

The Impact of Website Persuasiveness on Luxury Hotels Financial Performance

Konstantinos Koronios, Panagiotis Dimitropoulos
and Athanasios Kriemadis

Abstract The primary objective article was to investigate the websites' persuasiveness of the luxury hotels in Greece and its implications for their financial performance. As a result, a content analysis was applied primarily as a quantitative research method, with website characteristics classified into distinct categories and then described using statistics; 335 websites of luxury hotels were reviewed and data were analyzed by means of STATA 12. Persuasiveness measured using six dimensions, namely: informativeness, usability, credibility, inspiration, involvement and reciprocity. The research divulged a comparatively low degree of the hotels overall persuasiveness, specifically in involvement dimension. Furthermore, current research attempted to pinpoint the relation among the hotels' website overall persuasiveness and its impact on their financial performance. The findings could offer the hotel managers useful insights into enhancing their website's persuasiveness and accordingly their financial performance.

Keywords Website · Persuasiveness · Financial performance · Hotel

JEL Classification Z3 tourism · Marketing and finance

1 Introduction

The Internet revolution has greatly reformed the business model worldwide, equipping enterprises with a plurality of effective strategic planning tools, to assist in doing them in obtaining substantial benefits by enhancing and exaggerating their competitiveness. In view of their expected effectiveness in cost decrease, in customer relationship management and in supply chain management, internet tools

K. Koronios (✉) · P. Dimitropoulos · A. Kriemadis
Department of Sport Management, University of Peloponnese,
Greece Orthias Artemidos & Plataion, 23100 Sparti, Greece
e-mail: konskoron@hotmail.com

© Springer International Publishing AG 2018
V. Katsoni and K. Velander (eds.), *Innovative Approaches to Tourism and Leisure*,
Springer Proceedings in Business and Economics,
https://doi.org/10.1007/978-3-319-67603-6_14

have been utilized by numerous enterprises for their market penetration (Ganesan, George, Jap, Palmatier, & Weitz, 2009).

The evolvement of Internet has reformed the hospitality sector via the development of an abundance of tourism associated websites and applications (Wang & Qualls, 2007). The increasing the Internet has inescapably augmented the percentage of online booking channels for touristic objectives, with the use of which hotels attract their visitors (Chiang, 2003). The use of the Internet expedites intercommunication between hotels and their website clients, as it provides an appropriate way for clients to gain a greater insight into the hotel's services, thus enhancing reservations (Bonson & Flores, 2011; Hsu, 2012).

Among the predominant characteristics of the tourism sector is the essentiality to procure information to many individuals (Werthner & Klein, 1999), a need that interprets hotels' expanded use of the Internet for communication objectives (Li & Wang, 2010; Xiang & Gretzel, 2010). Websites in the hospitality sector constitute a primary communication vehicle, incorporating internet usage and marketing theory into an integrated experience (Li & Wang, 2010), in order to offer useful data online clients along with the perseverance and management of their relation with the hotel (Lee & Morrison, 2010).

Website and Internet use is effective not just for large hotel chains but also for independent or small hotels, as well-designed and conveniently navigated websites offer hotels a low cost marketing communications tool, which has the capacity to intensify their competitiveness in the tourism sector (Parets, 2002). Past studies have led to the conclusion that the plurality of companies in the tourism industry contemplate their websites as a decisive competitive advantage over the competition and as being crucial in attracting new clients (Mullen, 2000).

In order to capitalize upon the web advantages as well as being in alignment with technological development, hotels steadily improve their websites for user-friendly, tailor-made personal and reciprocative access for online customers. Moreover, hotels exploit their websites for web campaigns, evolving and consolidating their marketing strategy on the web, gathering online client information, amplifying client care, and allowing online booking. (Karpinski, 2001; Mullen, 2000).

The advancement of the World Wide Web has created a unique opportunity for hotels to put aside any intermediaries, such as tour agencies, and cooperate directly with customers. The online channel provides a contact point that is an efficient way to attract more customers and to enhance a hotel's image. Notwithstanding the increasing significance of online hotel booking, a significant share of online reservations is accomplished by tour agencies instead of through hotels websites (Nelson, 2004). In spite of the intense effort made by the management of hotels to drive online reservations to their webpages (Shellum, 2004), there is an inadequacy of information concerning the predispositions of their online customers regarding their webpages overall persuasiveness.

Prior researchers focused on the hospitality sector, have investigated the various determinants responsible for the success of hotel webpages (Jeong, Oh, & Gregoire, 2003; Vrana, Zafiroopoulos, & Paschaloudis, 2004). Nevertheless, the majority of them have concentrated on individual aspects and characteristics instead of the

overall persuasiveness of websites, while empirical evidence regarding the impact of overall website persuasiveness on the financial performance of hotels is very scarce. The main purpose of the present paper is to explore Greek luxury hotels' strategy concerning their websites, evaluating their overall website persuasiveness and its impact on their financial performance.

2 Literature Review

Persuasiveness in the Internet framework can be delineated as the communication procedure which is outlined to manipulate individuals' presumptions, inceptions, or perspectives (Simons, Morreale, & Gronbeck, 2001). The webpages generate significant opportunities for persuasive interactivity, as the target audience can be conveniently contacted with the potentiality of utilizing both interpersonal and mass communication (Oinas-Kukkonen, 2010). A website's design embodies persuasiveness by administering various persuasive techniques in its design, in order to enhance individuals' motivation and trust, modifying their perspective and emboldening online purchase intentions (Cheung & Law, 2009).

Concerning the assessment of the persuasive characteristics, various studies have incorporated factors related to persuasiveness in websites, with the most influential being the in-depth analysis of Kim and Fesenmaier (2008), who describe persuasiveness as a website's capability to generate an assertive impression. The above mentioned study provoked much further research as it enhances the persuasiveness context (Dickinger & Stangl, 2013; Guadagno, Muscanell, Rice, & Roberts, 2013) and depicts how basic perception is strongly associated with the visual appearance of a website (Lindgaard, Fernandes, Dudek, & Brown, 2006; Phillips & Chaparro, 2009). According to Kim and Fesenmaier (2008), website visitors take rapid decisions concerning a webpage based on their basic perception from an instantaneous interactivity with the webpage. Such a condition is encountered in hotel websites, so it is essential to have an impact on users' basic perception. Due to this fact, hotel managers ought to be informed about specific persuasive methods, their usage and their impact on visitors, as well as the way audiences anticipate them.

In accordance with Kim and Fesenmaier's (2008) classification, the importance of six variables must be taken into account when evaluating the persuasiveness of webpages, which are: informativeness, usability, credibility, inspiration, involvement and reciprocity.

Their study was based upon the theoretical context proposed by Ping Zhang (2001), concerning webpage layout and assessment. The above mentioned theoretical framework utilizes Herzberg's motivation-hygiene theory in order to recognize and distinguish characteristics which might be regarded as hygiene factors from those which might be regarded as motivators in the Internet context (Herzberg, 1987). They suggest that hygiene factors are crucial characteristics, but inadequate to assure webpage visitor's satisfaction. Furthermore, they propose that motivational factors conduce to visitor satisfaction and to repeated webpage visits. Based

on Kim and Fesenmaier's classification (2008), informativeness and usability can be considered to be the hygiene factors. Correspondingly, credibility, inspiration, involvement, and reciprocity can be considered to be the motivating factors. The indicated motivating factors play a crucial role in configuring the exceptional components of hotel websites. More expressly, the classification of hotel webpages in accordance with the persuasive factors, benefit hotels in improving their accessibility and communication with clients. This categorization may consecutively increase online reservations and enhance website attempts to ameliorate their attractiveness to potential visitors, by directly encouraging them.

Informativeness can be delineated as the level at which a webpage offers convenient and constructive information to visitors. Hotel websites provide a lot of information (e.g., services, prices, room photos) in order to strengthen their service packaging and intensify their internet marketing. Given the constantly growing number of webpages, as well as the increasing volume of online information, the fundamental criteria for website information quality assessment are: correctness, diversity, coherence, validity and repleteness (Jeong & Lambert, 2001). Informativeness of the webpages can be pragmatically associated with attitudes toward them and, sequentially, with their persuasiveness capacity. Informativeness improves service quality and provides hotels with the ability to intersperse beneficial information to potential visitors through the internet (Luo, 2002).

Another important characteristic of webpages is the degree of their usability, which refers to website anticipated usefulness and ease of use (Benbunan-Fich, 2001). Ease of use encompasses two distinct components, easiness of comprehending and navigating. Easiness of comprehending recognizes that webpage design must facilitate visitors so that they may effortlessly anticipate the owner of the site, the objectives of the site, the plurality of provided online services, as well as to ensure visitors' access to accurate and up to date information. Easiness of navigating supports that webpages must be carefully designed to assist users in finding the desired information quickly, providing a web map and a search tool (Nielson, 2000). On this wise, a webpage offers individuals the chance to quickly assimilate the required information, contributing to the hotel's goal accomplishment. As a result, usability is correlated with the rapidness and easiness of online booking.

In line with past researches, credibility is classified as an important characteristic of persuasiveness and could be sorted into cue-based and experience-based (Díaz & Martín-Consuegra, 2016). Cue-based credibility pertains to the extent to which a visitor entrusts a webpage, being contingent on primary inspection of its basic credibility characteristics. It contemplates those who seek information conjecture the grade of trustworthiness of a webpage in the course of their first visit relying totally on circumstantial cues. The major signals of trust in a webpage are privacy and security, as well as the identification of the webpage owner through the provided information about the organization and its history (Yang et al., 2003).

Inspiration may be delineated as a motivation factor containing the dynamism and guidance of behavior and can be provoked by stimuli (Thrash & Elliot, 2003). As a result, in the case of hotel webpages, the great significance of aesthetics (i.e.

usage of visual features) illustrates the aspiration of the hotels to inaugurate a cohesive and constructive correlation or perception and to provoke engaging experiences in such a way that the positive perceptions embolden potential visitors to proceed with the online booking.

Involvement could be delineated as an indiscernible force of motivation concerning an item which is provoked by the consistency or signification of the item (Díaz & Martín-Consuegra, 2016). In the online context, interactivity has been qualitatively verified as a significant factor regulating the strength of involvement with web use. Past work has validated that an increase of webpages interactivity plays a significant role in augmenting compassion and exploration (Liu & Shrum, 2009).

In a web environment, reciprocity ascribes to the grade to which a webpage supports bilateral interaction between hotels and online customers (Häubli & Trifts, 2000). As far as the hotel business is concerned, discounts or particular quotations are types of benefits typically granted to online customers with the purpose setting up a mutually beneficial relationship. On various occasions, webpage users are summoned to provide personal information such as name and e-mail and/or address as compensation for the advantages experienced.

The effectiveness of website quality on the services provided to customers and the customers' online purchase intentions have been examined by previous studies (Cheung & Law, 2009), yet there are fewer studies trying to establish a direct connection of website effectiveness and persuasiveness on the business performance of the hospitality firms in terms of sales or profits (Scaglione, Schegg, & Murphy, 2009). According to Lee and Kazar (2006), the success of a company operating an effective web-based platform is contingent on the quality of services that are provided through it to the customers. Their findings asserted that firms with high quality websites were associated with higher profitability as measured via ROA and ROE. This finding has been corroborated by Ghose and Ipeiritis (2006) who tested the impact of online reviews of products on sale revenues and verified a positive association.

Also, Ye, Law, and Gu (2009) provided evidence of a positive impact of online reviews on the number of bookings in hotels in China and practically a 10% improvement in reviewer's rating can increase sales by 4.4% which is translated to enhanced financial performance. Moreover, Ögüt and Taş (2012) examined the association between room sales and higher customer rating on the internet in a sample of hotels in London and Paris and found a positive association. Also they argue that hotels with higher quality ratings and reviews on the web tend to increase their prices. Practically, a 1% increase in online customer ratings increases sales per room up to 2.68% in Paris and 2.62% in London.

These findings are attributed to the fact that online sales of hotel rooms has increased over the years and this channel represents a major proportion of hotel sales, thus making its contribution to business performance irreplaceable. Furthermore, the internet has been developed as an important significant connecting link among clients and hotels which helps towards information exchange or even strengthening business performance via costs reductions in the distribution process,

increased revenues though enhanced guest loyalty and improved marketing and market penetration. Furthermore, the online sales channels give potential visitors the opportunity to gain insight information about the experience and views of existing or previous clients, therefore providing means of information dissemination (Ögüt & Taş, 2012). Scaglione et al. (2009) found empirical results supporting the view that website adoption contributes positively to revenues per vacant room (RevPAR) and this association was stronger at hotels with their own domain in Valais, while on the contrary hotels lacking a website were associated with a negative flow of profits. Consequently, based on the abovementioned discussion we expect positive association between website persuasiveness and the ability of the Greek hotels to generate revenue.

3 Methodology and Research Design

In accordance with the methodology of content analysis, the research assessed hotels' website persuasiveness. In accordance with previous studies (Díaz & Martín-Consuegra, 2016), six dimensions were taken into consideration; namely, informativeness (28 items), usability (6 items), credibility (3 items), inspiration (5 items), involvement (8 items) and reciprocity (4 items). Every item was encoded as "1" and "0" to reduce subjectivity in the process of data collection (Lee & Morrison, 2010 as cited in Escobar-Rodríguez & Carvajal-Trujillo, 2013). The final score was calculated based on the sub-score of each dimension (summing the "Yes" observations) which was divided by the sum of the items that it was comprised of. Proportionately, the highest possible result of each dimension is 1 and 0 is the base level (Escobar-Rodríguez & Carvajal-Trujillo, 2013). Furthermore, the size of each hotel was calculated using the quantity of beds in accordance with literature (Pikkemaat & Peters, 2006).

The focus of the present study is Greek luxury hotels and the sample was collected from the Hellenic Chamber of Hotels. A sum of 443 luxury hotels were listed in Greece while 335 had a webpage. Data were obtained from each website of the given sample. As far as the financial data is concerned, they were hand collected from the annual financial statements of the hotels in the sample.

In order to examine the impact of website persuasiveness on the financial performance of Greek hotels we followed a cross-sectional Seemingly Unrelated Regression (SUR) methodology since the persuasiveness of hotels websites is determined by hotel size. Practically, the functional form of the model is as follows and is estimated simultaneously as a system of equations:

$$\text{PERS}_i = b_0 + b_1 \text{SIZE}_i + u_i \quad (1)$$

$$\text{LnSALES}_i = a_0 + a_1 \text{PERS}_i + e_i \quad (2)$$

LnSALES is the natural logarithm of annual sale revenues as extracted from each hotel's annual financial statements. We have used the log transformation of sales because it is possible to compute elasticities of the independent variable with regarding to total sales and secondly because the use of log values of sales, the relationship of the model variables is closer to linear (Öğüt & Taş, 2012).

PERS is a factor of web site total persuasiveness extracted via a principal component analysis from the aforementioned six variables proxying for website informativeness, usability, credibility, inspiration, involvement and reciprocity. This factor was determined using eigen values greater than 1.0. The principal component analysis was used since the solutions generated from principal component analysis do not have significant differences from the factor analysis techniques. In this context, the authors utilized the orthogonal method of extraction and particularly Varimax which tries to maximize the dispersion of loadings within factors. Eventually, for including the factor scores as an independent variable in model (2) we employed the Anderson–Rubin. The outcome of the principal component analysis supported that data do not suffer from multicollinearity since the KMO statistic of sampling adequacy had a value up to 0.91 indicating that this kind of analysis is appropriate for our data. Eventually the extracted communalities are close to 1 proposing that the factor explains the original data adequately, and the factor loadings are above the critical value of 0.70 proposing that the estimated factor is of statistical significance.

Finally, SIZE is the number of hotel rooms and is used to proxy for hotel size following the work by Öğüt and Taş (2012) who also use the number of rooms as an indicator of hotel size because bigger size hotels are expected to be associated with higher revenues. Based on the discussion on the theoretical background we expect hotel size to impact positively on website persuasiveness and at the same time higher website persuasiveness will impact positively on sales.

4 Results

Table 1 shows the descriptive statistics of the sample variables indicating that the sample hotels have an average number of 175 rooms ranging between 10 and 788 available rooms indicating a significant dispersion of rooms in our sample. Also, the average website persuasiveness factor is negative indicating that the sample hotels achieve rather mediocre customer persuasiveness through their websites. Table 2 presents the Pearson correlation coefficients between the sample variables. As expected, revenues are positively and significantly associated with the persuasiveness factor and hotel size. Also, hotel size presents a positive and significant correlation with website persuasiveness. Consequently, univariate evidence provides initial support for our expectations regarding the association between hotel size and website persuasiveness and between website persuasiveness and sale revenues.

Table 1 Descriptive statistics of sample variables

Variables	Mean	Std. deviation	Min	Max
LnSALES	15.342	1.647	8.377	17.743
PERS	-1.521	1.305	-11.096	3.194
SIZE	175.08	147.72	10	788

Table 2 Pearson correlation coefficients of sample variables

Variables	LnSALES	PERS	SIZE
LnSALES	1		
PERS	0.234 ^a (0.035)	1	
SIZE	0.364 ^b (0.001)	0.223 ^b (0.001)	1

^{a,b}Indicate statistical significance on the 5 and 1% statistical significance level. *P*-values in the parenthesis

LnSALES is the natural logarithm of annual sale revenues as extracted from each hotel's annual financial statements, PERS is a factor of web site total persuasiveness extracted via a principal component analysis, SIZE is the number of hotel rooms.

Table 3 shows the results from the simultaneous estimation of Eqs. (1) and (2) jointly as a system employing the SUR estimation technique. As we can see the χ^2 statistic is highly significant indicating that the estimation of the model provides valid inferences. Empirical evidence corroborates theoretical arguments and specifically, that hotel size has a significant positive impact on website persuasiveness corroborating previous findings in the literature by Ögüt and Taş (2012). Moreover, website persuasiveness contributed positively on sale revenues suggesting that hotels which manage to construct a website contributing to enhanced informativeness, usability, credibility, inspiration, involvement and reciprocity are able to improve their financial performance (Bai, Law, & Wen, 2008).

Table 3 Results of seemingly unrelated regression (SUR)

Variables	(Equation 2)—LnSALES		(Equation 1)—PERS	
	Coefficients	Z-stat	Coefficients	Z-stat
Constant	15.20 ^b	82.69	-0.009	-0.06
PERS	0.519 ^b	2.78		
SIZE			0.002 ^a	2.10
χ^2 -stat	7.73 ^b (0.0054)		4.40 ^a (0.036)	
R ²	5.08%		4.23%	

^{a,b}Indicate statistical significance at the 5 and 1% significance level respectively. *P*-values in the parenthesis

5 Conclusion, Limitations and Further Research

The purpose of this study was to investigate the websites' persuasiveness of the Greek luxury hotels, as well as to single out relationships among the degree of websites' persuasiveness and the financial performance of the hotels. Empirical evidence indicated that hotel size has a significant positive impact on website persuasiveness and simultaneously website persuasiveness contributed positively to sale revenues, suggesting that hotels which succeed in constructing a website contributing to enhanced informativeness, usability, credibility, inspiration, involvement and reciprocity are able to improve their financial performance. This study has important policy implications for hotel managers since it proves a direct association between website persuasiveness and financial performance, making a hotel's web page a significant tool which can lead to enhanced revenues.

Even though the current research administers a context for enduring research on this significant sector of the tourism industry, a supplementary study is necessary to advance the findings of this research as various limitations continue to exist. First, current analysis was in accordance with Kim and Fesenmaier's method (2008) and upcoming studies could investigate further dimensions of website persuasiveness and correlate these findings with the available data from the current analysis. Future studies may wish to be based on preliminary qualitative and quantitative data in order to elucidate online customers' needs. Additionally, forthcoming studies would explore how website persuasiveness affects consumer behavior. Additional research could gather information concerning web clients' loyalty and retention, reservation history as well as collect data from individuals who have proceed to make reservations from a hotel's website and those who did not, in order to find out the reasons behind such a behavior. In spite of the limitations mentioned above, it can be argued that the findings of the current research contribute considerably to the comprehension of the persuasive design of hotel websites and serve as a base line for further studies in investigating the Internet as a persuasive marketing tool.

References

- Bai, B., Law, R., & Wen, I. (2008). The impact of website quality on customer satisfaction and purchase intentions: Evidence from Chinese online visitors. *International journal of hospitality management*, 27(3), 391–402.
- Benbunan-Fich, R. (2001). Using protocol analysis to evaluate the usability of a commercial web site. *Information & Management*, 39(2), 151–163.
- Bonsón, E., & Flores, F. (2011). Social media and corporate dialogue: The response of global financial institutions. *Online Information Review*, 35(1), 34–49.
- Cheung, C., & Law, R. (2009). Have the perceptions of the successful factors for travel web sites changed over time? The case of consumers in Hong Kong. *Journal of Hospitality & Tourism Research*, 33(3), 438–446.

- Chiang, L. C. (2003). Effectiveness of the hotel websites in Singapore: A perspective from Business-to-Business (B2B) organisations. *Asia Pacific Journal of Tourism Research*, 8(2), 38–47.
- Díaz, E., & Martín-Consuegra, D. (2016). A latent class segmentation analysis of airlines based on website evaluation. *Journal of Air Transport Management*, 55, 20–40.
- Dickinger, A., & Stangl, B. (2013). Website performance and behavioral consequences: A formative measurement approach. *Journal of Business Research*, 66(6), 771–777.
- Escobar-Rodríguez, T., & Carvajal-Trujillo, E. (2013). An evaluation of Spanish hotel websites: Informational vs. relational strategies. *International Journal of Hospitality Management*, 33, 228–239.
- Ganesan, S., George, M., Jap, S., Palmatier, R. W., & Weitz, B. (2009). Supply chain management and retailer performance: Emerging trends, issues, and implications for research and practice. *Journal of Retailing*, 85(1), 84–94.
- Ghose, A., & Ipeiotis, P. G. (2006, December). Designing ranking systems for consumer reviews: The impact of review subjectivity on product sales and review quality. In *Proceedings of the 16th annual workshop on information technology and systems* (pp. 303–310).
- Guadagno, R. E., Muscanell, N. L., Rice, L. M., & Roberts, N. (2013). Social influence online: The impact of social validation and likability on compliance. *Psychology of Popular Media Culture*, 2(1), 51.
- Häubl, G., & Trifts, V. (2000). Consumer decision making in online shopping environments: The effects of interactive decision aids. *Marketing science*, 19(1), 4–21.
- Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, 65(5), 109–120.
- Hsu, Y. L. (2012). Facebook as international eMarketing strategy of Taiwan hotels. *International Journal of Hospitality Management*, 31(3), 972–980.
- Jeong, M., & Lambert, C. U. (2001). Adaptation of an information quality framework to measure customers' behavioral intentions to use lodging Web sites. *International Journal of Hospitality Management*, 20(2), 129–146.
- Jeong, M., Oh, H., & Gregoire, M. (2003). Conceptualizing web site quality and its consequences in the lodging industry. *International Journal of Hospitality Management*, 22(2), 161–175.
- Karpinski, R. (2001). The Remodeling of Hilton: expansion into new chains and franchising made e-business an imperative. *Internet Week*, 865, 29–36.
- Kim, H., & Fesenmaier, D. R. (2008). Persuasive design of destination web sites: An analysis of first impression. *Journal of Travel research*, 47(1), 3–13.
- Lee, J., & Morrison, A. M. (2010). A comparative study of web site performance. *Journal of Hospitality and Tourism Technology*, 1(1), 50–67.
- Lee, Y., & Kozar, K. A. (2006). Investigating the effect of website quality on e-business success: An analytic hierarchy process (AHP) approach. *Decision Support Systems*, 42(3), 1383–1401.
- Li, X., & Wang, Y. (2010). Evaluating the effectiveness of destination marketing organisations' websites: evidence from China. *International journal of tourism research*, 12(5), 536–549.
- Lindgaard, G., Fernandes, G., Dudek, C., & Brown, J. (2006). Attention web designers: You have 50 milliseconds to make a good first impression! *Behaviour & information technology*, 25(2), 115–126.
- Liu, Y., & Shrum, L. J. (2009). A dual-process model of interactivity effects. *Journal of Advertising*, 38(2), 53–68.
- Luo, X. (2002). Uses and gratifications theory and e-consumer behaviors: a structural equation modeling study. *Journal of Interactive Advertising*, 2(2), 34–41.
- Mullen, T. (2000). Travel's long journey to the web. *Internet Week*, 835, 103–106.
- Nelson, P. (2004). Travelocity tweaks hotel deals. *Travel Weekly: The Choice of Travel Professionals*, 24, 25.
- Nielsen, J. (2000). *Designing for the web* (pp. 74–79). New Riders Publishing.
- Öğüt, H., & Taş, O. B. K. (2012). The influence of internet customer reviews on the online sales and prices in hotel industry. *The Service Industries Journal*, 32(2), 197–214.
- Oinas-Kukkonen, H. (2010). Behavior change support systems: The next frontier for web science.

- Parets, R. T. (2002). Getting the word out: profiting from smart Internet marketing isn't just for the big boys. *Lodging Magazine*, 8, 37–38.
- Phillips, C., & Chaparro, B. (2009). Visual appeal versus usability: Which one influences user perceptions of a website more. *Usability News*, 11(2), 1–9.
- Pikkemaat, B., & Peters, M. (2006). Towards the measurement of innovation—A pilot study in the small and medium sized hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 6(3–4), 89–112.
- Ping Zhang, G. M. (2001). User expectations and rankings of quality factors in different web site domains. *International Journal of Electronic Commerce*, 6(2), 9–33.
- Scaglione, M., Schegg, R., & Murphy, J. (2009). Website adoption and sales performance in Valais' hospitality industry. *Technovation*, 29(9), 625–631.
- Shellum, S. (2004). Hitting back. *Hotel Asia Pacific*, 5(2), 19–24.
- Simons, H. W., Morreale, J., & Gronbeck, B. E. (2001). *Persuasion in society*.
- Thrash, T. M., & Elliot, A. J. (2003). Inspiration as a psychological construct. *Journal of Personality and Social Psychology*, 84(4), 871.
- Vrana, V., Zafiroopoulos, C., & Paschaloudis, D. (2004). Measuring the provision of information services in tourist hotel web sites: The case of Athens-Olympic city 2004. *Tourism and Hospitality Planning & Development*, 1(3), 255–272.
- Wang, Y., & Qualls, W. (2007). Towards a theoretical model of technology adoption in hospitality organizations. *International Journal of Hospitality Management*, 26(3), 560–573.
- Werthner, H., & Klein, S. (1999). *Information technology and tourism: A challenging relationship*. Vienna: Springer-Verlag Wien.
- Xiang, Z., & Gretzel, U. (2010). Role of social media in online travel information search. *Tourism Management*, 31(2), 179–188.
- Yang, X., Ahmed, Z. U., Ghingold, M., Sock Boon, G., Su Mei, T., & Lee Hwa, L. (2003). Consumer preferences for commercial web site design: An Asia-Pacific perspective. *Journal of Consumer Marketing*, 20(1), 10–27.
- Ye, Q., Law, R., & Gu, B. (2009). The impact of online user reviews on hotel room sales. *International Journal of Hospitality Management*, 28(1), 180–182.