $p = 0.163$), “Hotel Facilities Information” (χ^2 (2, $N = 354$) = 1.007, $p = 0.604$), “Social Media” (χ^2 (2, $N = 354$) = 1.054, $p = 0.590$), “Website Management” (χ^2 (2, $N = 354$) = 0.840, $p = 0.657$) and “Hotel Surrounding Area Information” (χ^2 (2, $N = 354$) = 1.192, $p = 0.551$). A statistically significant difference was found in the dimension of “Hotel Reservations Information” (χ^2 (2, $N = 354$) = 23.846, $p < 0.01$), and the rankings provided by IT professionals were founded to be significantly higher than those by hotel customers ($U = 4914$, $Z = -4.825$, $p < 0.01$) at the 5% significance level with Bonferroni adjustment. Drawing on the findings, it is believed that the perceived importance of the six website functionality dimensions by three groups of stakeholders was largely similar. It denotes the hotel customers and hotel practitioners share a similar thought on the importance of hotel website functionality dimensions, and no empirical evidence proves the existence of mismatch among website stakeholders.

Table 4.11 Kruskal-Wallis test on the rankings of the website functionality dimensions

Dimension	χ^2^a	p-value^b	Post Hoc^c
Hotel Reservations Information	23.846	0.000 ##	IT > HC **
Hotel Contact Information	3.624	0.163	-
Hotel Facilities Information	1.007	0.604	-
Social Media	1.054	0.590	-
Website Management	0.840	0.657	-
Hotel Surrounding Area Information	1.192	0.551	-

Note:

^a χ^2 refers to the Kruskal-Wallis H / Chi-square value.

^b ## indicates two-tailed significance at 5% level based on the Kruskal-Wallis tests.

^c ** indicates two-tailed significance at 5% level with Bonferroni adjustment based on the Mann-Whitney tests (5% / 3 = 1.6%).

As discussed in Section 3.2.3.5 on page 100, the averaged importance index of each attribute provided by all website stakeholders was transformed to a weighing score. Table 4.12 on pages 127 to 128 lists the weighing scores of all six dimensions and associated attributes, indicating their relative importance in determining the website functionality performance. In brief, “Hotel Reservations Information” was identified as the most important dimension in determining website functionality performance. Despite the tremendous popularity and helpfulness of social media in travel planning process, “Social Media” was just ranked behind “Hotel Contact Information” and “Hotel Facilities Information” as the fourth most important dimensions.

In “Hotel Reservations Information” dimension, the hotel practitioners may need to pay attention to room rate information as the top three room rate related attributes (i.e., “Check room rates and room availability”, “Best rate guarantee” and “Price range of different products / services”) constituted nearly 50% of weighing scores. To the “Hotel Contact Information”, hoteliers may need to ensure all kinds of contact information should be presented on websites as their weighing scores are similar except the “Instant messaging”. Regarding the “Hotel Facilities Information”, “Hotel description” and “Photos” were considered as the top two most important attributes. Hotel practitioners may need to provide textual-visual information in order to satisfy customers’ information need and motivate their purchase intention. Among the ten social media applications, all stakeholders considered “Facebook” was the most important application in this dimension. From technical perspective, hoteliers may also need to pay some attention to

the timeliness of website content and the provision of auxiliary information, such as distance to main attractions.

Table 4.12 Weighing score of all dimensions and associated attributes

Dimension / Attribute	Weighing score ^a
Dimension	
D1: Hotel Reservations Information	26.72%
D2: Hotel Contact Information	17.16%
D3: Hotel Facilities Information	17.00%
D4: Social Media	16.05%
D5: Website Management	12.81%
D6: Hotel Surrounding Area Information	10.26%
D1: Hotel Reservations Information	
Check room rates and room availability	17.40%
Best rate guarantee	15.24%
Price ranges of different products / services	12.80%
Online reservations	11.44%
Privacy policy	11.42%
View and cancel reservations	9.62%
Reservation policies	6.76%
Check-in and check-out time	6.57%
Special promotion	5.02%
Cancellation policy	3.72%
D2: Hotel Contact Information	
Hotel address	31.15%
Email address	22.75%
Telephone number	18.31%
Fax number	18.02%
Instant messaging	9.77%
D3: Hotel Facilities Information	
Hotel description	14.72%
Photos	14.36%
Hotel location	14.33%
Guest room facilities	12.91%
Meeting facilities	10.45%

Dining facilities	10.05%
Recreation facilities	7.83%
Other facilities	6.69%
Virtual tours	6.08%
Hotel fact sheet	2.58%
D4: Social Media	
Facebook	17.19%
Bookmark	13.41%
Twitter	11.75%
Really Simple Syndication	11.34%
Google Map	10.57%
Tripadvisor	10.30%
Flickr	8.26%
YouTube	7.78%
Company blog	4.78%
Weibo	4.26%
D5: Website Management	
Up-to-date information on the site	13.18%
Language selection	13.00%
Site map	10.92%
Search function	9.86%
Newsletter	9.45%
Press release	9.29%
Brand description	7.89%
Help button	7.35%
Upcoming events	6.71%
Online survey	6.28%
Term of use	4.17%
Best presented Internet browser	1.91%
D6: Hotel Surrounding Area Information	
Distance to main attractions	29.96%
General information about the city	21.45%
Dining facilities nearby	20.43%
Recreation facilities nearby	17.95%
Weather report	10.21%

Note:

^a **Weighing score** of each attribute is computed by function (2) = [1 + Number of attributes in the dimension - Averaged importance index of the r^{th} attribute] / Sum of averaged importance indices of all attributes in the dimension.

4.4 Analysis of hotel website functionality performance

4.4.1 Result of hotel website functionality performance

To apply the developed model to evaluate the performance of hotel websites, the actual website evaluation was conducted with the 113 Hong Kong hotels by twelve evaluators using a 5-point judgmental rating scale (1 represents “Very poor”; 5 represents “Very good”). Majority of the performance scores on the attributes by two evaluators were the same, and only a few cases required the evaluators to discuss thoroughly and re-evaluate until they arrived at a consensus.

In order to incorporate stakeholders’ perception, the performance score of each attribute is calculated by combining the weighing score (please refer to Table 4.12 on pages 127 to 128) and the score rated by evaluators. Table 4.13 on pages 130 to 132 lists the dimensional and overall performance scores of the Hong Kong hotel websites according to the alphabetical order of the hotel name. The detailed information relating the attribute performance of each hotel was presented in Appendix IV.

Table 4.13 Functionality performance of Hong Kong hotel websites

ID	Hotel name	Functionality performance ^a						
		HRI	HFI	HCI	HSAI	WM	SM	OP
H1	Best Western Hotel Causeway Bay	8.77	7.24	6.94	7.91	2.95	0.00	33.82
H2	Bishop Lei International House	6.28	6.99	5.56	4.28	1.75	0.00	24.86
H3	Butterfly On Morrison	13.71	9.57	5.56	13.60	4.07	0.00	46.51
H4	Butterfly On Prat	13.44	9.91	5.56	13.60	4.07	0.66	47.24
H5	Central Park Hotel	15.45	8.32	5.56	6.28	2.02	0.00	37.61
H6	City Garden Hotel	20.60	10.80	5.56	6.11	6.21	8.71	57.99
H7	Conrad Hong Kong	19.44	8.97	5.56	6.77	5.23	0.00	45.98
H8	Cosmo Hotel Hong Kong	18.84	6.60	5.56	6.35	4.77	2.27	44.38
H9	Cosmo Hotel Mongkok	18.02	6.14	5.56	7.98	5.43	4.37	47.49
H10	Cosmopolitan Hotel Hong Kong	18.30	6.95	5.56	7.69	5.61	4.62	48.72
H11	Courtyard by Marriott Hong Kong	19.05	10.41	5.56	14.76	7.15	1.36	58.28
H12	Disney's Hollywood Hotel	16.15	6.33	1.13	1.83	5.32	0.00	30.76
H13	Dorsett Regency Hotel, Hong Kong	12.03	7.78	5.56	5.36	2.92	7.05	40.69
H14	EAST, Hong Kong	17.89	13.53	5.56	6.26	2.95	4.31	50.50
H15	Eaton Smart, Hong Kong	18.13	11.46	4.16	10.87	6.55	6.49	57.66
H16	Empire Hotel Hong Kong . Causeway Bay	15.88	7.00	5.56	6.60	5.45	0.00	40.49
H17	Empire Hotel Hong Kong . Wan Chai	16.93	6.90	5.56	5.99	5.45	0.00	40.84
H18	Empire Hotel Kowloon . Tsim Sha Tsui	16.93	6.90	5.56	7.21	5.45	0.00	42.06
H19	Four Seasons Hotel Hong Kong	14.95	11.40	5.56	13.98	6.25	7.59	59.74
H20	Gateway	15.54	10.27	6.16	3.22	3.85	1.36	40.40
H21	Gloucester Luk Kwok Hong Kong	14.58	8.10	5.56	0.35	1.67	2.21	32.47
H22	Grand Hyatt Hong Kong	17.37	13.08	5.56	8.58	6.25	2.36	53.20
H23	Guangdong Hotel Hong Kong	15.11	8.58	5.56	5.50	2.35	1.36	38.46
H24	Harbour Grand Hong Kong	16.99	12.78	5.56	7.54	6.33	3.08	52.28
H25	Harbour Grand Kowloon	16.99	13.01	5.56	7.54	6.33	3.08	52.51
H26	Harbour Plaza Metropolis	16.99	11.94	5.93	6.52	5.36	0.00	46.74
H27	Harbour Plaza North Point	15.59	11.67	5.93	6.52	5.36	0.00	45.07
H28	Harbour Plaza Resort City Hong Kong	15.59	12.03	5.93	6.52	5.36	0.00	45.43
H29	Holiday Inn Express Causeway Bay Hong Kong	20.94	12.83	5.09	11.23	5.87	1.36	57.32
H30	Holiday Inn Golden Mile Hong Kong	20.94	12.41	5.09	11.23	5.87	1.36	56.90
H31	Hong Kong Disneyland Hotel	16.83	8.91	1.13	1.83	5.32	0.00	34.03
H32	Hong Kong Gold Coast Hotel	16.15	11.43	5.56	9.03	6.12	7.82	56.11
H33	Hong Kong SkyCity Marriott Hotel	18.17	13.17	5.56	16.31	7.39	2.16	62.75
H34	Hotel ICON	16.15	10.61	5.56	1.22	5.03	5.04	43.60
H35	Hotel Nikko Hongkong	16.48	11.93	5.56	3.06	3.92	1.36	42.30
H36	Hotel Panorama by Rhombus	17.55	11.19	5.56	4.08	4.07	3.35	45.80
H37	Hyatt Regency Hong Kong, Sha Tin	14.73	12.73	5.56	7.81	7.21	2.36	50.40
H38	Hyatt Regency Hong Kong, Tsim Sha Tsui	14.73	12.23	5.56	7.81	6.25	2.36	48.93
H39	Imperial Hotel	15.11	6.65	5.56	9.30	3.32	0.00	39.93
H40	InterContinental Grand Stanford Hong Kong	18.22	10.94	5.56	6.97	3.27	0.00	44.96
H41	InterContinental Hong Kong	16.86	12.28	4.45	14.25	8.30	5.07	61.21

H42	Island Pacific Hotel	17.55	11.70	5.56	8.12	5.11	6.96	54.99
H43	Island Shangri-La, Hong Kong	20.54	11.23	5.56	9.46	5.64	2.36	54.78
H44	JW Marriott Hotel Hong Kong	18.17	13.31	5.56	15.98	7.47	2.16	62.65
H45	KINGS De NATHAN	5.97	7.03	5.56	0.00	2.62	0.00	21.18
H46	Kowloon Shangri-La	20.54	11.23	5.56	6.97	5.64	2.36	52.29
H47	L'hotel Causeway Bay Harbour View	16.46	7.20	5.56	5.23	2.51	0.00	36.96
H48	L'hotel Island South	13.71	9.46	5.56	9.58	3.91	2.21	44.42
H49	L'hotel Nina et Convention Centre	14.85	10.70	5.56	8.17	3.76	0.00	43.03
H50	Lan Kwai Fong Hotel	16.73	9.90	5.56	7.56	4.33	0.00	44.07
H51	Langham Place, Mongkok, Hong Kong	19.14	11.68	5.56	11.52	5.99	7.13	61.02
H52	Lanson Place Hotel	15.88	6.16	5.56	6.40	5.12	1.10	40.22
H53	Largos Hotel	6.91	5.36	5.09	3.06	2.35	0.00	22.77
H54	Le Meridien Cyberport	21.37	11.05	4.45	9.46	6.60	3.27	56.19
H55	Mandarin Oriental, Hong Kong	17.75	12.95	5.56	12.94	5.99	6.10	61.29
H56	Marco Polo Hongkong Hotel	17.29	11.87	5.56	7.56	5.70	1.36	49.33
H57	Metropark Hotel Causeway Bay Hong Kong	17.29	9.90	5.56	4.08	3.40	6.03	46.25
H58	Metropark Hotel Kowloon	15.41	10.19	6.36	6.52	4.08	5.29	47.83
H59	Metropark Hotel Mongkok	15.41	9.66	5.56	4.89	2.68	3.72	41.91
H60	Metropark Hotel Wanchai Hong Kong	14.85	7.04	5.56	9.46	5.12	3.08	45.09
H61	Nathan Hotel	14.85	11.09	5.56	0.00	2.02	1.36	34.87
H62	Newton Hotel Hong Kong	3.81	7.02	5.56	1.04	1.68	0.00	19.10
H63	Novotel Century Hong Kong	20.54	11.35	5.56	13.18	5.42	1.60	57.66
H64	Novotel Citygate Hong Kong	20.54	11.80	5.56	12.57	5.42	1.60	57.49
H65	Novotel Nathan Road Kowloon Hong Kong	20.54	10.36	5.56	12.57	5.42	1.60	56.06
H66	Panda Hotel	17.55	13.02	5.56	11.79	5.99	6.84	60.76
H67	Park Hotel	14.86	9.84	5.56	5.91	3.42	1.36	40.95
H68	Prince	17.55	12.23	5.56	10.82	5.70	1.36	53.22
H69	Prudential Hotel	3.25	9.24	5.56	6.52	2.01	2.58	29.15
H70	Ramada Hong Kong Hotel	6.25	8.38	5.56	6.52	2.35	0.00	29.05
H71	Ramada Hotel Kowloon	6.25	6.16	5.56	8.60	2.35	0.00	28.92
H72	Regal Airport Hotel	16.15	11.66	5.56	11.55	5.03	1.36	51.30
H73	Regal Hongkong Hotel	16.15	11.66	5.56	11.55	5.03	1.36	51.30
H74	Regal Kowloon Hotel	16.15	10.94	5.56	11.55	5.03	1.36	50.58
H75	Regal Oriental Hotel	16.15	11.07	5.56	11.55	5.03	1.36	50.71
H76	Regal Riverside Hotel	16.15	11.07	5.56	11.55	5.03	1.36	50.71
H77	Renaissance Harbour View Hotel Hong Kong	18.17	12.20	5.56	17.00	7.53	2.16	62.61
H78	Rosedale on the Park	11.34	10.40	5.56	5.57	5.99	1.36	40.22
H79	Royal Park Hotel	17.55	11.18	5.56	9.43	4.83	5.31	53.87
H80	Royal Plaza Hotel	16.15	10.12	5.56	6.99	4.83	4.71	48.37
H81	Royal View Hotel	17.55	11.22	5.56	10.91	4.83	1.27	51.34
H82	Shamrock Hotel	10.02	5.84	5.56	0.00	2.02	0.00	23.42
H83	Sheraton Hong Kong Hotel & Towers	20.81	11.10	5.56	11.55	5.65	3.27	57.93
H84	Silka Far East Hotel, Hong Kong	13.44	9.04	5.56	6.52	4.13	4.93	43.61
H85	Silka Seaview Hotel, Hong Kong	13.44	9.04	5.56	6.52	4.13	4.93	43.61

H86	Silka West Kowloon Hotel, Hong Kong	13.44	8.55	5.56	6.52	4.13	4.93	43.12
H87	South Pacific Hotel	17.29	9.76	5.56	6.52	3.47	0.00	42.58
H88	Stanford Hillview Hotel	9.46	7.23	5.56	7.56	2.01	0.00	31.82
H89	Stanford Hotel	9.46	7.23	5.56	7.56	2.01	0.00	31.82
H90	The Charterhouse Causeway Bay	12.82	8.62	5.56	7.13	5.01	6.50	45.63
H91	The Cityview	16.12	11.17	4.45	3.87	6.31	5.63	47.55
H92	The Emperor (Happy Valley) Hotel	14.05	7.71	5.56	8.60	2.95	1.36	40.23
H93	The Excelsior, Hong Kong	17.39	11.61	5.56	13.37	7.93	6.37	62.23
H94	The Harbourview	17.55	9.76	3.98	1.83	4.69	3.72	41.53
H95	The HarbourView Place	4.27	9.77	5.56	4.08	3.00	2.21	28.88
H96	The Kimberley Hotel	14.44	8.28	5.56	3.23	2.01	2.21	35.72
H97	The Kowloon Hotel	16.99	12.66	5.56	6.52	5.45	0.00	47.18
H98	The Langham, Hong Kong	18.42	11.83	5.56	11.52	5.99	5.62	58.94
H99	The Luxe Manor	15.11	9.67	5.56	5.46	5.65	4.53	45.98
H100	The Mercer	14.85	6.74	5.56	6.52	2.62	2.87	39.14
H101	The Mira Hong Kong	14.47	11.57	5.56	6.97	5.55	5.44	49.55
H102	The Park Lane Hong Kong	15.11	9.76	5.56	5.91	2.98	1.36	40.68
H103	The Peninsula Hong Kong	17.29	12.33	5.56	9.46	6.87	1.36	52.85
H104	The Ritz-Carlton, Hong Kong	18.17	11.97	5.56	4.31	6.62	2.36	48.98
H105	The Royal Garden	13.59	10.06	5.56	9.32	4.07	0.00	42.60
H106	The Royal Pacific Hotel and Towers	17.55	12.24	5.56	10.48	5.65	8.71	60.18
H107	The South China Hotel	10.70	4.76	5.56	0.00	2.82	0.00	23.84
H108	The Upper House	16.15	6.26	5.56	4.02	4.24	5.67	41.89
H109	The Wesley Hong Kong	15.11	4.91	1.92	0.00	2.82	0.00	24.77
H110	The Wharney Guang Dong Hotel Hong Kong	14.04	7.61	5.56	6.26	3.13	3.72	40.31
H111	Traders Hotel, Hong Kong	19.14	10.01	5.56	6.75	5.97	2.36	49.78
H112	W Hong Kong	20.81	12.03	5.56	10.56	5.31	1.86	56.13
H113	Warwick Hotel Cheung Chau	5.97	8.46	5.56	3.06	1.68	0.00	24.72

Note:

- ^a **HRI** refers to performance score on the dimension of hotel reservations information;
HFI refers to performance score on the dimension of hotel facilities information;
HCI refers to performance score on the dimension of hotel contact information;
HSAI refers to performance score on the dimension of hotel surrounding area information;
WM refers to performance score on the dimension of website management;
SM refers to performance score on the dimension of social media;
OP refers to overall functionality performance of hotel websites
(OP = [HRI + HFI + HCI + HSAI + WM + SM]).

In order to help hotel practitioners understand the strategic positions of their websites in the marketplace, Table 4.14 on pages 134 to 136 lists the rankings of Hong Kong hotel websites according to their overall functionality performance scores. Not surprisingly,

“Hong Kong SkyCity Marriott Hotel” (Score = 62.75), a chain hotel under the Marriott International, outperformed other 112 counterparts in terms of website functionality performance. The websites of another two hotels affiliated with the Marriott International, “JW Marriott Hotel Hong Kong” (Score = 62.65) and “Renaissance Harbour View Hotel Hong Kong” (Score = 62.61), closely followed and were listed as the second and third best performed hotel websites from stakeholders’ point of view. On the contrary, “Largos Hotel” (Score = 22.77), “KINGS De NATHAN” (Score = 21.18) and “Newton Hotel Hong Kong” (Score = 19.10) received the lowest performance score among the analyzed 113 hotels.

To the hotels affiliated with local or international hotel chains, since they can share the technical expertise and financial resources from the corporate headquarters, the functionality performance of these websites should be similar or even the same. Surprisingly, some discrepancies were found among the hotels in the same hotel chain. For instance, while “InterContinental Hong Kong” and “InterContinental Grand Stanford Hong Kong” are two hotels affiliating with the same international hotel chain - InterContinental Hotels Group, the former hotel ranked number 6 with 61.21 points but the latter hotel ranked number 63 with only 44.96 points. Another example is a local hotel chain – L’hotel group. Two hotels under the L’hotel group, which are “L’hotel Island South” and “L’hotel Nina et Convention Centre”, ranked number 64 (Score = 44.42) and 71 (Score = 43.03), respectively. However their sister hotel, “L’hotel Causeway Bay Harbour View”, ranked number 93 (Score = 36.96) only. These evidences suggested the

top management of hotel chains should pay particular attention to maintaining the website information quality of hotels affiliating with their hotel groups.

Table 4.14 Rankings of Hong Kong hotel websites based on overall functionality performance

Rank	ID	Hotel Name	Overall performance
1	H33	Hong Kong SkyCity Marriott Hotel	62.75
2	H44	JW Marriott Hotel Hong Kong	62.65
3	H77	Renaissance Harbour View Hotel Hong Kong	62.61
4	H93	The Excelsior, Hong Kong	62.23
5	H55	Mandarin Oriental, Hong Kong	61.29
6	H41	InterContinental Hong Kong	61.21
7	H51	Langham Place, Mongkok, Hong Kong	61.02
8	H66	Panda Hotel	60.76
9	H106	The Royal Pacific Hotel and Towers	60.18
10	H19	Four Seasons Hotel Hong Kong	59.74
11	H98	The Langham, Hong Kong	58.94
12	H11	Courtyard by Marriott Hong Kong	58.28
13	H6	City Garden Hotel	57.99
14	H83	Sheraton Hong Kong Hotel & Towers	57.93
15	H15	Eaton Smart, Hong Kong	57.66
15	H63	Novotel Century Hong Kong	57.66
17	H64	Novotel Citygate Hong Kong	57.49
18	H29	Holiday Inn Express Causeway Bay Hong Kong	57.32
19	H30	Holiday Inn Golden Mile Hong Kong	56.90
20	H54	Le Meridien Cyberport	56.19
21	H112	W Hong Kong	56.13
22	H32	Hong Kong Gold Coast Hotel	56.11
23	H65	Novotel Nathan Road Kowloon Hong Kong	56.06
24	H42	Island Pacific Hotel	54.99
25	H43	Island Shangri-La, Hong Kong	54.78
26	H79	Royal Park Hotel	53.87
27	H68	Prince	53.22
28	H22	Grand Hyatt Hong Kong	53.20
29	H103	The Peninsula Hong Kong	52.85
30	H25	Harbour Grand Kowloon	52.51
31	H46	Kowloon Shangri-La	52.29
32	H24	Harbour Grand Hong Kong	52.28
33	H81	Royal View Hotel	51.34

34	H72	Regal Airport Hotel	51.30
34	H73	Regal Hongkong Hotel	51.30
36	H75	Regal Oriental Hotel	50.71
36	H76	Regal Riverside Hotel	50.71
38	H74	Regal Kowloon Hotel	50.58
39	H14	EAST, Hong Kong	50.50
40	H37	Hyatt Regency Hong Kong, Sha Tin	50.40
41	H111	Traders Hotel, Hong Kong	49.78
42	H101	The Mira Hong Kong	49.55
43	H56	Marco Polo Hongkong Hotel	49.33
44	H104	The Ritz-Carlton, Hong Kong	48.98
45	H38	Hyatt Regency Hong Kong, Tsim Sha Tsui	48.93
46	H10	Cosmopolitan Hotel Hong Kong	48.72
47	H80	Royal Plaza Hotel	48.37
48	H58	Metropark Hotel Kowloon	47.83
49	H91	The Cityview	47.55
50	H9	Cosmo Hotel Mongkok	47.49
51	H4	Butterfly On Prat	47.24
52	H97	The Kowloon Hotel	47.18
53	H26	Harbour Plaza Metropolis	46.74
54	H3	Butterfly On Morrison	46.51
55	H57	Metropark Hotel Causeway Bay Hong Kong	46.25
56	H99	The Luxe Manor	45.98
56	H7	Conrad Hong Kong	45.98
58	H36	Hotel Panorama by Rhombus	45.80
59	H90	The Charterhouse Causeway Bay	45.63
60	H28	Harbour Plaza Resort City Hong Kong	45.43
61	H60	Metropark Hotel Wanchai Hong Kong	45.09
62	H27	Harbour Plaza North Point	45.07
63	H40	InterContinental Grand Stanford Hong Kong	44.96
64	H48	L'hotel Island South	44.42
65	H8	Cosmo Hotel Hong Kong	44.38
66	H50	Lan Kwai Fong Hotel	44.07
67	H84	Silka Far East Hotel, Hong Kong	43.61
67	H85	Silka Seaview Hotel, Hong Kong	43.61
69	H34	Hotel ICON	43.60
70	H86	Silka West Kowloon Hotel, Hong Kong	43.12
71	H49	L'hotel Nina et Convention Centre	43.03
72	H105	The Royal Garden	42.60
73	H87	South Pacific Hotel	42.58
74	H35	Hotel Nikko Hongkong	42.30
75	H18	Empire Hotel Kowloon . Tsim Sha Tsui	42.06
76	H59	Metropark Hotel Mongkok	41.91
77	H108	The Upper House	41.89

78	H94	The Harbourview	41.53
79	H67	Park Hotel	40.95
80	H17	Empire Hotel Hong Kong . Wan Chai	40.84
81	H13	Dorsett Regency Hotel, Hong Kong	40.69
82	H102	The Park Lane Hong Kong	40.68
83	H16	Empire Hotel Hong Kong . Causeway Bay	40.49
84	H20	Gateway	40.40
85	H110	The Wharney Guang Dong Hotel Hong Kong	40.31
86	H92	The Emperor (Happy Valley) Hotel	40.23
87	H78	Rosedale on the Park	40.22
87	H52	Lanson Place Hotel	40.22
89	H39	Imperial Hotel	39.93
90	H100	The Mercer	39.14
91	H23	Guangdong Hotel Hong Kong	38.46
92	H5	Central Park Hotel	37.61
93	H47	L'hotel Causeway Bay Harbour View	36.96
94	H96	The Kimberley Hotel	35.72
95	H61	Nathan Hotel	34.87
96	H31	Hong Kong Disneyland Hotel	34.03
97	H1	Best Western Hotel Causeway Bay	33.82
98	H21	Gloucester Luk Kwok Hong Kong	32.47
99	H88	Stanford Hillview Hotel	31.82
99	H89	Stanford Hotel	31.82
101	H12	Disney's Hollywood Hotel	30.76
102	H69	Prudential Hotel	29.15
103	H70	Ramada Hong Kong Hotel	29.05
104	H71	Ramada Hotel Kowloon	28.92
105	H95	The HarbourView Place	28.88
106	H2	Bishop Lei International House	24.86
107	H109	The Wesley Hong Kong	24.77
108	H113	Warwick Hotel Cheung Chau	24.72
109	H107	The South China Hotel	23.84
110	H82	Shamrock Hotel	23.42
111	H53	Largos Hotel	22.77
112	H45	KINGS De NATHAN	21.18
113	H62	Newton Hotel Hong Kong	19.10

4.4.2 Analysis of selected hotel website

As stated in the introduction chapter, one of the study objectives is to suggest recommendations for hoteliers to improve the performance of their websites. The following section is going to analyze the hotel websites with the highest (i.e., Hong Kong SkyCity Marriott Hotel) and lowest (i.e., Newton Hotel Hong Kong) overall functionality performance in the current study. Through understanding the merits and demerits competitors' websites have, it is expected that hoteliers may acquire some clues on the way to improve the information richness of their business websites.

4.4.2.1 Analysis of the website with the lowest overall functionality performance

Figure 4.1 on page 138 presents the home page of Newton Hotel Hong Kong. All information are presented in English or in Traditional Chinese. The home page featured a brief description of the property with the location map and all kinds of contact information. The hyperlink to the local observatory department and the approximate traveling time to the central business districts are also provided on the home page for customers' reference. After having browsed through the website by both evaluators and researcher, no "Social Media" application is found throughout the home page and all sub-pages of the website.

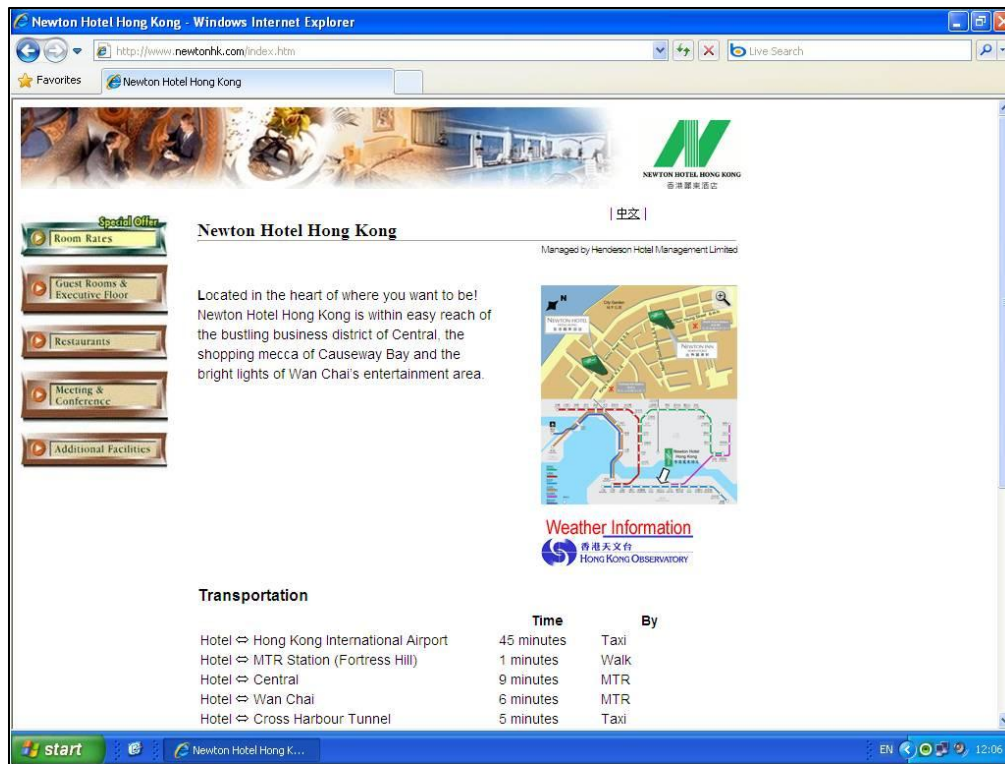


Figure 4.1 Home page of Newton Hotel Hong Kong

Source: Newton Hotel Hong Kong (2011a)

Regarding the description of in-house facilities, as shown in Figure 4.2 on page 139, the website does provide a list of “Guest room facilities” with “Photos”. However, detailed information such as the room size and floor plan are absent. The opening hours and contact information of “Dining facilities” are described in detail. There is a sub-page specialized for introducing “Meeting facilities”, but no information is offered throughout the page (please refer to Figure 4.3 on page 139).

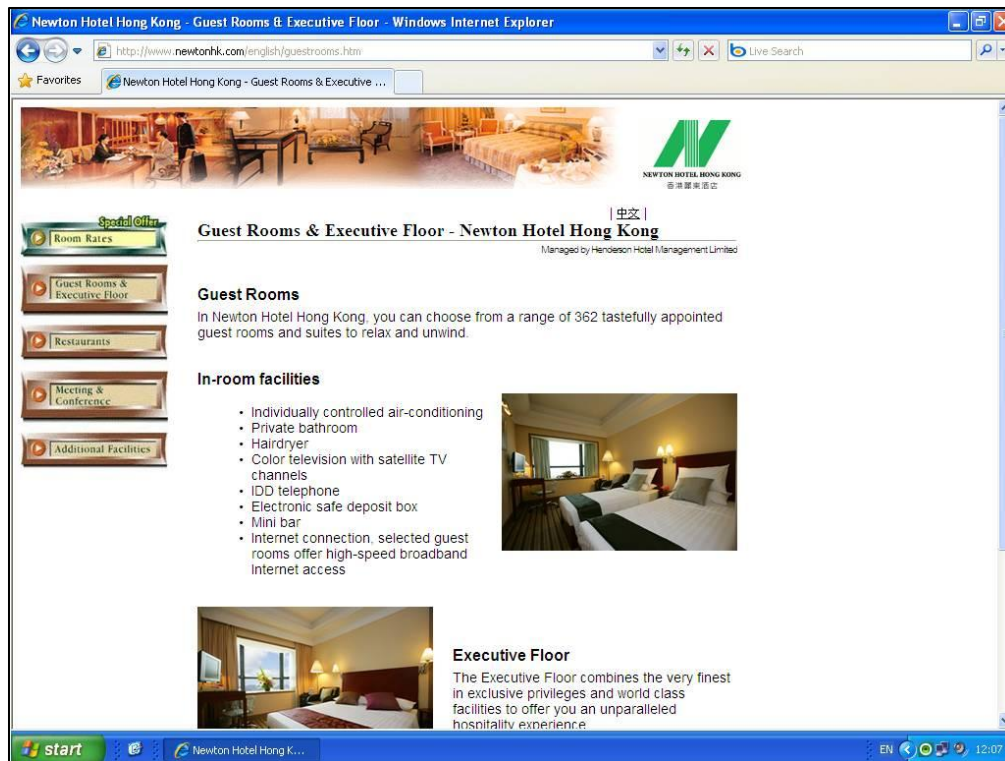


Figure 4.2 Web page of Newton Hotel Hong Kong - Guestroom facilities

Source: Newton Hotel Hong Kong (2011b)

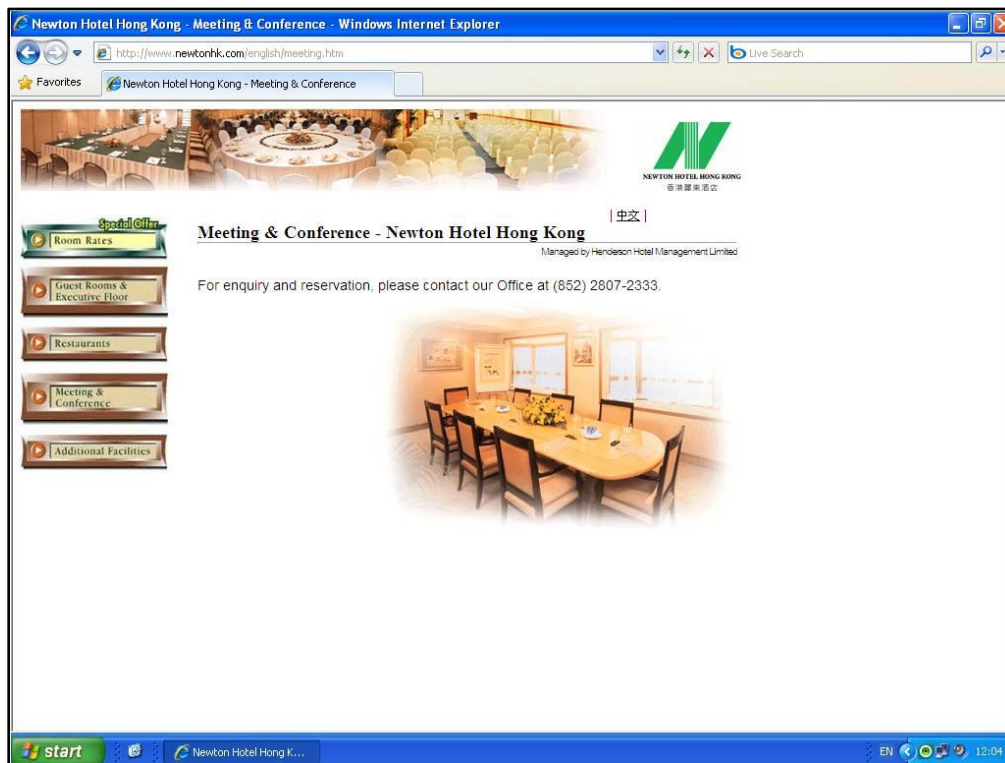
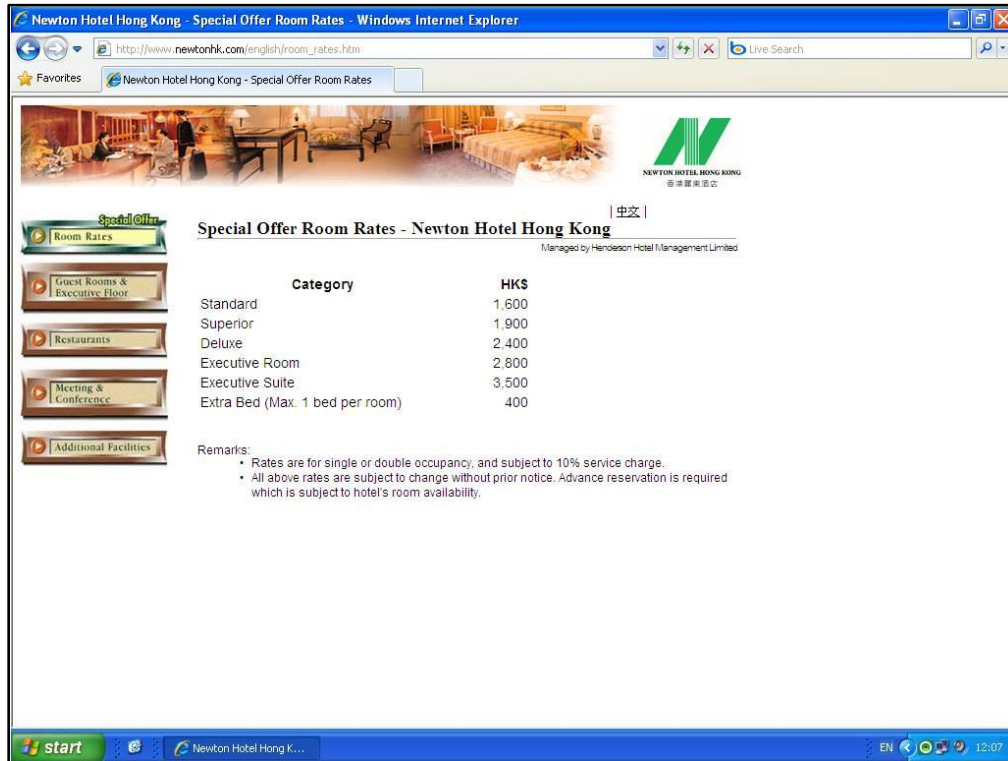


Figure 4.3 Web page of Newton Hotel Hong Kong - Meeting facilities

Source: Newton Hotel Hong Kong (2011c)

Though the home page provides some functional information to website browsers, the major drawback of this site is the absence of “Check room rates and room availability” function, the most important attribute perceived by website stakeholders in the “Hotel Reservations Information” dimension. With reference to Figure 4.4 below and the description by evaluators, the site only shows the room rate of each category but browsers are not able to check price and availability via the website. “Online reservations” function is also not offered by the site. In other words, the website of “Newton Hotel Hong Kong” can only serve as an avenue for providing information to browsers but not for generating businesses to the hotel company.



Special Offer Room Rates - Newton Hotel Hong Kong

Managed by Henderson Hotel Management Limited

Category	HK\$
Standard	1,600
Superior	1,900
Deluxe	2,400
Executive Room	2,800
Executive Suite	3,500
Extra Bed (Max. 1 bed per room)	400

Remarks:

- Rates are for single or double occupancy, and subject to 10% service charge.
- All above rates are subject to change without prior notice. Advance reservation is required which is subject to hotel's room availability.

Figure 4.4 Web page of Newton Hotel Hong Kong – Room rate

Source: Newton Hotel Hong Kong (2011d)

4.4.2.2 Analysis of the website with the highest overall functionality performance

Though many features and information provided on the home page of “Hong Kong SkyCity Marriott Hotel”, the clean design makes browsers easy to locate the needed information. As exhibited in Figure 4.5 below, all six website functionality dimensions could be found on the home page of “Hong Kong SkyCity Marriott Hotel”. Details pertinent to the special promotion are up-to-date as no expired promotional materials were found throughout the site.

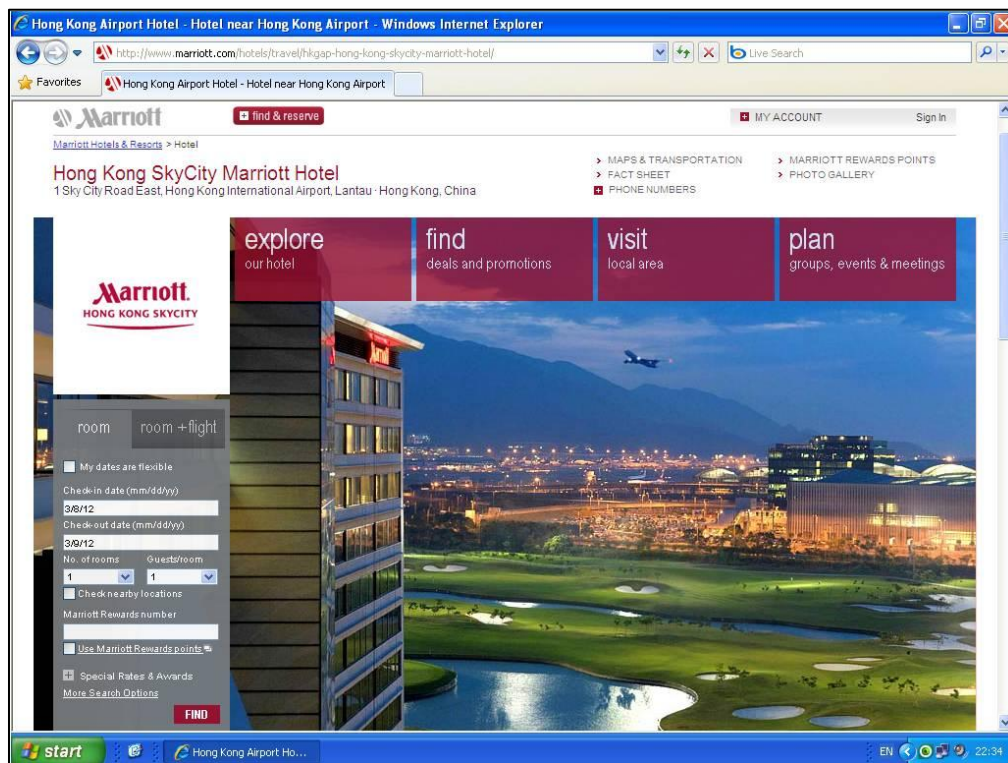


Figure 4.5 Home page of Hong Kong SkyCity Marriott Hotel

Source: Hong Kong SkyCity Marriott Hotel (2011a)

To cater the needs of customers who are not familiar with Hong Kong, much auxiliary information, including transportation, dining facilities nearby as well as weather forecast, are available on the sub-page named “Visit Local Area”. Also, browsers can select the version of website in 14 different languages (e.g., English, Simplified Chinese, Japanese, Portuguese, Spanish, French and German) so that international travelers can understand the content without any language barrier.

While the performance score of the website in the “Hotel Facilities Information” dimension is not the highest among all analyzed hotels, majority of the related in-house information are offered in a comprehensive way. For instance, the “Guest room facilities” page provides not only the in-room facilities with photos, but also the room size (in terms of square meter / square feet) and in-room entertainment (e.g., Cable channels, Internet access service) for browsers’ reference (please refer to Figure 4.6 on page 143). Regarding the information about the “Dining facilities”, apart from the details of opening hours and booking methods, the corresponding page equips customers with the provision of a la carte menu and set menu.

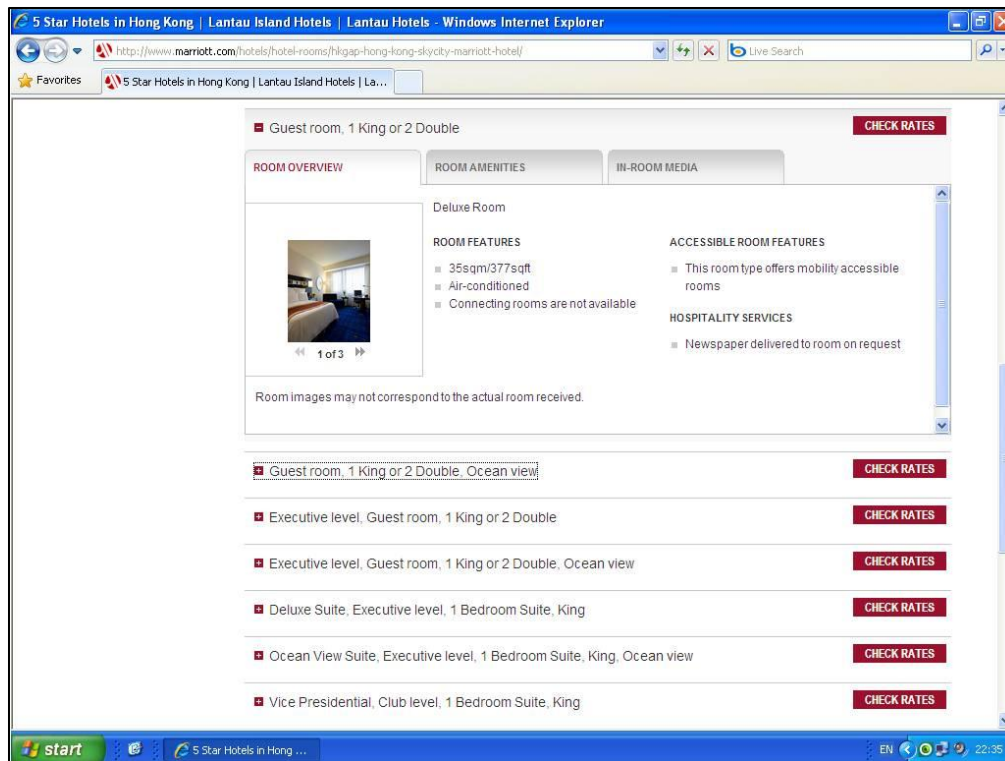


Figure 4.6 Web page of Hong Kong SkyCity Marriott Hotel – Guest room facilities
Source: Hong Kong SkyCity Marriott Hotel (2011b)

In line with their good performance in introducing facilities information, features and information about making a reservation via hotel website performs well also. The “Check room rates and room availability” function, the most important feature perceived by website stakeholders, is available at the home page and majority of the sub-pages so that customers can research and even make a reservation easily. In order to encourage customers to book through their website, there are several “Reservations” or “Check rates” icons throughout the site. In addition, clear instructions and informative description of the products / services are provided in each step of online reservation process (please refer to Figure 4.7 on page 144). These evidences reveal that the hotel management fully exploits the potential of their website in generating businesses and revenues to their company.

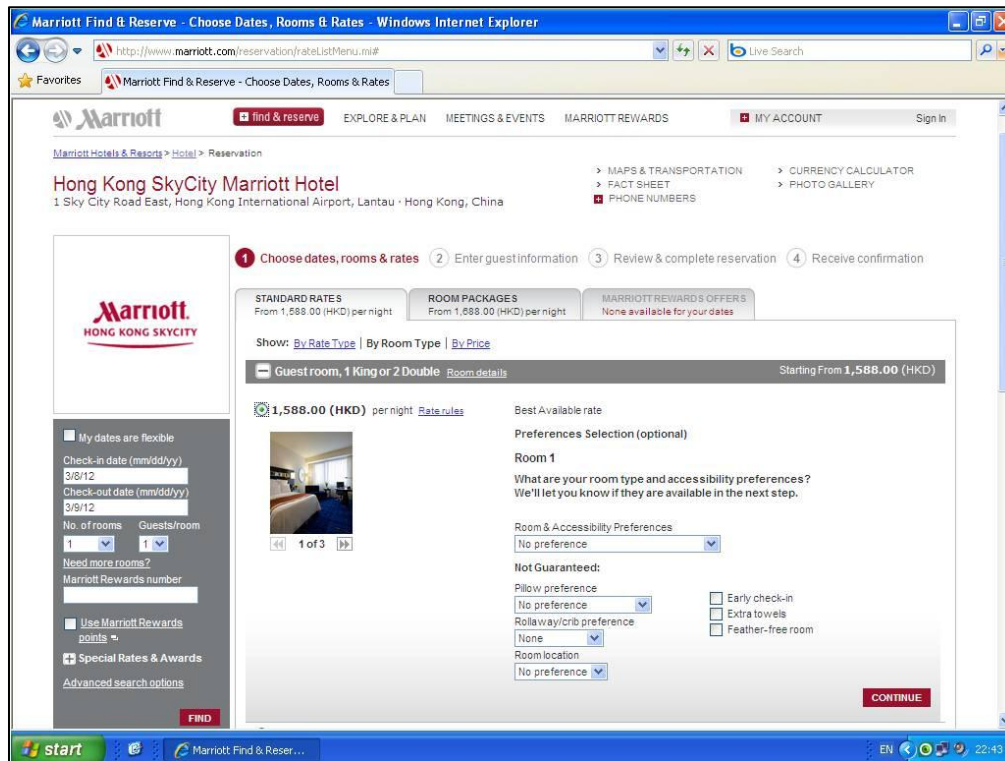


Figure 4.7 Web page of Hong Kong SkyCity Marriott Hotel – Online reservations
Source: Hong Kong SkyCity Marriott Hotel (2011c)

“Hong Kong SkyCity Marriott Hotel” is one of the hotels which are most active in embracing social media. By clicking the social media icons at the bottom of the home page, browsers may access to the “Social Media” pages of the Marriott International. Browsers may obtain the latest offerings and news via becoming a fan of the “Facebook” or “Twitter” page owned by the hotel chain. In addition, browsers may view the company blog “Marriott on the move” managed by Mr. Bill Marriott, Chairman and Chief Executive Officer of the Marriott International in order to obtain the latest promotions and innovative development of the hotel chain (please refer to Figure 4.8 on page 145). Since social media are popular among and influential to the customers, it implies that the

hotel endeavors to engage with customers and influence their purchase decision by applying social media.



Figure 4.8 Web page of Hong Kong SkyCity Marriott Hotel – Company blog
Source: Hong Kong SkyCity Marriott Hotel (2011d)

4.4.3 Functionality performance analysis of websites by hotel ratings

Of the extant studies pertinent to hotel website evaluation and inclination to information technology adoption, there are two different views on the impact of the ratings or category of the hotel property on these issues. Wei, Ruys, van Hoof, and Combrink (2001) found significant differences in the use of Internet technology depending on hotel type, size, star rating and geographical location of the hotel. Ma, Law, and Ye (2008) also

found that websites of hotels with higher star rating performed better in terms of functionality. However, Morrison, Taylor, Morrison, and Morrison (1999) suggested companies of any size and rating could enjoy the same benefit from the Internet. Liang and Law (2003) supplemented and empirically tested there was no significant difference on the website functionality performance among the three categories of China-based hotels (i.e., 3-star, 4-star and 5-star).

One-way analysis of variance (ANOVA) tests were used to examine the existence of discrepancy in hotel website functionality performance according to hotel ratings. Prior to comparison of discrepancy in hotel website functionality performance, all analyzed hotels were firstly categorized based on their hotel ratings. But since the Hong Kong Tourism Board does not make public the listings of hotels by ratings, the ratings on online intermediaries were employed as the proxy of hotel ratings. The agency ratings on three online intermediaries of the international online business models categorized by Starkov and Price (2003), which are Hotels.com (<http://www.hotels.com>), Expedia.com (<http://www.expedia.com>) and Priceline.com (<http://www.priceline.com>), were firstly collected and cross-verified. Considering the ratings of thirteen hotels could not be identified in the above three channels, the agency ratings on Ctrip.com (<http://www.ctrip.com>), the largest Chinese online travel distribution channel (Ye, Law, & Gu, 2009), were also collected. Non-integer star ratings such as 2.5 or 3.5 stars were rounded down to the closest integer to ensure the consistency of data. Finally, five hotels were excluded from the test as they had no rating on all four channels. And a total of 108 hotels, including 38 hotels with 3-star level or below, 54 hotels with 4-star level and 16

hotels with 5-star level, were selected for further analysis. One of the assumptions in the applications of the analysis of variance is that the sampling distribution must be normally distributed (Fields, 2009). Since this condition is not satisfied in the current study, the nonparametric Kruskal-Wallis test was employed to examine the difference.

Table 4.15 on page 148 reports the findings of the Kruskal-Wallis tests on the performance comparison on the six dimensions and overall functionality performance. In general, the findings are in accordance with those of Wei, Ruys, van Hoof, and Combrink (2001) as well as Ma, Law, and Ye (2008). There was a statistically significant difference in the overall functionality performance among the three hotel categories ($\chi^2(2, N = 108) = 21.872, p < 0.01$) with a mean rank of 38.30 for hotels with 3-star level or below, 58.22 for hotels with 4-star level, 80.41 for hotels with 5-star level. In addition to the overall performance, the Kruskal-Wallis tests reported the existence of statistically significant differences on the performance of “Hotel Reservations Information” ($\chi^2(2, N = 108) = 21.086, p < 0.01$), “Hotel Facilities Information” ($\chi^2(2, N = 108) = 20.588, p < 0.01$) and “Website Management” ($\chi^2(2, N = 108) = 23.194, p < 0.01$) at the 5% significance level. Findings from the Mann-Whitney tests further supported that hotel ratings did have a significant influence on hotel website functionality performance. As shown in the “Post-Hoc” column of Table 4.15 on page 148, hotels with 5-star level performed better than 3-star level counterparts in the dimensions of “Hotel Reservations Information”, “Hotel Facilities Information”, “Hotel Surrounding Area Information” and “Website Management” at the 5% significance level with Bonferroni adjustment. Hotels with 4-star level had relatively higher performance than hotels with 3-star level or below in the

dimensions of “Hotel Reservations Information”, “Hotel Facilities Information” and “Website Management” at the 5% significance level with Bonferroni adjustment. The empirical results denote the website functionality performance of hotel website is positively associated with the rating of the hotel.

Table 4.15 Kruskal-Wallis tests on functionality performance of Hong Kong hotel websites

	Hotel rating categories ^a						χ^2 ^{c d}	Post Hoc ^e
	3-star		4-star		5-star			
	N	Mdn ^b	N	Mdn ^b	N	Mdn ^b		
HRI	38	14.99	54	16.61	16	18.17	21.086 ##	4-star > 3-star ** 5-star > 3-star ** 5-star > 4-star **
HFI	38	9.04	54	10.99	16	11.76	20.588 ##	4-star > 3-star ** 5-star > 3-star **
HCI	38	5.56	54	5.56	16	5.56	0.110	-
HSRI	38	6.52	54	7.56	16	9.46	6.255	5-star > 3-star **
WM	38	4.07	54	5.34	16	5.99	23.194 ##	4-star > 3-star ** 5-star > 3-star **
SM	38	1.36	54	1.88	16	2.36	5.699	-
OP	38	42.32	54	48.55	16	53.99	21.872 ##	4-star > 3-star ** 5-star > 3-star ** 5-star > 4-star **

Note:

HRI refers to performance score on the dimension of hotel reservations information;
HFI refers to performance score on the dimension of hotel facilities information;
HCI refers to performance score on the dimension of hotel contact information;
HSRI refers to performance score on the dimension of hotel surrounding area information;
WM refers to performance score on the dimension of website management;
SM refers to performance score on the dimension of social media;
OP refers to overall functionality performance of hotel websites.

- ^a **3-star** represents hotels with 3-star level or below;
4-star represents hotels with 4-star level;
5-star represents hotels with 5-star level.
- ^b **Mdn** refers to the median value of the performance in the dimension.
- ^c χ^2 refers to the Kruskal-Wallis H / Chi-square value.
- ^d ## indicates two-tailed significance at 5% level based on the Kruskal-Wallis tests.
- ^e ** indicates two-tailed significance at 5% level with Bonferroni adjustment based on the Mann-Whitney tests (5% / 3 = 1.6%).

4.4.4 Functionality performance analysis of websites by hotel brand affiliation

Besides star ratings, hotel brand affiliation is another factor which is frequently discussed by previous researchers in the dissimilar adoption of information technology and website effectiveness. Gilbert, Powell-Perry, and Widijoso (1999) argued that the larger hotel chains led the way in exploiting the potential of the web. Similarly, Siguaw, Enz, and Namasivayam (2000) examined the utilization of information technology in United States hotels, and found that chain hotels made larger investment in information technology. Regarding the website effectiveness, Au Yeung and Law (2004) exhibited the difference in the website usability performance, and explained it by the difference in financial and technical support between chain and independent hotels.

In order to verify the discrepancy in the website functionality performance between chain and independent hotels, independent sample *t*-tests were conducted for performance comparison. Before conducting the analysis, all 113 hotels were firstly categorized into two groups (i.e., chain hotel or independent hotel) on the basis of their brand affiliation. The categorization is largely based on the availability of corporate or brand information

on their business website. To verify the accuracy of the classification, the categorization result was verified by two experienced hospitality researchers. Consequently, the numbers of chain hotel and independent hotel are 92 and 21, respectively. Same as the previous performance analysis by hotel ratings, since the assumption of normally distributed sampling distribution is not satisfied in the current study, Mann-Whitney test, a nonparametric test equivalent to independent sample *t*-tests (Fields, 2009), was adopted to compare two independent groups.

Findings of Mann-Whitney tests on the performance comparison on the six dimensions and overall functionality performance was presented in Table 4.16 on page 151. Also, a statistically significant difference was found in the overall functionality performance between chain and independent hotels ($U = 326$, $Z = -4.724$, $p < 0.01$). The median of chain hotels (Median = 47.69) is significantly higher than that of independent hotels (Median = 34.87). In the dimensional performance comparison of two groups, the Mann-Whitney tests exhibited there were statistically significant differences on “Hotel Reservations Information” ($U = 332.5$, $Z = -4.679$, $p < 0.01$), “Hotel Facilities Information” ($U = 478.50$, $Z = -3.599$, $p < 0.01$), “Hotel Surrounding Area Information” ($U = 390.5$, $Z = -4.251$, $p < 0.01$) and “Website Management” ($U = 397.5$, $Z = -4.197$, $p < 0.01$) at the 1% significance level.

Table 4.16 Mann-Whitney tests on functionality performance of Hong Kong hotel websites

	Hotel brand affiliation categories ^a				U ^c	Z	Post Hoc ^d
	Chain N	Mdn ^b	Independent N	Mdn ^b			
HRI	92	16.89	21	14.44	322.50	- 4.679	Chain > Indp. **
HFI	92	10.94	21	8.28	478.50	- 3.599	Chain > Indp. **
HCI	92	5.56	21	5.56	912.50	- 0.635	-
HSRI	92	7.56	21	4.08	390.50	- 4.251	Chain > Indp. **
WM	92	5.32	21	2.82	397.50	- 4.197	Chain > Indp. **
SM	92	2.01	21	1.36	822.50	- 1.074	-
OP	92	47.69	21	34.87	326.00	- 4.724	Chain > Indp. **

Note:

HRI refers to performance score on the dimension of hotel reservations information;

HFI refers to performance score on the dimension of hotel facilities information;

HCI refers to performance score on the dimension of hotel contact information;

HSRI refers to performance score on the dimension of hotel surrounding area information;

WM refers to performance score on the dimension of website management;

SM refers to performance score on the dimension of social media;

OP refers to overall functionality performance of hotel websites.

^a **Chain** represents chain hotels in Hong Kong;

Independent (Indp.) represents independent hotels in Hong Kong.

^b **Mdn** refers to the median value of the performance in the dimension.

^c U refer to the Mann-Whitney U statistic.

^d ** indicates two-tailed significance at 1% level based on the Mann-Whitney tests.

4.4.5 Discussion on the functionality performance of Hong Kong hotel websites

Gretzel, Yuan, and Fesenmaier (2000) noted the content of hotel websites is particularly important because it directly influences the perceived image of the hotel and thereby creates a virtual experience for potential customers. Hence, providing appropriate and relevant information and features for browsers to complete their intended activities is an important architectural construct. As a renowned tourist destination with many

international hotels, it is surprising that only 32 out of 113 analyzed hotels in Hong Kong received higher than half of the highest score (i.e., 50) and 12 hotels even got less than 30 scores. This finding denotes hotels in Hong Kong have made some effort to establish their web presence. However, they did not yet exploit the fullest potential of Internet technology and just partly satisfy their users' needs and expectation. In other words, there exists an ample room for further improvement in the level of information richness provided by the Hong Kong hotel websites.

Despite the prevalence of online information search and online reservation via hotel websites, the functions of "Check room rates and room availability" (Weighing score = 17.40%; Rank 1 in the "Hotel Reservations Information" dimension) and "Online reservations" (Weighing score = 11.44%; Rank 4 in the "Hotel Reservations Information" dimension) were still found absent from some hotel websites (e.g., Newton Hotel Hong Kong and KINGS De NATHAN). With more customers opt to research and purchase hotel accommodation via hotel websites (HawkPartner, 2012; TravelClick, 2011), the hoteliers or website designers may need to ensure the above two functions are in place in order to provoke customers' visitation and patronage online. On the other hand, "Best rate guarantee" (Weighing score = 15.24%; Rank 2 in the "Hotel Reservations Information" dimension) is another important attribute perceived by website stakeholders. However, only few chain hotels place this guarantee on their business websites. One possible reason for this finding is because most hotels are still dependent on using online intermediaries to distribute their products and services (Toh, Raven, & DeKay, 2011).

Hence, it is difficult for these hotels to implement rate parity strategy and place the “Best rate guarantee” on the site.

More than half of the analyzed hotels got more than 10 points in the “Hotel Facilities Information” aspect, representing over half of the highest score in this dimension (i.e., 17.2). In general, they are able to provide comprehensive description of the property and facilities by using both textual and pictorial information. Considering modern customers are fussy, more demanding and have higher expectations to website content, website administrators may need to offer more and detailed description of their products and services in order to satisfy customers’ information needs.

In Leung, Lee, and Law’s (2011) study, the researchers found that more than half of 109 hotels (51%) integrating at least one social media application in 2010. After one year, a total of 80 hotels (70.8%) in Hong Kong were found to embrace and integrate social media application in their hotel websites. This reveals the increasing trend of social media marketing continues in the Hong Kong hotel industry. With regard to specific application, Facebook is the most popular social media application adopted by hotels in Hong Kong (Weighing score = 17.19%; Rank 1 in the “Social Media” dimension). Majority of the icons on the hotel website can successfully direct browsers to their dedicated Facebook pages. To those hotels which adopted social media, their high performance score in this dimension reflected that both marketer-generated content and user-generated content were well perceived by evaluators. However, some evaluators

reflected that some drawbacks including the small size and low visibility of the social media icons, broken links to social media pages and the provision of not up-to-date information on some social media pages. Since customers now spent more time on social media sites than other websites, it is believed that promoting through this avenue is an effective alternative to attract customers' attention and generate business to the company.

In the dimensional and overall website functionality performance comparison according to hotel ratings and hotel brand affiliation, the findings revealed that chain hotels and hotels with higher ratings outperformed the independent counterparts and hotels with lower ratings. Abrate, Capriello, and Fraquelli (2011) noted the rating system indicates a tangible commitment made by firms to particular levels of service provision and quality. Since higher hotel ratings relate positively to enhanced physical attributes and higher quality in all aspects (Abrate, Capriello, & Fraquelli, 2011; Israeli, 2002; Israeli & Uriely, 2000), hotels with higher ratings may need to offer quality and comprehensive information on their sites in order to maintain their service standard and reputation.

Pertinent to the hotel brand affiliation, a brand name implies the creation of a standardized product or production process (Klein & Saft, 1985). Powers and Barrows (1999) claimed that chains have strengths in six different aspects, including marketing and brand recognition, site selection expertise, access to capital, purchasing economies, personal program development, and centrally administered content and information system. Since chain hotels have an advantage in terms of technical expertise, human

resources and financial resources, they have a better quality assurance policy and implementation scheme (Lewis & Chambers, 2000). As such, since the management of chain hotels are more familiar with Internet technology and the way to satisfy customers' information needs, they are able to outperform their independent counterparts in terms of website functionality performance.

4.5 Chapter summary

Applying the numerical computation method to analyze the responses from 354 website stakeholders, this chapter reports and discusses the perceived importance of website functionality dimensions and associated attributes. The inter-rater reliability between the dimensions and within the dimensions was checked, and the rankings were largely similar to those in previous hotel website evaluation studies. Afterwards, the website functionality performance of 113 hotels in Hong Kong was computed and presented. Besides, the existence of discrepancy in dimensional and overall functionality performance according to hotel ratings and hotel brand affiliation was highlighted and discussed at the last part of this chapter. The subsequent chapter is going to discuss the implications of the research findings to the tourism and hospitality industry as well as the academia.

CHAPTER 5 IMPLICATIONS AND RECOMMENDATIONS

After presenting and discussing the research findings of the study, this chapter mainly discusses the (5.1) Theoretical implications for the academia and (5.2) Managerial implications for the industry. Also, recommendations are provided for industry practitioners in Section 5.2.

5.1 Theoretical implications

Though there is a plethora of hotel website evaluation studies on developing and revising the evaluation framework for hotel websites, this study, still, re-confirms the necessity of continuous modification of the evaluation model in regular intervals. van Scotter and Cilligan (2003) noted that the purpose of developing a theoretical model is subject to help explain some of the observed relationships and form the basis for constructing a provisional theory. That is, the core value of a theoretical model is its ability to explain the phenomenon or issue. In the case of hotel website evaluation, it is undoubtedly that all hotel website evaluation models developed in prior studies provide significant knowledge and implications to both the industry and the academia. However, the contribution and explanation ability of these models are limited as technological environment is constantly evolving over time and many new features emerged in recent years. With more features emerged and users' expectation changed rapidly, continuous modification of the theoretical model to evaluate and improve understanding of the current hotel website condition is of necessity. Otherwise, the model may lose its core value since it is not suffice to evaluate the modern hotel websites.

Social media is one of the latest Internet technologies which are increasingly integrated into hotel websites since late 2000s (Fuchs, Scholochov, & Höpken, 2009; Leung, Lee, & Law, 2011). Considering the hotel content is changed and no evaluation model suggested in the extant literature incorporated this strategic tool, hospitality researchers and practitioners' understanding on the relative importance of social media in determining hotel website functionality performance is limited before conducting this study. Hence, as suggested by van Scotter and Culligan (2003), the model developed in the current study cannot only contribute to the knowledge on the importance of social media but also provide researchers and practitioners with a modified model to assess the effectiveness of model hotel websites in a continuous way.

On the other hand, as discussed in the introduction and literature review chapters, the existing hotel website functionality evaluation studies have never incorporated multi-users' view in the evaluation model development and actual evaluation process. Sigala (2011a) as well as Werthner and Klein (1999) noted a website is developed for hotel customers as users, hotel managers and IT professionals as administrators. Hence, both users' view and administrators' view should be taken into consideration. To redress the limitation of models proposed in prior study, the current study contributes to the literature by incorporating the perceptions of all the above three groups of website stakeholders in constructing the modified hotel website functionality evaluation model and subsequently applying it to evaluate hotel websites. The evaluation criteria, which are of theoretical foundations and empirically validated by all website stakeholders, can assure the

theoretical meaningfulness and practicability of the model in determining the ultimate success of the website (Au Yeung & Law, 2004; Hong & Kim, 2004). Hence, it is believed that the evaluation model developed in this study should be the most comprehensive instrument to evaluate the functionality performance of modern hotel websites.

Besides developing an evaluation model by incorporating the views from all website stakeholders, the research findings and evaluation model developed in the current study provide other insightful implications to the academia. Of the previous studies which required respondents to rank the dimensions and attributes according to their perceived importance (e.g., Chung & Law, 2003; Law, Ho, & Cheung, 2004; Liang & Law, 2003), none of them examined the consistency of respondents provided by hotel managers or hotel customers. In a literature review study on tourism and hospitality website evaluation studies, Morrison, Taylor, and Douglas (2004) stressed the significance and inevitability of internal consistency evaluation as the absence might discount the reliability of research findings. Indeed, to ensure the academic rigor and reliability of the findings, the internal consistence evaluation on the ordinal data provided by respondents is largely absent but desperately needed. Hence, this study is one of the limited website evaluation studies in the field that can exhibit the assurance of research rigor.

This study also provides empirical evidence to prove the absence of mismatch between supply and demand in hotel website content. Though Ma, Law, and Ye (2008) postulated

that customers' and practitioners' view on the importance of hotel website functionality attributes were not consistent, as shown in the Kruskal-Wallis test results on Table 4.11 on page 125, the perceived importance of the six dimensions was largely the same among all three groups of stakeholders. It denotes hotel customers and hotel practitioners perceived the importance of hotel website functionality dimensions in a consistent way. But since this study is conducted in one geographical location with limited samples, future research may replicate the study in other countries or contexts in order to verify the absence of mismatch.

Though the rankings of the dimensions are generally in accordance with those in previous studies, some discrepancies were still identified in comparing with past research results. For instance, Kline, Morrison, and St. John (2004) emphasized the significance of integrating "Virtual tour" into tourism and hospitality websites as it can enhance the shopping pleasures as well as reduce potential perceived risks associated with unfamiliar offerings. However, "Virtual tour" was perceived as one of the least important attributes in the corresponding dimension in the current study. As users' expectations and needs in hotel website content have changed rapidly, it is believed that the model developed in the current study can contribute to literature via presenting the modern stakeholders' needs on hotel website content.

5.2 Managerial implications and recommendations

Rapid development and constant innovation in information technology means that only dynamic businesses, which can assess the requirements of their stakeholders and respond effectively and efficiently, will outperform their competitors and maintain their long-term prosperity (Buhalis, 2003; Bai, Law, & Wen, 2008). By incorporating managers' views along with customers' views, this study provides a comprehensive and systematic approach that quantitatively measures a website's functionality performance. Moreover, empirical findings of the study contributes to help hotel practitioners, in general, and sales and marketing managers as well as information system managers, in particular, better understand the information richness of their websites and improve the attributes and dimensions that fall behind their competitors. Dube, Le Bel, and Sears (2003) mentioned that hotels needed to appeal their customers through websites by satisfying their needs and offering satisfying experience. As researching and purchasing through hotel websites is becoming the trend in this decade (Toh, Raven, & DeKay, 2011; TravelClick, 2011), it is of necessity for hoteliers to assure their websites can satisfy the customers' information satisfaction and ease the online reservation process.

Among the six dimensions in the modified model, "Hotel Reservations Information" constitutes one-fourth (26.72%) of weighing scores and serves as the most important dimension. Hotel managers have to assure information and functions regarding room rate are provided on the websites as all stakeholders commonly perceived "Check room rates and room availability", "Best rate guarantee" and "Price ranges of different products / services" as the most important attributes in the "Hotel Reservations Information"

dimension. Lee (2002) suggested if customers find a website difficult to locate the information and make a reservation, there is a good chance that they will not persist in using it. In other words, developing a user-friendly reservation system with comprehensive pricing information is of utmost importance to determine website functionality as well as effectiveness of the website. Furthermore, the high importance index of “Best rate guarantee” also denotes customers’ expectation and interest on finding lower rate on hotel website. To those hotels with high bargaining power with online intermediaries, it is suggested to implement the rate parity strategy and place the guarantee on the site in order to encourage customers’ repeat visitation and patronage on their website (Demirciftci, Cobanoglu, Beldona, & Cummings, 2010; Toh, Raven, & DeKay, 2011).

Undoubtedly, the advent of the Internet technology drastically enhances customers’ ease of conducting information search. Simultaneously, it also increases the difficulty for suppliers in retaining customers with their websites (Barnes & Cumby, 2002). Displaying too much information is obviously a counterproductive strategy since customers now spent less time on travel planning. Cox and Dale (2002) argued that customers are most likely to opt for using competitors’ or third-party sites if insufficient or irrelevant information are placed on the supplier’s website. As such, hoteliers have to ensure relevant and updated facilities information is provided on their sites. The list of attributes and the associated importance indices may shed some lights for hoteliers in selecting what information should be presented on their websites. Hotel practitioners should also realize the implication of the high rankings of pictorial information. The high rankings of

“Hotel descriptions” and “Pictures” attributes in “Hotel Facilities Information” confirmed the importance of providing textual in conjunction with visual information on hotel websites. Lee and Tussyadiah (2011) noted textual and visual information can influence one’s knowledge, comprehension, satisfaction and attitude towards the products or service described in the provided information. Since tourism and hospitality products are intangible and cannot be easily described by marketers, the provision of both forms may be effectively reflect the staying experience to the customers and motivate their intention to purchase.

Following the study conducted by Leung, Lee, and Law (2011), the increasing trend of adopting social media in the Hong Kong hotel industry is re-confirmed in this study. Nevertheless, though a higher number of hotels exploited social media, less than ten hotels embraced more than three social media applications and placed the social media icons on their websites. Ullrich, Borau, and Luo (2008) demonstrated that costs associated with introducing and adding social media applications into the existing channels are insignificant to the company. It implies the scarce financial resources were not the determinant inhibiting companies to adopt social media. In light of the interviews with hotel managers, Leung, Lee, and Law (2011) found that the perceived benefits that managers hold may affect their inclination to adopt this technology. As suggested by Chan and Denizci Guillet (2011) as well as Hsu (2012), social media is an effective marketing avenue to connect existing customers and promote company business to international customers. In view of the extensiveness of and tremendous ability in marketing by social media, embracing and integrating social media is currently a business

necessity in the tourism industry (Ayeh, Leung, Au, & Law, 2012; Chan & Denizci Guillet, 2011; Hsu, 2012; Lincoln, 2009).

Though the prevalence of social media has generated tremendous benefits to the industry, it also poses some potential challenges to the business performance and company image. Indeed, content sharing on social media can serve as a substantial source of strategic information for the development of business strategies, such as enhancing visitor satisfaction through product improvement, analyzing competitive strategies, as well as monitoring the image of a company (Litvin, Goldsmith, & Pan, 2008). However, comparing with other business sectors such as electronic or financial services, Hotelmarketing.com (2007) found that tourism industry is the sector most at risk from negative comments made in social media. Sparks and Browning (2011) also supplemented that negative reviews have the potential to detract from a firm's reputation. In view of the potential opportunities and challenges resulted from social media, practitioners should be cautiously and wisely utilize social media to generate positive publicity and provide responses to negative comments as a way of damage control (Schmallegger & Carson, 2008).

Evaluation is a prerequisite of being able to improve a website (Spiliopoulou, 2000). This study demonstrated the discrepancy in functionality performance between hotels with higher ratings and those with lower ratings. Except the dimensions of "Hotel Contact Information" and "Social Media", hotels with higher rating performed relatively better in

another four dimensions. Hotels with higher rating should keep up with their well performance in these areas, and spent more effort to improve the dimensions and attributes that are important but do not significantly outperform lower rating counterparts. To the hotels with lower ratings, considering the more important role of “Hotel Reservations Information”, the management of hotels with lower star ratings should put a higher priority on allocating their resources to improve their online reservation systems and the provision of room rate information first. Afterwards, they may also need to enrich their website by adding more facilities-related information since it is another important but poorly performing dimension.

CHAPTER 6 CONCLUSIONS AND FUTURE RESEARCH

To sum up the work in this study, this conclusions and future research chapter is presented in the following sections of: (6.1) Summary; (6.2) Limitations and (6.3) Future research.

6.1 Summary

Considering the significance of website content in hotel revenue generation (Jeong, Oh, & Gregoire, 2003), a number of hospitality research efforts have been made to evaluate functionality performance of hotel websites. However, previous tourism and hospitality website evaluation studies generally fell short of incorporating the perceptions of all website stakeholders (i.e., hotel customers, hotel managers and IT professionals). Besides, despite the proliferation of integrating social media into hotel website content, previous research appears to underemphasize its importance to website evaluation model. Through integrating the prevalent social media as a new dimension and incorporating the perceived importance of all functionality dimensions and associated attributes provided by hotel website stakeholder, this study develops a modified hotel website functionality performance evaluation model to redress the two limitations in prior studies.

After two rounds of focus group interviews with twelve website stakeholders, a modified model with 52 functionality attributes under six dimensions was formed. Applying the numerical computation approach to analyze the ordinal data from a questionnaire survey

with 354 website stakeholders, “Hotel Reservations Information” was founded as the most important dimension, followed by “Hotel Contact Information” and “Hotel Facilities Information”. The prevalent “Social Media” was considered as the fourth most important dimension in determining the functionality performance of hotel websites; whereas “Website Management” and “Hotel Surrounding Area Information” were the least important dimensions from stakeholders’ viewpoint.

The rankings of the dimensions and associated attributes in the current study were generally similar to those in previous related researches on hotel website evaluation, but some discrepancies were still identified. Regarding the functionality attributes, website stakeholders commonly acknowledged the importance of room rate information, including “Check room rates and room availability”, “Best rate guarantee” and “Price ranges of different products / services”, in the dimension “Hotel Reservations Information”. In “Hotel Facilities Information”, the importance of providing both textual and visual information was highlighted and discussed. Relating to the newly added dimension in the study, “Facebook” was found as the most important social media application among the ten applications identified in the focus group interviews. Other important attributes in other dimensions such as “Up-to-date information on the site”, “Language selection” and “Distance to main attraction” were also discussed. As one of the first attempts to integrate social media and incorporate the perceptions of all hotel website stakeholders into the model development as well as empirical evaluation process, the findings in this study would contribute to the literature by presenting a more complete, up-to-date and all-rounded set of hotel website evaluation criteria from website

stakeholders" perspective. Harnessing the modified model developed in this study, hotel practitioner could have a set of standards to utilize their limited resources on website development.

Applying the modified evaluation model, the functionality performance of 113 Hong Kong hotel websites were assessed and compared. Three chain hotels affiliated with the Marriott International, "Hong Kong SkyCity Marriott Hotel", "JW Marriott Hotel Hong Kong" and "Renaissance Harbour View Hotel Hong Kong", performed the best among 113 hotel websites. On the contrary, the websites of three local-based independent hotel "Largos Hotel", "KINGS De NATHAN" and "Newton Hotel Hong Kong" required significant improvement in terms of website information richness. In comparing the dimensional and overall functionality performance, results from the nonparametric Kruskal-Wallis test revealed there is a statistically significant difference according to the hotel ratings. Hotels with 5-star level performed better than their rivals with 4-star level and 3-star level or below in the dimensions of "Hotel Reservations Information", "Hotel Facilities Information", "Hotel Surrounding Area Information" and "Website Management". On the other hand, the nonparametric Mann-Whitney test results also reported the statistically significant difference existed between chain and independent hotels. In accordance with the findings in the works by Au Yeung and Law (2004) as well as Siguaw, Enz and Namasivayam (2000), chain hotels outperformed independent hotels in the aspects of "Hotel Reservations Information", "Hotel Facilities Information", "Hotel Surrounding Area Information" and "Website Management" because of their strengths in technical and financial resources.

6.2 Limitations

The findings and discussions of this study are useful and beneficial to industry practitioners and academic researchers in website evaluation and website development. Limitations in association with this study, however, are inevitable. To help identify and validate the dimensions and attributes of the evaluation model, two rounds of focus group interviews were conducted. Though all dimensions and attributes were checked and confirmed by two different groups of stakeholders, more primary data should be collected and more stakeholders should be participated to order to enhance the objectivity of the research findings.

Another limitation discounting the generalizability of the study relates to the sampling method. The target respondents of this study are selected by non-probability snowball and convenience sampling approach. This could, potentially, cause a bias in favour of certain attributes in general and the survey in particular. This study cannot claim to be widely generalizable as it is limited to one geographical region (Hong Kong) and number of hotels selected for analysis. Managers and IT professionals from hotels in Hong Kong were invited to participate in the survey. Only websites of those which are members of the Hong Kong Hotels Association were chosen for analysis and evaluation. Moreover, the participated evaluators were younger, more Internet savvy, and had a better understanding of technology than the general travel consumers. The actual website evaluation results might be biased.

Besides, it has been mentioned earlier in this research that the data was collected in a short time period to maintain the consistency. However, the Internet is changing very fast that it could be difficult to measure and compare the websites at the same time. Thus, the result may be different once the data collection is finished.

6.3 Future research

The findings of this study proved website users' needs and expectation have changed rapidly. Hence, a natural extension of this study is to repeat this study in a longitudinal manner in order to examine the changes in stakeholders' perception regarding website functionality. On the other hand, given ordinal data were collected for analysis in this study, the scale of the data makes it inappropriate to examine the independence of the new dimension (i.e., social media) and each of the other dimensions in the evaluation model. Hence, another direction for further work is to collect data in the continuous scale and examine the independency among the dimensions. Future research may also compare the perceived importance of functionality dimensions and attributes among stakeholders in order to gain more insights.

As discussed in the methodology chapter, the actual evaluation results were collected from a single visit to each hotel website at one point in time, regardless of the fact that websites are constantly changing. Given similar studies at different times are likely to

show different results, a longitudinal study can shed light on the development and improvement of Hong Kong hotel websites over time. Moreover, the performance of each dimension and associated attributes may also be compared to identify the most effective feature on hotel websites. Another limitation to this study was that the hotel sample came from one country of the world. A study that utilized a broader sample of hotel from various regions would offer more confidence in the generalizability of the findings of this study.

APPENDICES

Appendix I

Questionnaire for hotel customers (Questionnaire A1)

Survey of Hotel Website Stakeholders' Perceived Importance of Hotel Website Functionality Attributes

4 July 2011

Dear Sir / Madam,

It gives me great pleasure in inviting you to take part in this survey.

Funded by the Hong Kong Polytechnic University, this study aims to develop a framework for evaluating hotel websites from website stakeholders' perspective. And the objective of this survey is to understand hotel website stakeholders' perceived importance of hotel website functionality attributes. Findings from this study will help the hotel industry to design the website effectively and efficiently.

The questionnaire will take only for 10 minutes. Please kindly note that all collected information will be used for research analysis only and will be treated anonymously and confidentially. I would be most grateful if you could fill in the attached questionnaires, and mail the completed questionnaires by the end of **31 July 2011** to:

School of Hotel and Tourism Management,
The Hong Kong Polytechnic University,
17 Science Museum Road, Tsim Sha Tsui East, Kowloon, Hong Kong
(Attn: Mr. Daniel Leung – Research Student)

Should you like to receive a consolidated report of this study, please kindly provide the contact information of your hotel. Please contact me if you have any inquiries.

Yours sincerely,

Daniel Leung
Research Student (MPhil)
School of Hotel and Tourism Management
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Email: leung.daniel@polyu.edu.hk
Tel: (852) 3400 2328
Fax: (852) 2362 9362

Section 1 – Confirming respondent’s eligibility for participating in this survey

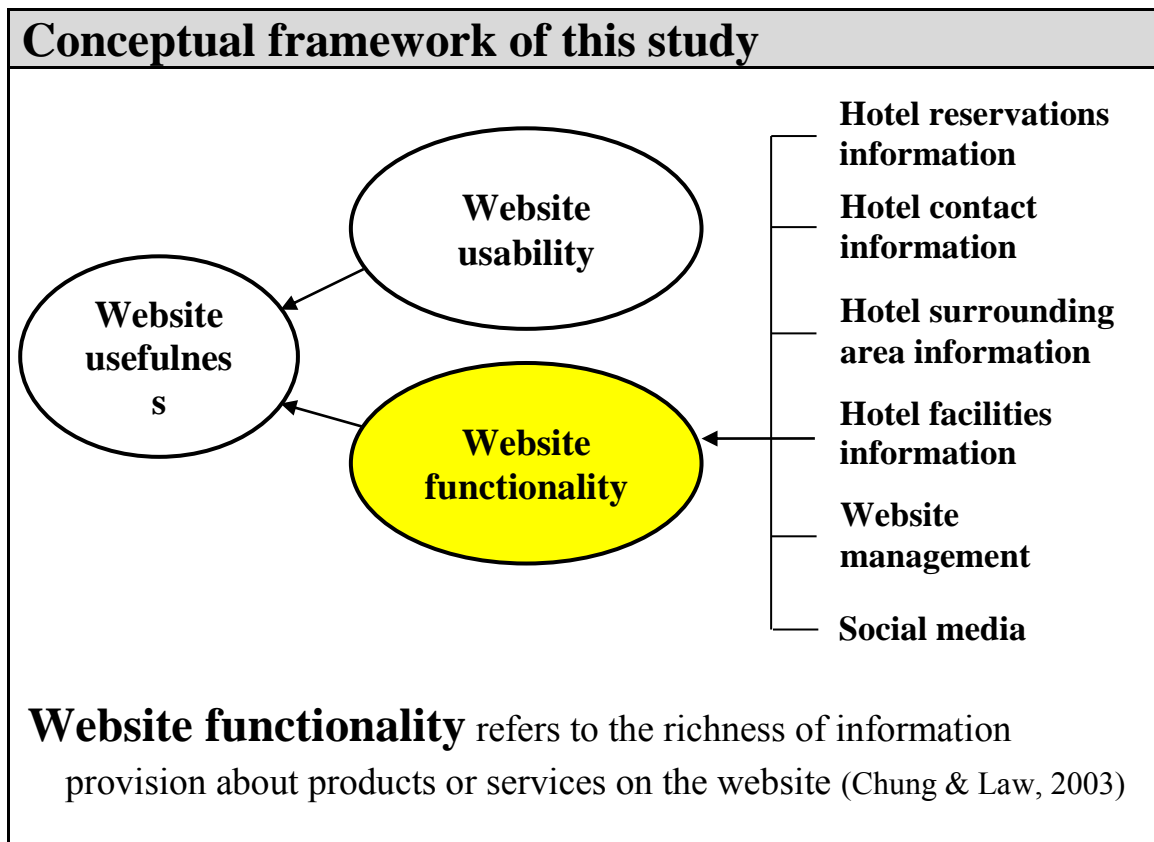
This section aims to verify a respondent’s eligibility for participating in this survey.

1. Have you ever stayed in at least a hotel in the past 12 months?

- ☐ Yes (Please proceed to Question 2a.)
- ☐ No (End of the interview, thank you for your participation.)

2a. Have you ever made at least a hotel reservation through a hotel website (e.g., Official website of JW Marriott Hotel Hong Kong) in the past 12 months?

- ☐ Yes (Please proceed to Section 2.)
- ☐ No (End of the interview, thank you for your participation.)



Section 2 – Website users’ perception of important functionality items

This section aims to understand what items are more important in evaluating performance of a hotel website (in terms of its functionality) from website users’ perspective

3.

Hotel reservations information relates to facilities and services available for making a reservation on a hotel website.

When you determine the performance of a hotel website in “Hotel reservations information”, you would perceive some items more important than others.

Please **RANK** the following items based on your perception of their importance as “Hotel reservations information” by rating:

1 **The most important** **2** **The second most important** ... **10** **The least important**

• Check room rates and room availability	
• Price ranges of different products / services	
• Check-in and check-out time	
• Special promotion	
• Online reservations	
• View and cancel reservations	
• Reservation policies	
• Privacy policy	
• Cancellation policy	
• Best rate guarantee	

4.

Hotel contact information relates to information and services available for facilitating direct communications between a hotel and its customers.

Please **RANK** the following items based on your perception of their importance as “Hotel contact information” by rating:

1 **The most important** **2** **The second most important** ... **5** **The least important**

• Hotel address	
• Telephone number	
• Fax number	
• Email address	
• Instant messaging	

5.

Hotel surrounding area information relates to the tourist concerned information that is related to the destination such as sightseeing, weather and travel.

Please **RANK** the following items based on your perception of their importance as “Hotel surrounding area information” by rating:

1 **The most important** **2** **The second most important** ... **5** **The least important**

• General information about the city	
• Distance to main attractions	
• Dining facilities nearby	
• Recreation facilities nearby	
• Weather report	

6.

Hotel facilities information relates to the general description of a hotel property, and the information of facilities and services available on a hotel website.

Please **RANK** them based on your perception of their importance as “Hotel facilities information” by rating:

1 **The most important** **2** **The second most important** ... **10** **The least important**

• Hotel description	
• Hotel location	
• Guest room facilities	
• Dining facilities	
• Meeting facilities	
• Recreation facilities	
• Other facilities	
• Photos	
• Virtual tours	
• Hotel fact sheet	

7.

Website management comprises features available on a hotel website to allow customers to easily access relevant and up-to-date information.

Please **RANK** the following items based on your perception of their importance as “Website management” by rating:

1 **The most important** **2** **The second most important** ... **12** **The least important**

• Up-to-date information on the site	
• Language selection	
• Site map	
• Search function	
• Help button	
• Newsletter	
• Best presented Internet browser	
• Term of use	
• Brand description	
• Upcoming events	
• Press release	
• Online survey	

8.

Social media comprises a set of applications available on a hotel website to facilitate a higher level of social interaction between a hotel and customers, as well as customers and customers.

Please **RANK** the following items based on your perception of their importance as “Social media” by rating:

1 **The most important** **2** **The second most important** ... **10** **The least important**

• Facebook	
• Weibo	
• Twitter	
• YouTube	
• Flickr	
• Really Simple Syndication (RSS)	
• Company blog	
• Bookmark	
• Tripadvisor	
• Google Map	

Section 3 – Website users’ perception of important functionality categories

This section aims to understand what categories of information are more important in evaluating performance of a hotel website (in terms of its functionality) from website users’ perspective.

9. When you determine the performance of a hotel website (in terms of its functionality), you would perceive some categories of information more important than others.

Please **RANK** the following categories of information based on your perception of their importance by rating:

1 **The most important** **2** **The second most important** ... **6** **The least important**

• Hotel reservations information	
• Hotel contact information	
• Hotel surrounding area information	
• Hotel facilities information	
• Website management	
• Social media	

Section 4 – Relative importance of responses from website users

10. As hotel customers, hotel managers and IT professionals are the users and suppliers of a hotel website, the responses from these three groups will determine a website's eventual success.

Please **RATE** the responses from the following groups based on your perception of their importance in evaluating performance of a hotel website.

Hotel customers	%
Hotel managers	%
IT professionals	%
Total	100 %

Section 5 – Demographic information

11. Gender:
- ☐ Male ☐ Female
12. Age:
- ☐ 20 or below ☐ 21 – 30
- ☐ 31 – 40 ☐ 41 – 50
- ☐ 51 - 60 ☐ Above 60
13. Highest level of education attained:
- ☐ Primary level or below ☐ Secondary / High school level
- ☐ Diploma / Higher diploma level ☐ University level
- ☐ Postgraduate level or below
14. Monthly household income:
- ☐ HKD 10,000 or below ☐ HKD 10,001 – 20,000
- ☐ HKD 20,001 – 30,000 ☐ HKD 30,001 – 40,000
- ☐ HKD 40,001 – 50,000 ☐ HKD 50,001 – 60,000
- ☐ Above HKD 60,000
15. Frequency of Internet use (per day):
- ☐ Less than 1 hour ☐ 1 – 3 hours
- ☐ 4 – 6 hours ☐ Above 6 hours
16. Length of Internet use:
- ☐ Less than 1 year ☐ 1 – 5 years
- ☐ 6 – 10 years ☐ Above 10 years

Thank you for taking time to complete the questionnaire

∞ END ∞

Appendix II

Questionnaire for hotel managers and IT professionals (Questionnaire A2)

Survey of Hotel Website Stakeholders' Perceived Importance of Hotel Website Functionality Attributes

4 July 2011

Dear Sir / Madam,

Survey of Hotel Website Stakeholders' Perceived Importance of Hotel Website Functionality Attributes

It gives me great pleasure in inviting you to take part in this survey.

Funded by the Hong Kong Polytechnic University, this study aims to develop a framework for evaluating hotel websites from website stakeholders' perspective. And the objective of this survey is to understand hotel website stakeholders' perceived importance of hotel website functionality attributes. Findings from this study will help the hotel industry to design the website effectively and efficiently.

The questionnaire will take only for 10 minutes. Please kindly note that all collected information will be used for research analysis only and will be treated anonymously and confidentially. I would be most grateful if an **IT manager (or representative)** and a **Public Relations Manager (or representative)** of your hotel could fill in the attached questionnaires, and mail the completed questionnaires by the end of **31 July 2011** to:

School of Hotel and Tourism Management,
The Hong Kong Polytechnic University,
17 Science Museum Road, Tsim Sha Tsui East, Kowloon, Hong Kong
(Attn: Mr. Daniel Leung – Research Student)

Should you like to receive a consolidated report of this study, please kindly provide the contact information of your hotel. Please contact me if you have any inquiries.

Yours sincerely,

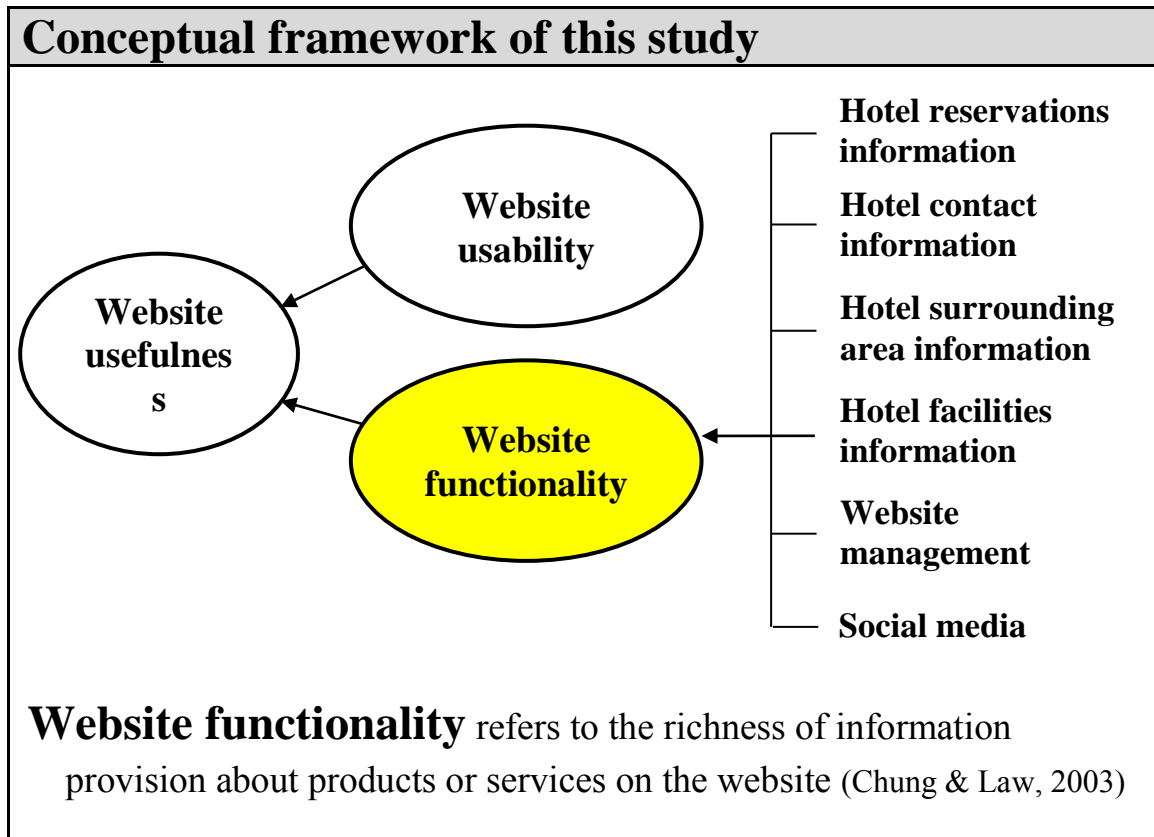
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Fax: (852) 2362 9362

Section 1 – Confirming respondent’s eligibility for participating in this survey

This section aims to verify a respondent’s eligibility for participating in this survey.

1. Which of the following best describes your job position?
 - ☐ Hotel manager (Please proceed to Question 2b.)
 - ☐ IT professional (Please proceed to Question 2b.)

- 2b. Have you ever been involved in website development and/or maintenance of your hotel?
 - ☐ Yes (Please proceed to Section 2.)
 - ☐ No (End of the interview, thank you for your participation.)



Section 2 – Website users’ perception of important functionality items

This section aims to understand what items are more important in evaluating performance of a hotel website (in terms of its functionality) from website users’ perspective

3.

Hotel reservations information relates to facilities and services available for making a reservation on a hotel website.

When you determine the performance of a hotel website in “Hotel reservations information”, you would perceive some items more important than others.

Please **RANK** the following items based on your perception of their importance as “Hotel reservations information” by rating:

1 **The most important** **2** **The second most important** ... **10** **The least important**

• Check room rates and room availability	
• Price ranges of different products / services	
• Check-in and check-out time	
• Special promotion	
• Online reservations	
• View and cancel reservations	
• Reservation policies	
• Privacy policy	
• Cancellation policy	
• Best rate guarantee	

4.

Hotel contact information relates to information and services available for facilitating direct communications between a hotel and its customers.

Please **RANK** the following items based on your perception of their importance as “Hotel contact information” by rating:

1 **The most important** **2** **The second most important** ... **5** **The least important**

• Hotel address	
• Telephone number	
• Fax number	
• Email address	
• Instant messaging	

5.

Hotel surrounding area information relates to the tourist concerned information that is related to the destination such as sightseeing, weather and travel.

Please **RANK** the following items based on your perception of their importance as “Hotel surrounding area information” by rating:

1 **The most important** **2** **The second most important** ... **5** **The least important**

• General information about the city	
• Distance to main attractions	
• Dining facilities nearby	
• Recreation facilities nearby	
• Weather report	

6.

Hotel facilities information relates to the general description of a hotel property, and the information of facilities and services available on a hotel website.

Please **RANK** them based on your perception of their importance as “Hotel facilities information” by rating:

1 The most important **2** The second most important ... **10** The least important

• Hotel description	
• Hotel location	
• Guest room facilities	
• Dining facilities	
• Meeting facilities	
• Recreation facilities	
• Other facilities	
• Photos	
• Virtual tours	
• Hotel fact sheet	

7.

Website management comprises features available on a hotel website to allow customers to easily access relevant and up-to-date information.

Please **RANK** the following items based on your perception of their importance as “Website management” by rating:

1 **The most important** **2** **The second most important** ... **12** **The least important**

• Up-to-date information on the site	
• Language selection	
• Site map	
• Search function	
• Help button	
• Newsletter	
• Best presented Internet browser	
• Term of use	
• Brand description	
• Upcoming events	
• Press release	
• Online survey	

8.

Social media comprises a set of applications available on a hotel website to facilitate a higher level of social interaction between a hotel and customers, as well as customers and customers.

Please **RANK** the following items based on your perception of their importance as “Social media” by rating:

1 **The most important** **2** **The second most important** ... **10** **The least important**

• Facebook	
• Weibo	
• Twitter	
• YouTube	
• Flickr	
• Really Simple Syndication (RSS)	
• Company blog	
• Bookmark	
• Tripadvisor	
• Google Map	

Section 3 – Website users’ perception of important functionality categories

This section aims to understand what categories of information are more important in evaluating performance of a hotel website (in terms of its functionality) from website users’ perspective.

9. When you determine the performance of a hotel website (in terms of its functionality), you would perceive some categories of information more important than others.

Please **RANK** the following categories of information based on your perception of their importance by rating:

1 **The most important** **2** **The second most important** ... **6** **The least important**

• Hotel reservations information	
• Hotel contact information	
• Hotel surrounding area information	
• Hotel facilities information	
• Website management	
• Social media	

Section 4 – Relative importance of responses from website users

10. As hotel customers, hotel managers and IT professionals are the users and suppliers of a hotel website, the responses from these three groups will determine a website's eventual success.

Please **RATE** the responses from the following groups based on your perception of their importance in evaluating performance of a hotel website.

Hotel customers	%
Hotel managers	%
IT professionals	%
Total	100 %

Section 5 – Demographic information

11. Gender:
- ☐ Male ☐ Female
12. Age:
- ☐ 20 or below ☐ 21 – 30
- ☐ 31 – 40 ☐ 41 – 50
- ☐ 51 - 60 ☐ Above 60
13. Highest level of education attained:
- ☐ Primary level or below ☐ Secondary / High school level
- ☐ Diploma / Higher diploma level ☐ University level
- ☐ Postgraduate level or below
14. Monthly household income:
- ☐ HKD 10,000 or below ☐ HKD 10,001 – 20,000
- ☐ HKD 20,001 – 30,000 ☐ HKD 30,001 – 40,000
- ☐ HKD 40,001 – 50,000 ☐ HKD 50,001 – 60,000
- ☐ Above HKD 60,000
15. Frequency of Internet use (per day):
- ☐ Less than 1 hour ☐ 1 – 3 hours
- ☐ 4 – 6 hours ☐ Above 6 hours
16. Length of Internet use:
- ☐ Less than 1 year ☐ 1 – 5 years
- ☐ 6 – 10 years ☐ Above 10 years

Thank you for taking time to complete the questionnaire

∞ END ∞

Appendix III

Evaluation form for multiple evaluation of hotel website functionality performance

Multiple Evaluation of Hotel Website Functionality Performance

Funded by the Hong Kong Polytechnic University, this study aims to develop a framework for evaluating hotel websites from website stakeholders' perspective. And the objective of this evaluation is to examine the performance of hotel websites in Hong Kong by utilizing the attributes identified in this study. Findings from this study will help the hotel industry to design the website effectively and efficiently.

Please kindly note that all collected information will be used for research analysis only, and will be treated anonymously and confidentially.

Should you like to receive a consolidated report of this study, please kindly provide the contact information of your hotel. Please contact me if you have any inquiries.

Thank you for your kind cooperation!

Yours sincerely,

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The Hong Kong Polytechnic University
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Fax: (852) 2362 9362

Hotel Website Functionality Performance Evaluation

Evaluator ID : _____

Date & Time : _____

Hotel Name : _____

Instruction

Please kindly browse each selected hotel website thoroughly. Afterwards, please use the 5-point Likert scale to rate the performance of each attribute towards the selected website.

Scale	1	2	3	4	5	N/A
Definition	Very Poor	Poor	Neutral	Good	Very Good	Not applicable

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	
Online reservations	
Special promotion	
Price ranges of different products / services	
Best rate guarantee	
View and cancel reservations	
Reservation policies	
Cancellation policy	
Check-in and check-out time	
Privacy policy	

Hotel Facilities Information	
Hotel description	
Photos	
Hotel location	
Guest room facilities	
Dining facilities	
Virtual tours	
Hotel fact sheet	
Meeting facilities	
Recreation facilities	
Other facilities	

Hotel Contact Information	
Email address	
Telephone number	
Hotel address	
Instant messaging	
Fax number	

Social Media	
Facebook	
Tripadvisor	
Twitter	
Google Map	
YouTube	
Weibo	
Company blog	
Flickr	
Bookmark	
Really Simple Syndication (RSS)	

Website Management	
Up-to-date information on the site	
Language selection	
Search function	
Site map	
Brand description	
Upcoming events	
Help button	
Best presented Internet browser	
Newsletter	
Press release	
Online survey	
Term of use	

Hotel Surrounding Area Information	
Distance to main attractions	
Dining facilities nearby	
General information about the city	
Recreation facilities nearby	
Weather report	

Appendix IV

Evaluation result on hotel website functionality performance

Hotel Website Functionality Performance Evaluation

Hotel name:

(H1) Best Western Hotel Causeway Bay

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.52
Online reservations	0.23
Special promotion	0.25
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	8.77

Hotel Contact Information	
Email address	0.68
Telephone number	0.73
Hotel address	1.25
Instant messaging	N/A
Fax number	0.72
Sub-total	6.94

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.13
Sub-total	7.24

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.96

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.41
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.91

Overall Performance	33.82
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H2) Bishop Lei International House

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.35
Online reservations	N/A
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	6.28

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.14
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.13
Sub-total	6.99

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	N/A
Search function	N/A
Site map	N/A
Brand description	0.16
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	1.75

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.36
Weather report	N/A
Sub-total	4.28

Overall Performance	24.86
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H3) Butterfly On Morrison

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.71

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.59
Photos	0.72
Hotel location	0.43
Guest room facilities	0.65
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	9.57

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.07

Hotel Surrounding Area Information	
Distance to main attractions	0.60
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.41
Sub-total	13.60

Overall Performance	46.51
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H4) Butterfly On Prat

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.59
Photos	0.72
Hotel location	0.43
Guest room facilities	0.65
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	9.91

Social Media	
Facebook	N/A
Tripadvisor	0.21
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.66

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.07

Hotel Surrounding Area Information	
Distance to main attractions	0.60
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.41
Sub-total	13.60

Overall Performance	47.24
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H5) Central Park Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	15.45

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.52
Dining facilities	0.20
Virtual tours	0.24
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	N/A
Other facilities	0.13
Sub-total	8.32

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.02

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	0.41
Sub-total	6.28

Overall Performance	37.61
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H6) City Garden Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.25
Price ranges of different products / services	0.64
Best rate guarantee	0.46
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	0.46
Sub-total	20.60

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.29
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	10.80

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	8.71

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.13
Sub-total	6.21

Hotel Surrounding Area Information	
Distance to main attractions	0.60
Dining facilities nearby	N/A
General information about the city	0.43
Recreation facilities nearby	0.36
Weather report	0.41
Sub-total	6.11

Overall Performance	57.99
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H7) Conrad Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.30
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	0.57
Sub-total	19.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.26
Dining facilities	0.40
Virtual tours	0.18
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	N/A
Sub-total	8.97

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.13
Sub-total	5.23

Hotel Surrounding Area Information	
Distance to main attractions	0.30
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	0.54
Weather report	0.51
Sub-total	6.77

Overall Performance	45.98
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H8) Cosmo Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.76
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	18.84

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.29
Photos	0.43
Hotel location	0.14
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	N/A
Sub-total	6.60

Social Media	
Facebook	0.34
Tripadvisor	0.10
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.17
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.27

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	0.16
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.28
Online survey	N/A
Term of use	N/A
Sub-total	4.77

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.43
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	6.35

Overall Performance	44.38
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H9) Cosmo Hotel Mongkok

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	18.02

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.29
Photos	0.43
Hotel location	0.14
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.14

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.17
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.37

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	0.10
Site map	0.44
Brand description	0.16
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	5.43

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.43
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.98

Overall Performance	47.49
----------------------------	--------------

Hotel Website Functionality Performance Evaluation

Hotel name:

(H10) Cosmopolitan Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.10
Price ranges of different products / services	0.51
Best rate guarantee	0.76
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	18.30

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.29
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.95

Social Media	
Facebook	0.34
Tripadvisor	0.41
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.17
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.62

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	0.20
Site map	0.44
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	5.61

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.69

Overall Performance	48.72
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H11) Courtyard by Marriott Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.87
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.30
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.57
Sub-total	19.05

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	10.41

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.66
Language selection	0.65
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	0.27
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	7.15

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.54
Weather report	0.51
Sub-total	14.76

Overall Performance	58.28
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H12) Disney's Hollywood Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	N/A
Telephone number	0.55
Hotel address	N/A
Instant messaging	N/A
Fax number	N/A
Sub-total	1.13

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.23
Other facilities	0.13
Sub-total	6.33

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.32

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	1.83

Overall Performance	30.76
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H13) Dorsett Regency Hotel, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	N/A
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	12.03

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.29
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.13
Sub-total	7.78

Social Media	
Facebook	0.69
Tripadvisor	0.21
Twitter	0.35
Google Map	0.53
YouTube	N/A
Weibo	0.09
Company blog	N/A
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	7.05

Website Management	
Up-to-date information on the site	0.26
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.92

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	5.36

Overall Performance	40.69
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H14) EAST, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	0.46
Sub-total	17.89

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.59
Photos	0.57
Hotel location	0.43
Guest room facilities	0.65
Dining facilities	0.50
Virtual tours	0.24
Hotel fact sheet	0.13
Meeting facilities	0.31
Recreation facilities	0.31
Other facilities	0.20
Sub-total	13.53

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.31

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.96

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	6.26

Overall Performance	50.50
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H15) Eaton Smart, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.25
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.10
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	18.13

Hotel Contact Information	
Email address	N/A
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	4.16

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.52
Recreation facilities	0.31
Other facilities	0.27
Sub-total	11.46

Social Media	
Facebook	0.69
Tripadvisor	0.10
Twitter	0.47
Google Map	0.53
YouTube	0.23
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	6.49

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	0.27
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	6.55

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.82
General information about the city	0.64
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	10.87

Overall Performance	57.66
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H16) Empire Hotel Hong Kong . Causeway Bay

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	15.88

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.08
Other facilities	0.20
Sub-total	7.00

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.45

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.20
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	6.60

Overall Performance	40.49
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H17) Empire Hotel Hong Kong . Wan Chai

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	0.46
Sub-total	16.93

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.10
Recreation facilities	0.08
Other facilities	0.07
Sub-total	6.90

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.45

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.20
General information about the city	N/A
Recreation facilities nearby	0.36
Weather report	N/A
Sub-total	5.99

Overall Performance	40.84
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H18) Empire Hotel Kowloon . Tsim Sha Tsui

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	0.46
Sub-total	16.93

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.10
Recreation facilities	0.08
Other facilities	0.07
Sub-total	6.90

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.45

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.20
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.21

Overall Performance	42.06
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H19) Four Seasons Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.27
Cancellation policy	0.15
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	14.95

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	0.31
Other facilities	0.27
Sub-total	11.40

Social Media	
Facebook	0.86
Tripadvisor	N/A
Twitter	0.59
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	0.23
Sub-total	7.59

Website Management	
Up-to-date information on the site	0.66
Language selection	0.39
Search function	0.39
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.46
Online survey	N/A
Term of use	N/A
Sub-total	6.25

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.51
Sub-total	13.98

Overall Performance	59.74
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H20) Gateway

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.34
Sub-total	15.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	0.29
Fax number	0.54
Sub-total	6.16

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	0.24
Hotel fact sheet	0.13
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.20
Sub-total	10.27

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.40
Language selection	0.26
Search function	0.39
Site map	0.22
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.85

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	0.41
Sub-total	3.22

Overall Performance	40.40
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H21) Gloucester Luk Kwok Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.10
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.58

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.29
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	0.24
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	0.13
Sub-total	8.10

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.21

Website Management	
Up-to-date information on the site	0.26
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	1.67

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	0.10
Sub-total	0.35

Overall Performance	32.47
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H22) Grand Hyatt Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.46
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.23
Sub-total	17.37

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.27
Sub-total	13.08

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.24
Upcoming events	0.27
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.25

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.41
General information about the city	0.86
Recreation facilities nearby	0.36
Weather report	N/A
Sub-total	8.59

Overall Performance	53.20
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H23) Guangdong Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.11

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	N/A
Sub-total	8.58

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.35

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	5.50

Overall Performance	38.46
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H24) Harbour Grand Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.99

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.30
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	12.78

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	3.08

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	0.20
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.33

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.54

Overall Performance	52.28
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H25) Harbour Grand Kowloon

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.99

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.30
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.20
Sub-total	13.01

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	3.08

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	0.20
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.33

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	7.54

Overall Performance	52.51
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H26) Harbour Plaza Metropolis

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.99

Hotel Contact Information	
Email address	0.68
Telephone number	0.73
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.93

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.30
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.94

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	0.20
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.36

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	46.74
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H27) Harbour Plaza North Point

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	15.59

Hotel Contact Information	
Email address	0.68
Telephone number	0.73
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.93

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.30
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.20
Sub-total	11.67

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	0.20
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.36

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	45.07
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H28) Harbour Plaza Resort City Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	15.59

Hotel Contact Information	
Email address	0.68
Telephone number	0.73
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.93

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	0.30
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.20
Sub-total	12.03

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	0.20
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.36

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	45.43
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H29) Holiday Inn Express Causeway Bay Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.38
Best rate guarantee	0.76
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.94

Hotel Contact Information	
Email address	0.46
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.09

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.30
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.83

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	0.25
Term of use	0.17
Sub-total	5.87

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.61
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	11.23

Overall Performance	57.32
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H30) Holiday Inn Golden Mile Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.38
Best rate guarantee	0.76
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.94

Hotel Contact Information	
Email address	0.46
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.09

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.30
Virtual tours	0.12
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.41

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	0.25
Term of use	0.17
Sub-total	5.87

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.61
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	11.23

Overall Performance	56.90
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H31) Hong Kong Disneyland Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.83

Hotel Contact Information	
Email address	N/A
Telephone number	0.55
Hotel address	N/A
Instant messaging	N/A
Fax number	N/A
Sub-total	1.13

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.29
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	8.92

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.32

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	1.83

Overall Performance	34.03
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H32) Hong Kong Gold Coast Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.43

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.67
Really Simple Syndication (RSS)	N/A
Sub-total	7.82

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.12

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	0.31
Sub-total	9.03

Overall Performance	56.11
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H33) Hong Kong SkyCity Marriott Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.57
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	18.17

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	13.17

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.16

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	0.34
Help button	0.29
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	7.39

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	0.82
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.51
Sub-total	16.31

Overall Performance	62.75
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H34) Hotel ICON

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.31
Other facilities	0.20
Sub-total	10.61

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	5.04

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.36
Weather report	N/A
Sub-total	1.22

Overall Performance	43.60
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H35) Hotel Nikko Hongkong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.48

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.13
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.93

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.92

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	3.06

Overall Performance	42.30
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H36) Hotel Panorama by Rhombus

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.19

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	0.31
Weibo	0.05
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.35

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.07

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	4.08

Overall Performance	45.80
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H37) Hyatt Regency Hong Kong, Sha Tin

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.07
Check-in and check-out time	N/A
Privacy policy	0.23
Sub-total	14.73

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.27
Sub-total	12.73

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.24
Upcoming events	0.27
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	7.21

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	7.81

Overall Performance	50.40
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H38) Hyatt Regency Hong Kong, Tsim Sha Tsui

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.07
Check-in and check-out time	N/A
Privacy policy	0.23
Sub-total	14.73

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.23

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.24
Upcoming events	0.27
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.25

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	7.81

Overall Performance	48.93
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H39) Imperial Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.11

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.65

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.32

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.82
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	9.30

Overall Performance	39.93
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H40) InterContinental Grand Stanford Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.10
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	N/A
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	18.22

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	10.94

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	N/A
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	3.27

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	6.97

Overall Performance	44.96
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H41) InterContinental Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.30
View and cancel reservations	N/A
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.86

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	N/A
Sub-total	4.45

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.50
Virtual tours	0.24
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.27
Sub-total	12.28

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	5.07

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	0.39
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	8.30

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	N/A
Sub-total	14.25

Overall Performance	61.21
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H42) Island Pacific Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.13
Sub-total	11.70

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.40
Really Simple Syndication (RSS)	N/A
Sub-total	6.96

Website Management	
Up-to-date information on the site	0.26
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.11

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	0.54
Weather report	0.31
Sub-total	8.12

Overall Performance	54.99
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H43) Island Shangri-La, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.20
Sub-total	11.23

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.64

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	9.46

Overall Performance	54.78
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H44) JW Marriott Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.57
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	18.17

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.72
Guest room facilities	0.65
Dining facilities	0.40
Virtual tours	0.18
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.16
Other facilities	0.13
Sub-total	13.31

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.16

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	0.33
Brand description	0.24
Upcoming events	0.34
Help button	0.29
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	7.47

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.51
Sub-total	15.98

Overall Performance	62.65
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H45) KINGS De NATHAN

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.34
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	5.97

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	0.20
Sub-total	7.03

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.62

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	0.00

Overall Performance	21.18
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H46) Kowloon Shangri-La

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.20
Sub-total	11.23

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.64

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	6.97

Overall Performance	52.29
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H47) L’hotel Causeway Bay Harbour View

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.10
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.46

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.13
Sub-total	7.20

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.26
Language selection	0.26
Search function	N/A
Site map	0.22
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.51

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	0.10
Sub-total	5.24

Overall Performance	36.96
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H48) L’hotel Island South

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.71

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	0.23
Other facilities	0.27
Sub-total	9.46

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.21

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	3.91

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	1.02
General information about the city	N/A
Recreation facilities nearby	0.90
Weather report	N/A
Sub-total	9.58

Overall Performance	44.42
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H49) L’hotel Nina et Convention Centre

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.85

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	10.70

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.26
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.76

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.90
Weather report	0.31
Sub-total	8.17

Overall Performance	43.03
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H50) Lan Kwai Fong Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.73

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	9.90

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	4.33

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	7.56

Overall Performance	44.07
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H51) Langham Place, Mongkok, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	19.14

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.31
Other facilities	N/A
Sub-total	11.68

Social Media	
Facebook	0.69
Tripadvisor	0.10
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	7.13

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.99

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	11.52

Overall Performance	61.02
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H52) Lanson Place Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	15.88

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.29
Guest room facilities	0.39
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.16

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.10

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.12

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	6.40

Overall Performance	40.22
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H53) Largos Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.17
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	6.92

Hotel Contact Information	
Email address	0.46
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.09

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.26
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	5.36

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.35

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	3.06

Overall Performance	22.77
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H54) Le Meridien Cyberport

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.27
Cancellation policy	0.15
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	21.37

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	N/A
Sub-total	4.45

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.05

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.27

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	0.25
Term of use	0.17
Sub-total	6.60

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	N/A
Weather report	0.51
Sub-total	9.46

Overall Performance	56.19
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H55) Mandarin Oriental, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.15
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.75

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.50
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.20
Sub-total	12.95

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	0.17
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	6.10

Website Management	
Up-to-date information on the site	0.40
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.99

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.82
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	12.94

Overall Performance	61.29
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H56) Marco Polo Hongkong Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.29

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.13
Sub-total	11.87

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	0.39
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.70

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	7.56

Overall Performance	49.33
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H57) Metropark Hotel Causeway Bay Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.29

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	9.90

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	6.03

Website Management	
Up-to-date information on the site	0.26
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	3.40

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	4.08

Overall Performance	46.25
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H58) Metropark Hotel Kowloon

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.27
Cancellation policy	0.15
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.41

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	0.39
Fax number	0.54
Sub-total	6.36

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.13
Sub-total	10.19

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	5.29

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	4.08

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	47.83
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H59) Metropark Hotel Mongkok

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.27
Cancellation policy	0.15
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.41

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.26
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.66

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.72

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.68

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	4.89

Overall Performance	41.91
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H60) Metropark Hotel Wanchai Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.85

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.29
Guest room facilities	0.13
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.10
Recreation facilities	0.08
Other facilities	0.13
Sub-total	7.04

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	3.08

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	0.39
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.12

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	9.46

Overall Performance	45.09
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H61) Nathan Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.85

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.09

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.02

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	0.00

Overall Performance	34.87
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H62) Newton Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	N/A
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	3.81

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.10
Recreation facilities	0.23
Other facilities	N/A
Sub-total	7.02

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	1.68

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	0.31
Sub-total	1.04

Overall Performance	19.10
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H63) Novotel Century Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	0.24
Hotel fact sheet	0.08
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	11.35

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.60

Website Management	
Up-to-date information on the site	0.40
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.42

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.41
Sub-total	13.18

Overall Performance	57.66
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H64) Novotel Citygate Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	0.24
Hotel fact sheet	0.08
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	11.80

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.60

Website Management	
Up-to-date information on the site	0.40
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.42

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	12.57

Overall Performance	57.49
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H65) Novotel Nathan Road Kowloon Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.54

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	0.24
Hotel fact sheet	0.08
Meeting facilities	N/A
Recreation facilities	0.16
Other facilities	0.13
Sub-total	10.36

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.60

Website Management	
Up-to-date information on the site	0.40
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.42

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	12.57

Overall Performance	56.06
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H66) Panda Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.18
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.27
Sub-total	13.02

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	N/A
Google Map	N/A
YouTube	0.31
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	6.84

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.99

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	N/A
Sub-total	11.79

Overall Performance	60.76
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H67) Park Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.15
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.11
Sub-total	14.86

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.84

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.11
Brand description	0.08
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.09
Press release	0.09
Online survey	N/A
Term of use	0.04
Sub-total	3.42

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	5.91

Overall Performance	40.95
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H68) Prince

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	12.23

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	0.39
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.70

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	10.82

Overall Performance	53.22
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H69) Prudential Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	N/A
Special promotion	0.15
Price ranges of different products / services	N/A
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	3.25

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.13
Sub-total	9.24

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.12
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.58

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.01

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	29.15
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H70) Ramada Hong Kong Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	6.25

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	N/A
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	N/A
Other facilities	0.20
Sub-total	8.38

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.35

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	29.05
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H71) Ramada Hotel Kowloon

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	6.25

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	N/A
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.16

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.35

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	8.60

Overall Performance	28.92
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H72) Regal Airport Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.13
Sub-total	11.66

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	51.30
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H73) Regal Hongkong Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.13
Sub-total	11.66

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	51.30
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H74) Regal Kowloon Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	N/A
Sub-total	10.94

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	50.58
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H75) Regal Oriental Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.23
Other facilities	N/A
Sub-total	11.07

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	50.71
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H76) Regal Riverside Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.23
Other facilities	N/A
Sub-total	11.07

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.03

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	50.71
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H77) Renaissance Harbour View Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.57
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	18.17

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.16
Other facilities	0.13
Sub-total	12.20

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.16

Website Management	
Up-to-date information on the site	0.66
Language selection	0.65
Search function	N/A
Site map	0.22
Brand description	0.24
Upcoming events	0.34
Help button	0.29
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	7.53

Hotel Surrounding Area Information	
Distance to main attractions	1.50
Dining facilities nearby	1.02
General information about the city	1.07
Recreation facilities nearby	0.90
Weather report	0.51
Sub-total	17.00

Overall Performance	62.61
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H78) Rosedale on the Park

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	11.34

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.31
Other facilities	N/A
Sub-total	10.40

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.99

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	5.57

Overall Performance	40.22
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H79) Royal Park Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.20
Sub-total	11.18

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	0.31
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	5.31

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	4.83

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	9.44

Overall Performance	53.87
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H80) Royal Plaza Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	10.12

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	0.31
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.72

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	4.83

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	6.99

Overall Performance	48.37
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H81) Royal View Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.18
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.13
Sub-total	11.22

Social Media	
Facebook	0.17
Tripadvisor	N/A
Twitter	0.12
Google Map	0.11
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.27

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	0.17
Sub-total	4.83

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	0.86
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	10.91

Overall Performance	51.34
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H82) Shamrock Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.29
Reservation policies	0.20
Cancellation policy	N/A
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	10.02

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.29
Photos	0.29
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	5.84

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.02

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	0.00

Overall Performance	23.42
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H83) Sheraton Hong Kong Hotel & Towers

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.81

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.10

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.27

Website Management	
Up-to-date information on the site	0.53
Language selection	0.65
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	0.25
Term of use	0.17
Sub-total	5.65

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	11.55

Overall Performance	57.93
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H84) Silka Far East Hotel, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.04

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.93

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.13

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	43.61
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H85) Silka Seaview Hotel, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.04

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.93

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.13

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	43.61
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H86) Silka West Kowloon Hotel, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	13.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	0.13
Sub-total	8.55

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	0.10
Flickr	0.33
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.93

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.13

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	43.12
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H87) South Pacific Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.29

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.76

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.47

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	42.58
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H88) Stanford Hillview Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.52
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.26
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	0.20
Cancellation policy	N/A
Check-in and check-out time	0.13
Privacy policy	N/A
Sub-total	9.46

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.26
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	7.23

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.01

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	7.56

Overall Performance	31.82
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H89) Stanford Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.52
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.26
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	0.20
Cancellation policy	N/A
Check-in and check-out time	0.13
Privacy policy	N/A
Sub-total	9.46

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.26
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	7.23

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.01

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	7.56

Overall Performance	31.82
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H90) The Charterhouse Causeway Bay

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	N/A
Cancellation policy	0.15
Check-in and check-out time	N/A
Privacy policy	N/A
Sub-total	12.82

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	N/A
Other facilities	N/A
Sub-total	8.62

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	0.31
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.13
Really Simple Syndication (RSS)	N/A
Sub-total	6.50

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	0.16
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.01

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.90
Weather report	N/A
Sub-total	7.13

Overall Performance	45.63
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H91) The Cityview

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.30
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.20
Privacy policy	N/A
Sub-total	16.12

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	N/A
Sub-total	4.45

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.20
Sub-total	11.17

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	5.63

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	0.30
Site map	0.44
Brand description	0.16
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.28
Online survey	N/A
Term of use	N/A
Sub-total	6.31

Hotel Surrounding Area Information	
Distance to main attractions	0.60
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	3.87

Overall Performance	47.55
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H92) The Emperor (Happy Valley) Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.11
Sub-total	14.05

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	0.12
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	0.13
Sub-total	7.71

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.96

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	8.60

Overall Performance	40.23
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H93) The Excelsior, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.64
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.27
Cancellation policy	0.15
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	17.39

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.29
Guest room facilities	0.65
Dining facilities	0.50
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.31
Other facilities	0.20
Sub-total	11.61

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	0.25
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	6.37

Website Management	
Up-to-date information on the site	0.66
Language selection	0.65
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	0.27
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.47
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	7.93

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	1.07
Recreation facilities nearby	0.54
Weather report	0.51
Sub-total	13.37

Overall Performance	62.23
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H94) The Harbourview

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.46
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	N/A
Sub-total	3.98

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	9.77

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.72

Website Management	
Up-to-date information on the site	0.26
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	0.13
Sub-total	4.69

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	1.83

Overall Performance	41.53
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H95) The HarbourView Place

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.34
Special promotion	N/A
Price ranges of different products / services	N/A
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	4.27

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	N/A
Virtual tours	0.30
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	0.23
Other facilities	0.20
Sub-total	9.77

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.21

Website Management	
Up-to-date information on the site	0.40
Language selection	N/A
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	3.00

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	4.08

Overall Performance	28.88
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H96) The Kimberley Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.10
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	N/A
Privacy policy	0.34
Sub-total	14.44

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.29
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.21
Recreation facilities	0.23
Other facilities	0.13
Sub-total	8.28

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.21

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.01

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	N/A
Weather report	0.31
Sub-total	3.23

Overall Performance	35.72
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H97) The Kowloon Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	16.99

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.65
Dining facilities	0.50
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.66

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.45

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	47.18
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H98) The Langham, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.14
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	0.11
Sub-total	18.42

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.52
Recreation facilities	0.31
Other facilities	N/A
Sub-total	11.83

Social Media	
Facebook	0.69
Tripadvisor	0.10
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	5.62

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.99

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	0.61
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	11.52

Overall Performance	58.94
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H99) The Luxe Manor

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.11

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	N/A
Recreation facilities	0.23
Other facilities	0.20
Sub-total	9.67

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	N/A
Google Map	N/A
YouTube	0.31
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	4.53

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.47
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.65

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	0.41
Sub-total	5.46

Overall Performance	45.98
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H100) The Mercer

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.85

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.74

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.87

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.62

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	N/A
Sub-total	6.52

Overall Performance	39.14
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H101) The Mira Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	14.47

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	N/A
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	11.57

Social Media	
Facebook	0.52
Tripadvisor	N/A
Twitter	0.35
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	0.40
Really Simple Syndication (RSS)	N/A
Sub-total	5.44

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	0.39
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.55

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.61
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	6.97

Overall Performance	49.55
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H102) The Park Lane Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.11

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.57
Guest room facilities	0.39
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.16
Other facilities	0.13
Sub-total	9.76

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.98

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	5.91

Overall Performance	40.68
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H103) The Peninsula Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.29

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.57
Guest room facilities	0.52
Dining facilities	0.50
Virtual tours	N/A
Hotel fact sheet	0.13
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.33

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	0.42
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.36

Website Management	
Up-to-date information on the site	0.66
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	6.87

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	1.07
Recreation facilities nearby	N/A
Weather report	0.51
Sub-total	9.46

Overall Performance	52.85
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H104) The Ritz-Carlton, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.57
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	18.17

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.72
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.52
Recreation facilities	0.31
Other facilities	N/A
Sub-total	11.97

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	6.62

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	N/A
Weather report	0.41
Sub-total	4.31

Overall Performance	48.98
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H105) The Royal Garden

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	N/A
Privacy policy	0.34
Sub-total	13.59

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	0.20
Sub-total	10.06

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	4.07

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	0.82
General information about the city	N/A
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	9.32

Overall Performance	42.60
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H106) The Royal Pacific Hotel and Towers

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	17.55

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	0.24
Hotel fact sheet	0.10
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.24

Social Media	
Facebook	0.69
Tripadvisor	0.41
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	0.54
Really Simple Syndication (RSS)	N/A
Sub-total	8.71

Website Management	
Up-to-date information on the site	0.40
Language selection	0.52
Search function	N/A
Site map	0.44
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	0.17
Sub-total	5.65

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.31
Sub-total	10.48

Overall Performance	60.18
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H107) The South China Hotel

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	0.07
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	10.70

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	N/A
Photos	0.43
Hotel location	0.43
Guest room facilities	0.26
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	0.07
Sub-total	4.76

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.53
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.82

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	0.00

Overall Performance	23.84
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H108) The Upper House

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	16.15

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	N/A
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	6.26

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	0.42
YouTube	N/A
Weibo	0.18
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	5.67

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	0.24
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	4.24

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	0.54
Weather report	N/A
Sub-total	4.02

Overall Performance	41.89
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H109) The Wesley Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	15.11

Hotel Contact Information	
Email address	N/A
Telephone number	N/A
Hotel address	0.93
Instant messaging	N/A
Fax number	N/A
Sub-total	1.92

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.13
Dining facilities	N/A
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	N/A
Recreation facilities	N/A
Other facilities	N/A
Sub-total	4.91

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	2.82

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	0.00

Overall Performance	24.77
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H110) The Wharney Guang Dong Hotel Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	14.04

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.29
Hotel location	0.43
Guest room facilities	0.39
Dining facilities	0.20
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.21
Recreation facilities	0.16
Other facilities	N/A
Sub-total	7.61

Social Media	
Facebook	0.69
Tripadvisor	N/A
Twitter	0.47
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	3.72

Website Management	
Up-to-date information on the site	0.40
Language selection	0.39
Search function	N/A
Site map	0.44
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	3.13

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.64
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	6.26

Overall Performance	40.31
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H111) Traders Hotel, Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.15
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	N/A
Privacy policy	0.46
Sub-total	19.14

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.43
Guest room facilities	0.52
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.10
Meeting facilities	0.31
Recreation facilities	0.23
Other facilities	N/A
Sub-total	10.01

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	0.16
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	2.36

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	0.22
Brand description	0.32
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	0.38
Press release	0.37
Online survey	N/A
Term of use	N/A
Sub-total	5.97

Hotel Surrounding Area Information	
Distance to main attractions	N/A
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.72
Weather report	0.41
Sub-total	6.75

Overall Performance	49.78
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H112) W Hong Kong

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	0.70
Online reservations	0.46
Special promotion	0.20
Price ranges of different products / services	0.51
Best rate guarantee	0.61
View and cancel reservations	0.38
Reservation policies	0.20
Cancellation policy	0.11
Check-in and check-out time	0.26
Privacy policy	0.46
Sub-total	20.81

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.57
Hotel location	0.72
Guest room facilities	0.52
Dining facilities	0.40
Virtual tours	N/A
Hotel fact sheet	N/A
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	0.20
Sub-total	12.03

Social Media	
Facebook	0.34
Tripadvisor	N/A
Twitter	0.24
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	1.86

Website Management	
Up-to-date information on the site	0.53
Language selection	0.52
Search function	N/A
Site map	N/A
Brand description	0.32
Upcoming events	N/A
Help button	0.29
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	0.25
Term of use	0.17
Sub-total	5.31

Hotel Surrounding Area Information	
Distance to main attractions	1.20
Dining facilities nearby	N/A
General information about the city	0.86
Recreation facilities nearby	0.54
Weather report	0.51
Sub-total	10.56

Overall Performance	56.13
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Hotel Website Functionality Performance Evaluation

Hotel name:

(H113) Warwick Hotel Cheung Chau

Dimension / Attribute	Performance score
Hotel Reservations Information	
Check room rates and room availability	N/A
Online reservations	0.34
Special promotion	N/A
Price ranges of different products / services	0.51
Best rate guarantee	N/A
View and cancel reservations	N/A
Reservation policies	N/A
Cancellation policy	N/A
Check-in and check-out time	0.26
Privacy policy	N/A
Sub-total	5.97

Hotel Contact Information	
Email address	0.68
Telephone number	0.55
Hotel address	0.93
Instant messaging	N/A
Fax number	0.54
Sub-total	5.56

Hotel Facilities Information	
Hotel description	0.44
Photos	0.43
Hotel location	0.43
Guest room facilities	0.13
Dining facilities	0.30
Virtual tours	N/A
Hotel fact sheet	0.08
Meeting facilities	0.42
Recreation facilities	0.23
Other facilities	N/A
Sub-total	8.46

Social Media	
Facebook	N/A
Tripadvisor	N/A
Twitter	N/A
Google Map	N/A
YouTube	N/A
Weibo	N/A
Company blog	N/A
Flickr	N/A
Bookmark	N/A
Really Simple Syndication (RSS)	N/A
Sub-total	0.00

Website Management	
Up-to-date information on the site	0.40
Language selection	0.26
Search function	N/A
Site map	N/A
Brand description	N/A
Upcoming events	N/A
Help button	N/A
Best presented Internet browser	N/A
Newsletter	N/A
Press release	N/A
Online survey	N/A
Term of use	N/A
Sub-total	1.68

Hotel Surrounding Area Information	
Distance to main attractions	0.90
Dining facilities nearby	N/A
General information about the city	N/A
Recreation facilities nearby	N/A
Weather report	N/A
Sub-total	3.06

Overall Performance	24.72
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