

Indexing Hotel Brand Reputation

by Christopher K. Anderson and Saram Han

EXECUTIVE SUMMARY

Using monthly online reputation data from 2016 through to the first quarter of 2018, we index major hotel brands in the United States and Canada. This analysis of online reputation for branded properties yields three major conclusions:

- (1) the variation in reputation across brands is four times larger than the variation across chain scales;
- (2) online reputation is mainly a function of brand and sub brand rather than segment or hotel location; and
- (3) variability in reputation across hotels within a brand is greater than the variability in reputation in hotels across brands.

These three points indicate the changing impact of brand upon hotel choice, considering that the variance in reputation within a brand and online reputation scores—as presented at OTAs or meta-reputation sites like TripAdvisor or Google—may outweigh the traditional quality signals provided by brands.

ABOUT THE AUTHORS

Chris K. Anderson, Ph.D., is a professor at the Cornell School of Hotel Administration. Prior to his appointment in 2006, he was on faculty at the Ivey School of Business in London, Ontario Canada. A regular contributor to the CHR Report series, his main research focus is on revenue management and service pricing. He actively works with industry, across numerous industry types, in the application and development of RM, having worked with a variety of hotels, airlines, rental car, and tour companies, as well as numerous consumer packaged goods and financial services firms. Anderson's research has been funded by numerous governmental agencies and industrial partners. He serves on the editorial board of the *Journal of Revenue and Pricing Management* and is the regional editor for the *International Journal of Revenue Management*. At the School of Hotel Administration, he teaches courses in revenue management and service operations management.



Saram Han, MS., is a doctoral student at the Cornell School of Hotel Administration. He received his master's degree in survey methodology from the University of Michigan in Ann Arbor and BBA in tourism management from Kyung Hee University in Korea. His research interests focus on measuring and improving the service operation by analyzing the unstructured data. He is especially interested in how the reviews on the online travel agencies (OTAs) can help measure the intangible service qualities in the hospitality industries.



Indexing Hotel Brand Reputation

by Christopher K. Anderson and Saram Han

A primary factor in travelers' selection of a hotel is its segment or star classification. A hotel's categorization as economy, luxury, or somewhere in between helps travelers determine what type of experience to expect. The hotel's brand affiliation has typically been viewed as a secondary factor in this regard. The hotel industry, too, focuses on segmentation to help determine a hotel's positioning, rates, and predictions of performance.

EXHIBIT 1

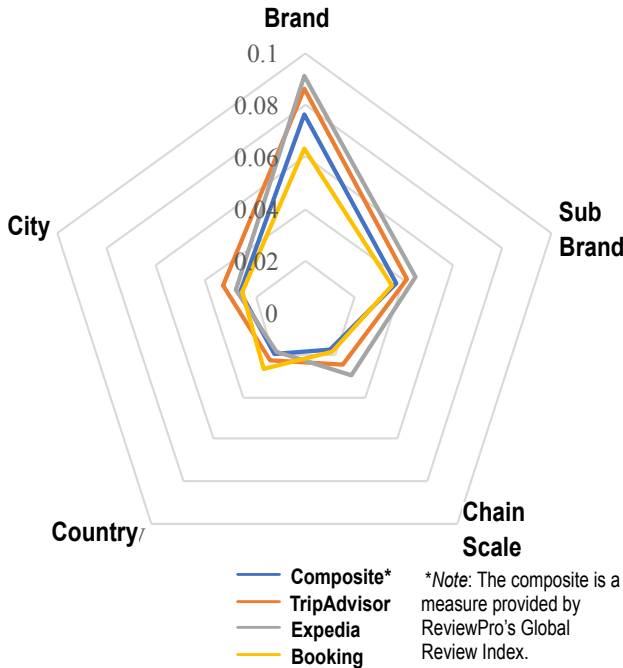
Variance in hotel reputation

Category	Online Reputation Source			
	Composite*	TripAdvisor	Expedia	Booking
Brand	0.076	0.086	0.091	0.063
Sub Brand	0.037	0.041	0.045	0.035
Chain Scale	0.017	0.025	0.03	0.018
Country	0.02	0.023	0.019	0.027
City	0.026	0.033	0.028	0.025

*ReviewPro's Global Review Index™ (GRI), which is expressed as a percentage.

EXHIBIT 2

Variance in hotel reputation



Despite that distinction based on segmentation, it turns out that brand reputation and consistency are more critical than originally thought. The research presented in this report has found greater variation in reputation across brands than across segments. Our study evaluates the relative influence of a number of factors on hotels' online reputation, including brand, sub brand, location, and chain scale (segment) as defined by STR. Further, the data show significant variations in reputation among properties within brands and sub brands.

Given our previous research that found a direct relationship between hotels' online reputation and

EXHIBIT 3

Hotel reputation over time

	Average Online Reputation			Scaled Variation in Reputation		
	2016	2017	2018	2016	2017	2018
Economy	0.672	0.677	0.679	0.112	0.102	0.101
Midscale	0.775	0.779	0.781	0.096	0.091	0.091
Upper Midscale	0.836	0.841	0.842	0.071	0.068	0.066
Upscale	0.85	0.854	0.853	0.061	0.057	0.056
Upper Upscale	0.836	0.839	0.838	0.06	0.059	0.06
Luxury	0.864	0.867	0.867	0.057	0.055	0.054
All	0.78	0.785	0.786	0.115	0.11	0.109

Note: Aggregate reputation as measured by ReviewPRO's GRI is expressed as percentage. Thus, 0.672 is 67.2 percent.

revenue performance, the findings have important implications not only for travelers but also for hotel owners seeking to maximize the value of their investment, hotel companies wishing to expand their portfolio, and hotel operators wishing to improve performance.

Our research suggests that the roles of hotel brand and chain scale are changing, and, further, that the influence of brands is growing. If a hotel's brand is a more reliable indicator of reputation than its chain scale or star classification, travelers will lend greater weight to brand when selecting a hotel. Over time, brands that consistently deliver on expectations across their portfolio will carve an increasingly higher market share.

Methodology

Our report presents a comparison of online reputation for over 30,000 branded hotels in the U.S. and Canada categorized according to the six segments identified in STR's chain scale report. The research is the first of its kind in terms of the scale of the reputation data analyzed. Hotels are ranked using ReviewPro's Global Review Index™ (GRI), an industry-standard benchmark of quality derived from traveler reviews. The study comprises over 30 million hotel reviews from 47 online sources collected over a period of 27 months, from January 1, 2016, through March 31, 2018.

Given the size of our sample, we are able to look at how hotel reputation varies by brand, sub brand, chain scale, country, and city. (For example, Marriott is identified as a brand, whereas Courtyard and Fairfield are sub brands of Marriott.) We use a random-effect (random intercept) model to analyze the sources of variance in reputation across hotels.

Ranking reputation of large brands by chain scale

	Ranking by 2018 Average Reputation						
	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury	All
AmericInn International		3	8				6
Best Western Hotels & Resorts	4	4	5	1	7		7
Carlson Rezidor Hotel Group	5		9	10	9	6	9
Choice Hotels International, Inc	6	9	10	7	8		11
Drury Hotels	1		1				1
ESA Management	10						15
G6 Hospitality	11	8	16	9			17
Hilton		1	2	3	4	2	3
Hospitality International	13		15				18
Hyatt Corporation				2	3	1	2
InterContinental Hotels Group PLC	2	2	7	5	1	5	5
InTown Suites, Inc	14	12	14	11	11	7	19
La Quinta Worldwide	3	5	6	12			10
Marriott Group		7	3	4	2	4	4
Red Lion Hotels Corporation	12	6	12	13			16
Red Roof Inn	7	11	13		10		13
Starwood Hotels			4	8	6	3	8
WoodSpring Hotels	8						14
Wyndham Hotel Group	9	10	11	6	5		12

Notes: A brand is deemed to be large if it has over 100 hotels. Lower numbers indicate stronger reputations.

Putting Brand Variance into Perspective

Exhibit 1 indicates the standard deviation of reputation across the factors we studied (that is, brand, sub brand, chain scale, country, and city) for four sources of hotel reputation, namely, TripAdvisor, Expedia, Booking, and a composite measure provided by ReviewPro's Global Review Index.

The focus of Exhibit 1 should be the relative size of scores (across factors) rather than the values themselves. Note, for example, that chain scale has much less variability than brand or sub brand. The data indi-

cate that the variation in reputation across brands is four times larger than the variation across chain scales. The results show that online reputation is mainly a function of brand and sub brand rather than segment or hotel location. While the standard deviations in hotel reputation are moderately different among sources, brand and sub brand remain the two key drivers in reputation variance across all the sources. In Exhibit 2 we display the parameter values shown in Exhibit 1 as a radar plot to better see the relative size of the drivers of reputation variance.

Reputation Improvement over Time

Our sample includes data from 2016 through the first quarter of 2018, allowing a comparison of hotels' reputation over time. Exhibit 3 summarizes average reputations and scaled variation (standard deviation/average) for 2016, 2017, and 2018 across chain scales.¹ The table presents some consistent themes, as follows:

- Hotel reputation improves with increasing chain scale;
- Reputations show steady improvement over time; and
- Heterogeneity in reputation (difference across hotels) decreases as chain scale increases.

Ranking Hotel Reputation by Brand

Exhibit 4 ranks reputation across large hotel brands for properties in the U.S. and Canada, including those with more than 100 hotels in our sample, with brands listed alphabetically.² Exhibit 5 ranks the scaled variation for the same brands. As one might expect, brands with more consistency (lower scaled variation) also tend to rank better in average reputation. It should be noted that some of the brands listed in Exhibits 4 and 5 are now merged or in the process of being merged.

¹ 12 month moving averages ending Q1 during each calendar year.

² Based on 12 monthly observations ending Q1 2018.

Ranking reputation consistency of large brands by chain scale

	Ranking by 2018 Reputation Consistency						
	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury	All
AmericInn International		5	1				7
Best Western Hotels & Resorts	3	4	8	6	1		8
Carlson Rezidor Hotel Group	4		10	9	9	6	9
Choice Hotels International, Inc	11	9	11	11			15
Drury Hotels	2		4				1
ESA Management	6						11
G6 Hospitality	10	1		1			16
Hilton		3	5	4	6	3	4
Hospitality International	13		3				18
Hyatt Corporation				2	2	1	2
InterContinental Hotels Group PLC	1	2	7	8	3	5	5
InTown Suites, Inc	7				8		12
La Quinta Worldwide	5	8	9	5			10
Marriott Group		6	6	3	4	2	3
Red Lion Hotels Corporation	14	7	14				19
Red Roof Inn	9	11	13				14
Starwood Hotels			1	7	5	4	6
WoodSpring Hotels	8						13
Wyndham Hotel Group	12	10	12	10	7		17

Notes: A brand is deemed to be large if it has over 100 hotels. Lower numbers indicate stronger reputations.

For example, Marriott and Starwood are merging, and Wyndham is acquiring AmericInn and La Quinta.

Exhibits 4 and 5 indicate some of the difficulties that large, diversified brands experience in consistently delivering on guest expectations across all spectrums. Hilton stands out as one of the larger brands, as it ranks well across most chain scales both in reputation and consistency. We also see the ability of focused larger brands to deliver, as in the case of Best Western in the lower chain scales and Hyatt in the upper end. But for the most part, brands ranking highest tend to be smaller in size. For example, Drury Hotels, with

less than 200 properties in our sample, consistently ranks near the top in both reputation and consistency.

Ranking Small and Large Brands by Chain Scale

In Exhibit 6 we rank the hotel brands by reputation across chain scales. Exhibit 6 differs from Exhibits 4 and 5, as it includes any brand which has five or more hotels in the corresponding chain scale. Exhibit 6 also provides a ranking for consistency (scaled variation) in addition to listing the hotels in decreasing reputation order. The inclusion of smaller brands generally

Ranking reputation consistency of large and small brands by chain scale (economy and midscale)

Reputation Ranking	Economy	Consistency Ranking	Reputation Ranking	Midscale	Consistency Ranking
1	Drury Hotels	2	1	Crystal Inn Hotel & Suites	1
2	Affordable Suites of America	1	2	Hilton	2
3	Best Western Hotels & Resorts	3	3	GrandStay Hospitality	3
4	Good Nite Inns Corporate	4	4	AmericInn International	6
5	WoodSpring Hotels	14	5	InterContinental Hotels Group	5
6	Budget Host	5	6	Best Western Hotels & Resorts	7
7	Red Roof Inn	11	7	Lakeview Hotels & Resorts	4
8	Wyndham Hotel Group	9	8	Aqua-Aston Hospitality	8
9	Choice Hotels International, Inc	10	9	La Quinta Worldwide	9
10	ESA Management	15	10	Red Lion Hotels Corporation	10
11	G6 Hospitality	13	11	Choice Hotels International, Inc	11
12	Red Lion Hotels Corporation	12	12	Wyndham Hotel Group	12
13	Key West Inns, Hotels And Resorts	7	13	Vagabond Inn Hotels	13
14	Hospitality International	6	14	Red Roof Inn (Main group)	14
15	InTown Suites, Inc	8	15	Advantis Hospitality Alliance	16
16	EZ8 Motels	16	16	FairBridge Hotels International	15
17	Budgetel	17	17	Victory Hotels International	17
18	Crossland Economy Studios	18			

Notes: Brands are included in this table if they have five or more properties. A brand is deemed to be large if it has over 100 hotels. Lower numbers indicate stronger reputations.

Continued next page

reduces the ranking of brands listed in Exhibits 4 and 5, although it should be noted that Hilton and Drury still remain the number-one ranked brands in their segments (i.e., midscale for Hilton and upper midscale for Drury).

While we rank brands across chain scales based on average online reputation in Exhibit 6, it should be noted that most of the brands listed have similar reputation scores. To highlight the similarities in average reputation scores, the Appendix lists the pairwise differences in average reputations where the table values are the differences between average

online reputation between the brands listed in the corresponding row-column pairs (column brand score – row brand score). The tables also indicate which differences are significant (with an asterisk*) at the 0.05 level. Table entries without an asterisk conceptually indicate that variability in reputation across hotels within a brand is greater than the variability in reputation in hotels across brands. In essence their reputations are really not all that different even though their mean scores may be slightly different.

Ranking reputation consistency of large and small brands by chain scale (upper midscale and upscale)

Reputation Ranking	Upper Midscale	Consistency Ranking	Reputation Ranking	Upscale	Consistency Ranking
1	Drury Hotels	1	1	Stoney Creek Hospitality	1
2	Oxford Corporate	2	2	Best Western Hotels & Resorts	2
3	Silver Cloud Inns and Hotels	3	3	Grand America Hotels and Resorts	9
4	Ayres Hotels	9	4	Hyatt Corporation	3
5	Hilton	5	5	Hilton	4
6	Sonesta International Hotels	6	6	Disney	12
7	Cobblestone Hotels	4	7	Marriott Group	5
8	Marriott Group	8	8	InterContinental Hotels Group	11
9	InterContinental Hotels Group	10	9	AJ Capital Partners	14
10	Best Western Hotels & Resorts	7	10	Sonesta International Hotels	7
11	La Quinta Worldwide	15	11	Coast Hotels & Resorts	6
12	Carlson Rezidor Hotel Group	12	12	Wyndham Hotel Group	10
13	Choice Hotels International, Inc	13	13	Choice Hotels International, Inc	13
14	Centerstone Inns, Hotels and Plaza Hotels	11	14	Larkspur Landing	16
15	Aqua-Aston Hospitality	14	15	Great Wolf Resorts	18
16	Shilo Inn Hotel and Suites	17	16	Starwood Hotels	15
17	Wyndham Hotel Group	16	17	Accor	8
18	Red Lion Hotels Corporation	18	18	Carlson Rezidor Hotel Group	17
19	Red Roof Inn	19	19	Legacy Vacation	19
			20	Canad Inn	21
			21	Westmark Hotels	20

Notes: Brands are included in this table if they have five or more properties. A brand is deemed to be large if it has over 100 hotels. Lower numbers indicate stronger reputations.

Concluded next page

Conclusions

Because this study goes beyond benchmarking brand reputation to benchmarking variance in reputation, it can be used by hotel investors, management companies, franchisors, and operators to understand both reputation performance and consistency relative to other brands.

It's important to note that unlike chain scales and star ratings, which are relatively objective measures based on hotel amenities and service levels, reputation represents a subjective measure of traveler satisfaction. While star ratings help to set expectations, traveler ratings assess how well expectations are met, taking

into account quality, value, service, location, and other factors.

Travelers choose brands in part because the brand creates certain expectations, and they don't want surprises. If a brand doesn't offer a consistent experience, travelers will find another one that will. In a world dominated by megabrands like Marriott, Hilton, and IHG, this trend toward travelers relying on and switching brands has important ramifications. The large variations in reputation found among hotels within brands suggest that while some hotels are exceeding expectations, others are failing to deliver on brand promises.

Ranking reputation consistency of large and small brands by chain scale (upper upscale and luxury)

Reputation Ranking	Upper Upscale	Consistency Ranking	Reputation Ranking	Luxury	Consistency Ranking
1	Omni Hotels	4	1	Four Seasons	3
2	InterContinental Hotels Group	3	2	21c	2
3	Joie De Vivre	1	3	Mandarin Oriental	4
4	Marriott Group	6	4	Valencia Group	8
5	Hyatt Corporation	7	5	Aka	1
6	Hilton	10	6	Rosewood Hotels	13
7	Club Quarters	9	7	Thompson Hotels	5
8	Wyndham Hotel Group	8	8	Trump	18
9	Outrigger Hotels & Resorts	2	9	Loews Hotels	7
10	Aqua-Aston Hospitality	5	10	Hyatt Corporation	6
11	Starwood Hotels	12	11	Hilton	14
12	Hard Rock	13	12	Fairmont	9
13	Carlson Rezidor Hotel Group	14	13	Omni Hotels	12
14	Millenium Hotels and Resorts	15	14	Accor	10
15	InTown Suites, Inc	11	15	Viceroy	11
			16	Starwood	17
			17	Marriott	16
			18	InterContinental Hotels Group	15

Since reputation is also a strong indicator of financial performance, hoteliers and investors would be wise to pay close attention to both overall reputation and reputation consistency. For investors, choosing the right brand is more critical than ever. For hotel companies seeking to expand their portfolio and sell franchises, consistency in reputation is essential. Reputation laggards will drag down the entire brand, although properties that exceed brand standards may paradoxically have an adverse impact on reputation by increasing expectations. The tables in the Appendix reinforce this idea that brands really need to consistently exceed consumer expectations across properties in order for their brands to be truly perceived as different from their competitors, based upon average reputations.

Given that overall reputation and reputation consistency have been improving over time, properties and brands that do not rise with these trends will find it increasingly difficult to compete. Brands can learn from companies like Drury Hotels and Hilton that excel in both overall reputation and reputation consistency. These companies have implemented technology and processes to track, analyze, and manage guest feedback in ways that improve online reputation and minimize uncertainty at both the property and brand level.

Part two of this report, to be released later this year, will extend the geographical focus of the brand-reputation study to a global scale and will compare the relationship between brand reputation and pricing power. ■

Pairwise comparisons of average online reputation by brand and chain scale: Economy hotels

	Drury Hotels	Affordable Suites of America	Best Western Hotels	Good Nite Inns	Wood-Spring Hotels	Budget Host	Red Roof Inn	Wyndham	Choice Hotels	APPESA Management	G6 Hospitality	Red Lion Hotels	Key West Inns	Hospitality International	InTown Suites	EZ8 Motels	Budgetel
Affordable Suites of America	-0.00277																
Best Western Hotels & Resorts	-0.04248	-0.03971															
Good Nite Inns Corporate	-0.12426	-0.12148	-0.08178														
WoodSpring Hotels	-0.15981*	-0.15704*	-0.11733	-0.03555													
Budget Host	-0.18443*	-0.18165*	-0.14195*	-0.06017	-0.02462												
Red Roof Inn	-0.18578*	-0.18301*	-0.14331*	-0.06153	-0.02597	-0.00136											
Wyndham Hotel Group	-0.18666*	-0.18389*	-0.14418*	-0.0624	-0.02685*	-0.00223	-0.00088										
Choice Hotels International, Inc	-0.19308*	-0.1903*	-0.1506*	-0.06882	-0.03326*	-0.00865	-0.00729	-0.00642									
ESA Management	-0.21343*	-0.21066*	-0.17095*	-0.08917	-0.05362*	-0.029	-0.02765*	-0.02677*	-0.02035*								
G6 Hospitality	-0.22185*	-0.21908*	-0.17938*	-0.0976	-0.06204*	-0.03743	-0.03607*	-0.03519*	-0.02878*	-0.00843							
Red Lion Hotels Corporation	-0.2244*	-0.22163*	-0.18192*	-0.10015	-0.06459*	-0.03997*	-0.03862*	-0.03774*	-0.03133*	-0.01097	-0.00255						
Key West Inns, Hotels And Resorts	-0.22917*	-0.2264*	-0.18669*	-0.10491	-0.06936	-0.04474	-0.04339	-0.04251	-0.03609	-0.01574	-0.00731	-0.00477					
Hospitality International	-0.24227*	-0.2395*	-0.1998*	-0.11802*	-0.08246*	-0.05785*	-0.05649*	-0.05561*	-0.0492*	-0.02884	-0.02042	-0.01787	-0.01311				
InTown Suites, Inc	-0.25026*	-0.24749*	-0.20778*	-0.12601*	-0.09045*	-0.06584*	-0.06448*	-0.0636*	-0.05719*	-0.03683*	-0.02841	-0.02586	-0.02109	-0.00799			
EZ8 Motels	-0.2747*	-0.27192*	-0.23222*	-0.15044*	-0.11489*	-0.09027	-0.08891	-0.08804	-0.08162	-0.06127	-0.05284	-0.0503	-0.04553	-0.03242	-0.02443		
Budgetel	-0.29184*	-0.28907*	-0.24936*	-0.16758*	-0.13203*	-0.10741	-0.10606	-0.10518	-0.09877	-0.07841	-0.06999	-0.06744	-0.06267	-0.04957	-0.04158	-0.01714	
Crossland Economy Studios	-0.33027*	-0.3275*	-0.28779*	-0.20601*	-0.17046*	-0.14584*	-0.14449*	-0.14361*	-0.13719*	-0.11684*	-0.10841*	-0.10587*	-0.1011	-0.08799	-0.08001	-0.05557	-0.03843

Note: Differences marked with an asterisk * are significant at the 0.05 level.

Pairwise comparisons of average online reputation by brand and chain scale: Midscale hotels

	Crystal Inn Hotel & Suites	Hilton	GrandStay Hospitality	AmericInn International	Inter-Continental Hotels Group	Best Western Hotels	Lakeview Hotels & Resorts	Aqua-Aston Hospitality	La Quinta Worldwide	Red Lion Hotels	Choice Hotels	Wyndham Hotel Group	Vagabond Inn Hotels	Red Roof Inn	Advantis Hospitality Alliance	FairBridge Hotels International
Hilton	-0.00182															
GrandStay Hospitality	-0.0148	-0.01298														
AmericInn	-0.03191	-0.03008	-0.01711													
InterContinental Hotels	-0.03294	-0.03111	-0.01814	-0.00103												
Best Western Hotels & Resorts	-0.05973	-0.05791	-0.04493	-0.02783*	-0.0268*											
Lakeview Hotels & Resorts	-0.06014	-0.05832	-0.04534	-0.02823	-0.0272	-0.00041										
Aqua-Aston Hospitality	-0.0609	-0.05908	-0.0461	-0.02899	-0.02796	-0.00117	-0.00076									
La Quinta Worldwide	-0.08199	-0.08016*	-0.06719*	-0.05008*	-0.04905*	-0.02226*	-0.02185	-0.02109								
Red Lion Hotels	-0.09664	-0.09482	-0.08184	-0.06473	-0.0637	-0.03691	-0.0365	-0.03574	-0.01465							
Choice Hotels	-0.12517*	-0.12335*	-0.11037*	-0.09327*	-0.09224*	-0.06544*	-0.06503	-0.06427	-0.04319*	-0.02853						
Wyndham Hotel Group	-0.15382*	-0.15199*	-0.13902*	-0.12191*	-0.12088*	-0.09408*	-0.09368*	-0.09292*	-0.07183*	-0.05718	-0.02864*					
Vagabond Inn Hotels	-0.20967*	-0.20784*	-0.19487*	-0.17776*	-0.17673*	-0.14993*	-0.14953*	-0.14877*	-0.12768*	-0.11303*	-0.08449*	-0.05585*				
Red Roof Inn	-0.21632*	-0.2145*	-0.20152*	-0.18441*	-0.18338*	-0.15659*	-0.15618*	-0.15542*	-0.13433*	-0.11968	-0.09115*	-0.0625	-0.00665			
Advantis Hospitality Alliance	-0.22407*	-0.22225*	-0.20927*	-0.19216*	-0.19113*	-0.16434*	-0.16393*	-0.16317*	-0.14208*	-0.12743	-0.0989	-0.07025	-0.0144	-0.00775		
FairBridge Hotels International	-0.27046*	-0.26863*	-0.25566*	-0.23855*	-0.23752*	-0.21073*	-0.21032*	-0.20956*	-0.18847*	-0.17382*	-0.14529*	-0.11664*	-0.06079	-0.05414	-0.04639	
Victory Hotels International	-0.4428*	-0.44098*	-0.428*	-0.4109*	-0.40987*	-0.38307*	-0.38266*	-0.38191*	-0.36082*	-0.34617*	-0.31763*	-0.28899*	-0.23314*	-0.22649*	-0.21874*	-0.17235*

Note: Differences marked with an asterisk * are significant at the 0.05 level.

Pairwise comparisons of average online reputation by brand and chain scale: Upper midscale hotels

	Drury Hotels	Oxford Corporate	Silver Cloud Inns and Hotels	Ayres Hotels	Hilton	Sonesta International Hotels	Cobblestone Hotels	Marriott Group	Inter-Continental Hotels Group PLC	Best Western Hotels & Resorts	La Quinta Worldwide	Carlson Rezidor Hotel Group	Choice Hotels International, Inc	Centerstone Inns, Hotels and Plaza Hotels	Aqua-Aston Hospitality	Shilo Inn Hotel and Suites	Wyndham Hotel Group	Red Lion Hotels Corporation	
Oxford Corporate	-0.02039																		
Silver Cloud Inns and Hotels	-0.03134	-0.01095																	
Ayres Hotels	-0.04166	-0.02127	-0.01031																
Hilton	-0.04225*	-0.02186	-0.01091	-0.00059															
Sonesta International Hotels	-0.04486	-0.02447	-0.01351	-0.0032	-0.00261														
Cobblestone Hotels	-0.04618*	-0.02579	-0.01483	-0.00452	-0.00393	-0.00132													
Marriott Group	-0.05944*	-0.03904	-0.02809	-0.01778	-0.01719*	-0.01458	-0.01326												
Inter-Continental Hotels Group	-0.07552*	-0.05512*	-0.04417	-0.03386	-0.03327*	-0.03066	-0.02934*	-0.01608*											
Best Western Hotels & Resorts	-0.07603*	-0.05563*	-0.04468	-0.03437	-0.03378*	-0.03117	-0.02985*	-0.01659*	-0.00051										
La Quinta Worldwide	-0.0827*	-0.06231	-0.05136	-0.04104	-0.04045	-0.03784	-0.03652	-0.02327	-0.00718	-0.00668									
Carlson Rezidor Hotel Group	-0.0955*	-0.07511*	-0.06416	-0.05384*	-0.05325*	-0.05064*	-0.04932*	-0.03607*	-0.01998*	-0.01948*	-0.0128								
Choice Hotels International, Inc	-0.11284*	-0.09245*	-0.0815*	-0.07119*	-0.07059*	-0.06798*	-0.06666*	-0.05341*	-0.03733*	-0.03682*	-0.03014	-0.01734*							
Centerstone Inns, Hotels and Plaza Hotels	-0.12785*	-0.10745*	-0.0965	-0.08619	-0.0856*	-0.08299	-0.08167*	-0.06841	-0.05233	-0.05182	-0.04514	-0.03234	-0.015						
Aqua-Aston Hospitality	-0.14847*	-0.12808*	-0.11713*	-0.10681*	-0.10622*	-0.10361*	-0.10229*	-0.08903*	-0.07295	-0.07244	-0.06577	-0.05297	-0.03563	-0.02062					
Shilo Inn Hotel and Suites	-0.15642*	-0.13603*	-0.12508*	-0.11477*	-0.11417*	-0.11157*	-0.11025*	-0.09699*	-0.08091*	-0.0804*	-0.07372	-0.06092*	-0.04358	-0.02858	-0.00795				
Wyndham Hotel Group	-0.17224*	-0.15184*	-0.14089*	-0.13058*	-0.12999*	-0.12738*	-0.12606*	-0.1128*	-0.09672*	-0.09621*	-0.08953*	-0.07673*	-0.05939*	-0.04439	-0.02377	-0.01581			
Red Lion Hotels Corporation	-0.17654*	-0.15615*	-0.14519*	-0.13488*	-0.13429*	-0.13168*	-0.13036*	-0.1171*	-0.10102*	-0.10051*	-0.09384*	-0.08104*	-0.0637*	-0.04869	-0.02807	-0.02012	-0.0043		
Red Roof Inn	-0.20717*	-0.18678*	-0.17582*	-0.16551*	-0.16492*	-0.16231*	-0.16099*	-0.14773*	-0.13165*	-0.13114*	-0.12447*	-0.11167*	-0.09433*	-0.07932	-0.0587	-0.05074	-0.03493	-0.03063	

Note: Differences marked with an asterisk * are significant at the 0.05 level.

Pairwise comparisons of average online reputation by brand and chain scale: Upscale hotels

	Stoney Creek Hospitality	Best Western	Grand America Hotels	Hyatt Corporation	Hilton	Disney	Marriott Group	Inter-Continental Hotels Group	AJ Capital Partners	Sonesta International Hotels	Coast Hotels & Resorts	Wyndham Hotel Group	Choice Hotels International	Larkspur Landing	Great Wolf Resorts	Starwood Hotels	Accor	Carlson Rezidor	Legacy Vacation Club	Canad Inn	
Best Western Hotels & Resorts	-0.01637																				
Grand America Hotels and Resorts	-0.02625	-0.00988																			
Hyatt Corporation	-0.03271	-0.01634	-0.00646																		
Hilton	-0.0367	-0.02033	-0.01045	-0.00399																	
Disney	-0.04279	-0.02642	-0.01655	-0.01009	-0.00609																
Marriott Group	-0.04429	-0.02792	-0.01805	-0.01159*	-0.00759*	-0.0015															
InterContinental Hotels Group	-0.05482*	-0.03845*	-0.02857	-0.02211*	-0.01812*	-0.01202	-0.01052														
AJ Capital Partners	-0.05536	-0.039	-0.02912	-0.02266	-0.01866	-0.01257	-0.01107	-0.00055													
Sonesta International Hotels	-0.06608*	-0.04971*	-0.03984	-0.03338	-0.02938	-0.02329	-0.02179	-0.01127	-0.01072												
Coast Hotels & Resorts	-0.07582*	-0.05945*	-0.04957	-0.04311*	-0.03912*	-0.03302	-0.03152	-0.021	-0.02045	-0.00973											
Wyndham Hotel Group	-0.07697*	-0.0606*	-0.05072	-0.04426*	-0.04027*	-0.03418	-0.03268	-0.02215	-0.0216	-0.01089	-0.00115										
Choice Hotels International, Inc	-0.07904*	-0.06268*	-0.0528	-0.04634*	-0.04234*	-0.03625	-0.03475*	-0.02423*	-0.02368	-0.01296	-0.00323	-0.00208									
Larkspur Landing	-0.08479*	-0.06842*	-0.05854	-0.05208	-0.04809	-0.042	-0.0405	-0.02997	-0.02942	-0.01871	-0.00897	-0.00782	-0.00575								
Great Wolf Resorts	-0.08617*	-0.0698*	-0.05993	-0.05346*	-0.04947*	-0.04338	-0.04188	-0.03135	-0.03081	-0.02009	-0.01035	-0.0092	-0.00713	-0.00138							
Starwood Hotels	-0.08834*	-0.07197*	-0.0621	-0.05563*	-0.05164*	-0.04555*	-0.04405*	-0.03352*	-0.03298	-0.02226	-0.01252	-0.01137	-0.0093	-0.00355	-0.00217						
Accor	-0.0894*	-0.07303*	-0.06315	-0.05669	-0.0527	-0.04661	-0.04511	-0.03458	-0.03404	-0.02332	-0.01358	-0.01243	-0.01036	-0.00461	-0.00323	-0.00106					
Carlson Rezidor	-0.10946*	-0.0931*	-0.08322*	-0.07676*	-0.07276*	-0.06667*	-0.06517*	-0.05465*	-0.0541	-0.04338*	-0.03365	-0.0325	-0.03042*	-0.02467	-0.02329	-0.02112	-0.02006				
Legacy Vacation Club	-0.12962*	-0.11325*	-0.10338*	-0.09691*	-0.09292*	-0.08683*	-0.08533*	-0.0748*	-0.07426	-0.06354	-0.0538	-0.05265	-0.05058	-0.04483	-0.04345	-0.04128	-0.04022	-0.02016			
Canad Inn	-0.14424*	-0.12787*	-0.11799*	-0.11153*	-0.10754*	-0.10144*	-0.09994*	-0.08942*	-0.08887*	-0.07815*	-0.06842*	-0.06727*	-0.06519*	-0.05945	-0.05806	-0.05589*	-0.05484	-0.03477	-0.01461		
Westmark Hotels	-0.15489*	-0.13852*	-0.12865*	-0.12218*	-0.11819*	-0.1121*	-0.1106*	-0.10007*	-0.09953*	-0.08881*	-0.07907*	-0.07792*	-0.07585*	-0.0701	-0.06872	-0.06655*	-0.06549	-0.04543	-0.02527	-0.01066	

Note: Differences marked with an asterisk * are significant at the 0.05 level.

Pairwise comparisons of average online reputation by brand and chain scale: Upper upscale hotels

	Omni Hotels	InterContinental Hotels Group	Joie De Vivre	Marriott Group	Hyatt Corporation	Hilton	Club Quarters	Wyndham Hotel Group	Outrigger Hotels & Resorts	Aqua-Aston Hospitality	Starwood Hotels	Hard Rock	Carlson Rezidor	Millennium Hotels
InterContinental Hotels Group	-0.00669													
Joie De Vivre	-0.01451	-0.00783												
Marriott Group	-0.0153	-0.00861	-0.00079											
Hyatt Corporation	-0.01971	-0.01302	-0.0052	-0.00441										
Hilton	-0.02882	-0.02214	-0.01431	-0.01352	-0.00911									
Club Quarters	-0.03985	-0.03317	-0.02534	-0.02455	-0.02014	-0.01103								
Wyndham Hotel Group	-0.04151	-0.03483	-0.027	-0.02622	-0.0218	-0.01269	-0.00166							
Outrigger Hotels & Resorts	-0.04632	-0.03964	-0.03181	-0.03102	-0.02661	-0.0175	-0.00647	-0.00481						
Aqua-Aston Hospitality	-0.04731	-0.04063	-0.0328	-0.03201	-0.0276	-0.01849	-0.00746	-0.0058	-0.00099					
Starwood Hotels	-0.04771*	-0.04103*	-0.0332	-0.03241*	-0.028*	-0.01889*	-0.00786	-0.0062	-0.00139	-4.00E-04				
Hard Rock	-0.04862	-0.04194	-0.03411	-0.03333	-0.02891	-0.0198	-0.00877	-0.00711	-0.0023	-0.00131	-0.00091			
Carlson Rezidor	-0.08179	-0.07511	-0.06728	-0.06649	-0.06208	-0.05297	-0.04194	-0.04028	-0.03547	-0.03448	-0.03408	-0.03317		
Millennium Hotels	-0.09689*	-0.0902*	-0.08238*	-0.08159*	-0.07718*	-0.06807*	-0.05704	-0.05538	-0.05057	-0.04958	-0.04918	-0.04826	-0.0151	
InTown Suites, Inc	-0.22195*	-0.21526*	-0.20744*	-0.20665*	-0.20224*	-0.19313*	-0.1821*	-0.18043*	-0.17563*	-0.17464*	-0.17424*	-0.17332*	-0.14016*	-0.12506*

Note: Differences marked with an asterisk * are significant at the 0.05 level.

APPENDIX • TABLE A6

Pairwise comparisons of average online reputation by brand and chain scale: Luxury hotels

	Four Seasons	21c	Mandarin Oriental	Valencia Group	Aka	Rosewood Hotels	Thompson Hotels	Trump	Loews Hotels	Hyatt Corporation	Hilton	Fairmont	Omni Hotels	Accor	Viceroy	Starwood	Marriott
21c	-0.00546																
Mandarin Oriental	-0.00763	-0.00217															
Valencia Group	-0.01464	-0.00918	-0.00701														
Aka	-0.01475	-0.00929	-0.00712	-0.00011													
Rosewood Hotels	-0.01539	-0.00993	-0.00776	-0.00075	-0.00064												
Thompson Hotels	-0.0209	-0.01544	-0.01327	-0.00626	-0.00615	-0.00551											
Trump	-0.03094	-0.02548	-0.02331	-0.0163	-0.01619	-0.01555	-0.01004										
Loews Hotels	-0.03344	-0.02798	-0.0258	-0.01879	-0.01868	-0.01805	-0.01253	-0.0025									
Hyatt Corporation	-0.03854	-0.03308	-0.03091	-0.0239	-0.02379	-0.02315	-0.01764	-0.0076	-0.00511								
Hilton	-0.04082	-0.03536	-0.03319	-0.02618	-0.02607	-0.02543	-0.01992	-0.00988	-0.00739	-0.00228							
Fairmont	-0.04113	-0.03567	-0.03349	-0.02649	-0.02637	-0.02574	-0.02023	-0.01019	-0.00769	-0.00259	-0.00031						
Omni Hotels	-0.04621	-0.04074	-0.03857	-0.03156	-0.03145	-0.03081	-0.0253	-0.01526	-0.01277	-0.00766	-0.00538	-0.00508					
Accor	-0.05329	-0.04783	-0.04566	-0.03865	-0.03854	-0.0379	-0.03239	-0.02235	-0.01986	-0.01475	-0.01247	-0.01216	-0.00709				
Viceroy	-0.05614	-0.05068	-0.0485	-0.04149	-0.04138	-0.04075	-0.03524	-0.0252	-0.0227	-0.01759	-0.01531	-0.01501	-0.00993	-0.00285			
Starwood	-0.06957*	-0.06411	-0.06194	-0.05493	-0.05482	-0.05418	-0.04867	-0.03863	-0.03614	-0.03103	-0.02875	-0.02844	-0.02337	-0.01628	-0.01344		
Marriott	-0.07527*	-0.06981*	-0.06763	-0.06062	-0.06051*	-0.05988	-0.05436	-0.04433	-0.04183*	-0.03672*	-0.03444	-0.03414*	-0.02906	-0.02197	-0.01913	-0.00569	
InterContinental Hotels Group	-0.0959*	-0.09044*	-0.08827*	-0.08126*	-0.08115*	-0.08051*	-0.075*	-0.06496*	-0.06247*	-0.05736*	-0.05508*	-0.05478*	-0.0497	-0.04261	-0.03977	-0.02633	-0.02064

Note: Differences marked with an asterisk * are significant at the 0.05 level.

CHR Advisory Board

Scott Berman '84

Principal, Real Estate Business Advisory Services, Industry Leader, Hospitality & Leisure
PwC

Nathalie Corredor

Senior Vice President, Strategy
Hilton Worldwide

Susan Devine '85

Senior Vice President, Strategic Development
Preferred Hotels & Resorts

Chuck Floyd, P '15 and '18

Global President of Operations
Hyatt

RJ Friedlander

Founder and CEO
ReviewPro

Steve Hood

Senior Vice President of Research
STR

Sanjeev Khanna

Vice President
Tata Consultancy Services

Balaji Krishnamurthy

Vice President of Global Strategy, Corporate Development, and Business Intelligence
Sabre Hospitality Solutions

Faith Marshall

Director, Business Development
NTT DATA

Craig A. Mason '85

Senior Vice President, Asset Management
Host Hotels and Resorts

Dan O'Sullivan

Vice President of Sales, EMEA
Translations.com

Abhijit Pal '02

Head of Research & Strategic Initiatives, Global Partner Group
Expedia Lodging Partner Services

Dave Roberts, ENG '87, MS '88 (ENG)

Senior Vice President, Consumer Insight and Revenue Strategy
Marriott International

Cornell Hospitality Report

Vol. 18, No. 7 (August 2018)

©2018 Cornell University. This report may not be reproduced or distributed without the express permission of the publisher.

Cornell Hospitality Report is produced for the benefit of the hospitality and service industries by The Center for Hospitality Research at Cornell University

Glenn Withiam, Editor

Christopher K. Anderson, Academic Director

Carol Leitch-Zhe, Program Manager

Kate Walsh, Dean, E.M. Statler Professor,
School of Hotel Administration

The Center for Hospitality Research
School of Hotel Administration
Cornell SC Johnson College of Business
Cornell University
Statler Hall
Ithaca, NY 14853

607-254-4505
chr.cornell.edu

Dan Skodol, MMH '04

Vice President of Revenue Analytics
Rainmaker

John W. Spencer

Senior Managing Director, Global Hospitality Leader
Accenture

Berry van Weelden, MMH '08

Director, Reporting and Analysis
priceline.com

Adam Weissenberg '85

Global Travel, Hospitality and Leisure Leader and National Managing Partner, Clients & Industries
Deloitte & Touche USA

Jon Wright

President and Chief Executive Officer
Access Point Financial