

Identifying Value-Creating Aspects in Luxury Hotel Services via Third-Party Online Reviews: A Cross-Cultural Study

To cite: Rodoula H. Tsiotsou (2021). Identifying Value-Creating Aspects in Luxury Hotel Services via Third-Party Online Reviews: A Cross-Cultural Study. International Journal of Retail and Distribution Management. DOI 10.1108/IJRDM-04-2021-0207

Abstract

Purpose. The purpose of the study is to identify critical value-creating elements of luxury services expressed in ratings and reviews posted on third-party sites and examine cross-cultural differences. To this end, the research analyzed online ratings and reviews of luxury hotels posted on TripAdvisor from customers of four European regions (East, North, South, and West).

Design/methodology/approach. Eight hundred thirty-eight online reviews and ratings of luxury hotels were analyzed quantitatively using MANOVA and qualitatively using text analysis.

Findings. The study findings support a) that product and physical evidence are the most critical experiential elements of luxury hotels' offerings and b) cultural differences among tourists from various regions of Europe in their hotel ratings and reviews. Specifically, Eastern and Northern Europeans are more generous in their review ratings than Western and Southern Europeans. Moreover, Eastern Europeans value the hotel's *physical evidence/environment* whereas Western Europeans prioritize the *core product* (room and food) followed by the *physical environment/servicescape*. Southern Europeans and Northern Europeans value most the *personnel*, followed by the *physical environment* and *the core product*, respectively.

Originality. The value of this paper originates from studying post-purchase customer behavior in luxury services from a cross-cultural perspective. Moreover, identifying critical aspects of value-creating customer experience in a luxury context adds to the available literature.

Keywords: value creation, online reviews, e-WOM, cultural differences, customer engagement, third-party sites, European tourists,

Introduction

Much of the discussion in the literature is around how to create and extract value in customer engagement (Lemon and Verhoef, 2016) throughout the customer journey (Venkatesan, Peterson, and Guissoni, 2016). The customer journey has been defined as “*the process a customer goes through, across all stages and touch points, that makes up the customer experience*” (Lemon and Verhoef, 2016, p. 3). Post-purchase customer behavior in the form of online reviews is an important stage in the customer journey (Tsiotsou and Wirtz, 2015). Online reviews may create value for customers (e.g., via customer recognition and sense of community), businesses (e.g., via loyalty and positive word-of-mouth customer behavior), and other customers (e.g., via the information provided and recommendations) (Qu & Lee 2011; Tsiotsou, 2019; Tsiotsou, 2021b). Value creation is especially important for tourism services (e.g., hotels, airlines, and restaurants) (Tsiotsou, 2021b) because of market saturation, customer empowerment (O’Cass and Sok, 2015), and increased competition due to the internet and social media.

Nowadays, much of word-of-mouth takes place online and especially in social media. The proliferation of digital technology and social media has changed the way firms interact with their customers. Social media have empowered customers and transformed them into co-producers of digital content and value creators. The spectacular growth of user-generated content and online reviews on social media platforms provides a massive quantity of information that allows for first-hand ascertaining customers' experiences, opinions, and feelings (Liu et al., 2019; Xiang et al. 2015). For example, research shows that online reviews in tourism services play an important role because they provide ideas to tourists and increase their confidence by reducing risk and making better purchase decisions (Gretzel and Yoo 2008).

Online reviews are mostly found on third-party platforms and not on the service providers' web pages or social media. For example, TripAdvisor, Yelp, Expedia, and Zagat are third-party review outlets for travel and tourism services. Online reviews via third parties are a valuable source of big data helpful in managing services and improving business performance. Online ratings and reviews refer to several elements of the services marketing mix, such as service quality (processes), personnel (people), and location (physical evidence). These elements have been linked to value creation outcomes such as customer satisfaction (Sarker et al., 2012) and loyalty (Muala and Qurneh, 2012). The service marketing mix constitutes the value proposition of a service offering which creates value for the customers and influences business performance (O'Cass and Sok, 2015). Therefore, a services marketing mix approach has been taken in this study. Although online reviews have been recognized as important sources for value creation in today's global digital world, there is a significant gap in the literature regarding online customer behavior from a cross-cultural perspective and particularly in tourism.

Businesses face challenges and opportunities concerning how they should be delivered and managed in different markets due to cultural differences. Customer behavior varies across cultures because people embrace different values, norms, and attitudes (Richardson and Crompton, 1988). Culture has been proposed as a pivotal factor in explaining customer behavior, and identifying cultural similarities/differences are vital for today's businesses. Delving into these differences can provide precise measures for targeting and positioning services (Reisinger and Turner, 2002), improving service delivery (Peng et al., 2019), and customizing to a certain degree their service offerings (Tsiotsou, 2019). Therefore, understanding the role of culture in services is essential. However, although there is a considerable volume of literature on cross-cultural behavior, there is a significant lack of

research on luxury services (Holmqvist et al., 2020; Wirtz et al., 2020), especially on tourism luxury services.

The luxury industry is large, complex, and competitive and has thrived significantly over the last decades (Ko et al., 2016). Luxury products (goods and/or services) offer and maintain unique, exclusive, and differentiating experiences (Wirtz et al., 2020). According to Holmqvist et al. (2020), value is created throughout the service consumption process (before, during, and after service interactions). Customers may co-create value with service providers, or they may create value independently both on their own and with peers. Thus, designing, managing, and monitoring the total customer experience across all three stages of the service consumption process (Tsiotsou and Wirtz, 2015) and enabling customers to optimize and customize their experience is an essential task for luxury hotel marketers (Wirtz et al., 2020) to creating value.

Taking into consideration the above-mentioned research gaps, this study aims to identify critical value-creating elements of luxury services as expressed in ratings and reviews posted in third-party sites and examine cross-cultural differences. To this end, the research analyzed online ratings and reviews of luxury hotels posted on TripAdvisor from customers of various European regions (Central, Eastern Northern, and Southern Europe). The study contributes theoretically and managerially in several ways: a) it identifies significant marketing mix elements of luxury services that create value-creating experiences; b)) it provides valuable insights regarding the role of culture on tourist evaluation behavior of luxury hotels; c) it enriches the literature on the role of culture on post-purchase behavior expressed as online reviews; and d) it provides valuable information to managers of luxury services in understanding cultural differences and making the right decisions in terms of their marketing mix.

The rest of the paper is organized as follows: the next section reviews the literature on customers' reviews via third-party online retailers and cross-cultural research on tourism and the luxury tourism market. The methods section describes the design of the study, while the results sections present its findings. Finally, the paper discusses the theoretical and managerial implications and the limitations of the study, and recommendations for future research.

Review of Literature

Customers' Online Reviews via Third-Party Platforms

The increasing popularity of social media has revolutionized the way customer and tourism service providers communicate and interact. The rapid development of social media has empowered customers and allowed two-way information communications in services. As a result, customers post many online reviews on companies' websites and social media as well as online third-party sites such as TripAdvisor, Google Business, Yelp, Foursquare, and Zomato. Third-party sites allow businesses to meet their customers halfway during their search for the next purchase decision. Third-party reviews are very valuable because ratings and testimonials, as well as pictures and videos, all enhance the credibility of a business and its service offerings. Research shows that 80% of customers trust ratings ranging from 4.0-5.0 (ReviewTrackers, 2019), while in some sectors like health services, 92% of consumers are using reviews to guide their purchase decisions (Ibbotson (2018). In tourism, 95% of tourists read travel reviews before booking, with leisure travelers spending on average 30 minutes in online reviews prior to booking a hotel (Ady & Quadri-Felitti, 2015). Therefore, third-party sites offer businesses significant value. However, it is more valuable for companies to claim a profile on industry-specific sites because the reviews are specific to the industry and allow

customers for direct comparisons with competitors based on the testimonials of previous customers.

Online reviews are expressions of high intensity customer engagement (Tsiotsou, 2021b) that may create value for the writers of the reviews, companies, and other consumers, (Tsiotsou, 2021a) especially in experiential services such as tourism services (Tsiotsou, 2021b). Consumers' perceived behavioral control and subjective norms influence their intentions to write reviews in tourism (Dixit, Badgaiyan, and Khare (2019), while their sense of belonging leads to increased knowledge sharing in the form of online reviews (Qu & Lee 2011). Through reviews, companies gain feedback and valuable information in improving their services and enhancing their credibility and image. Specifically, tourism firms can create value from online reviews by identifying desirable features or flaws of their services (Zhang et al., 2016). Moreover, online reviews influence trust toward service providers and positively impact purchase intentions (Kim, Kim, and Park, 2017).

Furthermore, high review ratings positively influence service price (Kim et al., 2015), increase sales (Kim et al., 2015), lead to higher revenue per availability (Phillips et al., 2015), and lead a higher market share (Duverger, 2013). Using data from China's largest online travel agency, Ye et al. (2011) investigated the impact of online reviews on business performance (Ctrip.com). They found that online reviews significantly impact online sales, with a 10% increase in review ratings boosting online bookings by more than 5%. Furthermore, the variability/polarity of review ratings had a negative impact on sales volumes. A 10% increase in review variance reduced sales by 2.8 percent.

In addition, online reviews provide information and ideas to other customers, facilitate their purchase decision process, and increase confidence by reducing risk and making it easier to imagine what services will be like (Gretzel and Yoo, 2008; Litvin et al., 2008). For example, reports show that each year hundreds of millions of potential visitors (463 million

monthly average unique visitors) consult online reviews (Tripadvisor.com. 2021). Online reviews are considered an electronic version of word-of-mouth (eWOM) (Nakayama and Wan, 2019), serving two purposes: 1) to provide information about offered services; and 2) serve as recommendation platforms (Park et al., 2007). Online reviews are very influential because they are written from a consumer's perspective and provide an opportunity for indirect experience (Bickart and Schindler, 2001). Gretzel and Yoo (2008) report that readers often perceive other customer reviews as more up-to-date, enjoyable, and reliable than information provided by service providers. Reviews expressing extreme sentiments are considered valuable by other customers (Fand et al., 2016). Vermeulen and Seegars' (2009) studied the impact of online hotel reviews on tourists in Holland. They found that exposure to online reviews enhances both positive and negative tourists' attitudes towards hotel consideration. Positive reviews increased tourists' attitudes towards the hotels under investigation, especially in less known hotels. However, the readability of a review depends on its helpfulness as well as on the precision and easiness to understand. Reviewer expertise and reputation/status in a review platform, emotions (negative vs. positive), and language complexity have been linked to consumer attitudes and trust toward online reviews (Baker & Kim, 2019; Filieri, 2015) and purchase intentions (Baker & Kim, 2019, Zhao et al., 2015).

Although the effects of online reviews on tourist behavior and tourism services management have been studied in the literature, there is a lack of research on online reviews in luxury services and specifically in the tourism sector. Specifically, there is a significant gap in the literature on the marketing mix elements identified in online reviews of luxury hotels. Moreover, cross-cultural research on online reviews and luxury services is almost absent.

Cross-Cultural Research on Tourism

Cross-cultural research is an important topic for marketing because it influences individual and collective consumption behavior. According to Hofstede, "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others" (2011, p. 3). Culture has been conceptualized in terms of values and belief systems (Hofstede, 2011), communication systems (Hall, 1976), and material aspects such as symbols and artifacts (McCracken, 1986). The most well-known and commonly applied framework of culture is that of Hofstede. Hofstede et al. (2010) identified six dimensions of culture: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long Term/Short Term Orientation (Confucian dynamism), and Indulgence/Restraint. These dimensions have been used in the literature to identify similarities/differences across cultures expressed at the national or regional levels.

Cross-cultural research has been conducted in tourism (Fotis et al., 2012; Meng, 2010; Park and Reisinger, 2009; Smith and Reynolds, 2001; Tsiotsou, 2019; Witkowski and Wolfenbarger, 2002). The results of these studies show that cultural variations exist in tourists' behavior. Specifically, cross-cultural research on service evaluations indicates that customers from different cultures perceive and evaluate service quality in a different way (Tsiotsou, 2019; Witkowski and Wolfenbarger, 2002) while they focus on other aspects or cues of services in their evaluations (Imrie, 2005; Mattila, 1999a). However, the available studies did not focus on luxury services, and specifically on luxury hotels.

In addition, Hofstede's model has been used in tourism to study travel motivations (Reisinger and Mavondo, 2005), to segment tourism markets (Prebensen 2005), destination image (Litvin and Kar, 2003), travel safety, and anxiety (Reisinger and Mavondo, 2005), risk-taking behaviors (Crotts, 2004), and group travel behavior (Meng, 2010). Studies have used three of Hofstede's dimensions to predict or explain tourism behavior after travel behaviors, such as travel evaluations, satisfaction, loyalty, and future intentions.

Individualism/Collectivism was the most often used dimension (Mattila, 1999a; Litvin and Kar, 2004; Tsang and Ap, 2007; Tsiotsou, 2019), followed by power distance (Mattila, 1999a; Tsang and Ap, 2007) and Masculinity/Femininity (Crotts and Litvin, 2003). Mattila (1999a) reported that tourists from Western cultures (low context) rely mainly on tangible cues in their service evaluations rather than intangible ones as their Asian counterparts (high context). Only Hsu, Woodside, and Marshall (2013) studied all dimensions of Hofstede's model in tourism. They concluded that "cultural values work better than individual values alone in explaining and predicting consumer behavior.....and the degree of cultural influences is greater for holiday travelers than for travelers visiting family and friends and greater for first-time visitors than for repeat visitors" (p. 698-699). In all of the above studies, Hofstede's model's cultural values were relevant in understanding tourist behavior throughout the tourism experience, before, during, and after the trip (Manrai and Manrai, 2011).

Culture is important when studying online reviews because it determines customers' values. Values differentiate the value customers place on self-expression (Kim and Sherman, 2007), provide an understanding of the external influences (Nakayama and Wan, 2019), and consequently influence purchase intentions (Chung et al., 2018; Chatterjee et al., 2021). Culture exerts a significant impact on services such as tourism services because it influences customer behavior offline and online (i.e., online reviews) (Nakayama and Wan, 2019). For example, Laroche et al. (2004) identified cultural differences in customer service quality perceptions and satisfaction ratings in health services and Nakayama and Wan (2019) in restaurant services. Specifically, Nakayama and Wan (2019) compared Western (mainly U.S.) and Eastern (Japanese) customers and their online reviews of restaurants regarding four elements of the marketing mix: food quality, price fairness, ambiance, and service. They found that when Eastern customers post a favorable review, the most crucial element is food quality followed by price fairness, ambiance, and service. However, Western customers

prioritized food quality followed by service, ambiance, and price fairness. Moreover, Eastern customers prioritized the importance of food quality for negative reviews, followed by the ambiance, service, and price fairness. In contrast, Western customers emphasized food quality, followed by service, price fairness, and ambiance.

The majority of cross-cultural research uses ethnicity or nationality to investigate and interpret cross-cultural differences in tourism services. At the same time, there is a significant gap at the supra-national level using cultural clusters (regions or clusters of countries). In addition to nationality, cultural proximity has been used in identifying behavioral differences in cross-cultural studies. Cultural proximity indicates that the analysis level should be on supra-national cultural clusters to identify cultural differences at a regional level. In line with this reasoning, Peterson and Barreto have argued that "Countries having a history of close ties because of proximity, trade, conquest or religion show more similar cultural values due to institutional transmission than do countries lacking such ties" (Peterson and Barreto, 2015, p. 26). The present study takes a supra-national approach that divides Europe into four clusters (East, North, West, and South Europe) based on the United Nations geoscheme. This approach is deemed appropriate due to the unique characteristics of the tourism industry (e.g., attracting tourists from various countries worldwide).

The Value of Online Reviews on Luxury Services

Although the use of social media in luxury services may appear incompatible due to their characteristics (e.g., customization, uniqueness, and exclusivity) (Quach and Thalcon, 2017), an increasing number of luxury hotels are adopting social media, recognizing the potential to communicate with their customers (Holmqvist et al., 2020; Koivisto and Mattila, 2018). Luxury services have significantly increased social media use over the last decade because they recognize their role in increasing customer engagement, creating value, and influence

customers' purchasing decisions (Dauriz et al., 2014). According to a Boston Consulting Group (2017) study, digital channels influence six out of ten luxury purchases. Thus, the digital ecosystem offers an opportunity for a transformative difference in reaching and retaining luxury hotel customers. The use of online channels allows luxury hotels to increase sales, differentiate themselves from competitors, and worldwide presence. As a result, luxury hotels need to be present in both the physical and digital worlds (Kernstock et al., 2017). In recent years, luxury hotels use social media to facilitate customer interactions for brand building and gain support from online brand communities. Social media may facilitate sharing luxury hotel experiences between their customers and help develop relationship quality (Hajli et al., 2017; Tsai and Men, 2013). Nowadays, luxury hotels are challenged to embrace further and facilitate customer empowerment through social media use. At the same time, they need to maintain (and not dilute) their exclusive brand identity and image (Hughes et al., 2016).

Research on online reviews of luxury tourism services provides valuable insights and confirms the luxury market's particularities. One issue that attracted research attention is the role of price and price promotions on customers' evaluations and perceptions of luxury hotels. Li and Hitt (2010) found that price has a negative impact on online hotel reviews. Jang and Moutinho (2019) affirmed that luxury hotel guests perceived large price discounts negatively as they did not support their status identity and conspicuousness. Yang, Zhang, and Mattila (2016) discovered that customers with a high need for status have less favorable attitudes toward luxury hotels and a lower likelihood of returning after learning that the hotel plans to implement price promotions through discount websites. However, low NFS customers were not affected by the presence of price promotions via discount websites. A recent study examined Online reviews in Malaysian luxury hotels on TripAdvisor (Padma and Ahn, 2020) identified four types of service attributes: hotel-related, room-related, staff-

related, and travel-related. The study confirmed that customers of luxury hotels have much higher expectations than non-luxury hotel customers.

Despite the increased interest in online customer behavior of luxury services, there is a significant gap in the literature related to cross-cultural differences in this setting. Hence, additional research is needed on social media and online reviews in luxury hotels and understanding their use and impact across different cultures. The present study aims to fulfill this gap.

Method

A quantitative and a qualitative approach (text analysis) has been taken by studying online user-generated ratings and reviews of luxury hotels to accomplish this research aims.

Combining quantitative and qualitative approaches in online reviews is a common practice in the literature because it provides a holistic understanding of the phenomena under investigation such as online reviews (Chatterjee et al., 2021; Nakayama and Wan, 2019). This study is one of the few in the literature examining both ratings and reviews of hotels. The hotels' ratings were analyzed using the SPSS statistical program, whereas the content of the reviews was analyzed using a text analysis tool, Voyant. Text analysis is a qualitative research method used to interpret text data content using a systematic classification process, including coding and identifying themes or patterns (Hsieh and Shannon, 2005). In this study, the procedure suggested by Tang and Guo (2015) was used for text mining. Thus, the reviews were first extracted to identify the most critical aspects of luxury hotels and their services. Then, a categorization was used to classify and assign text into themes. In this case, the themes were 7Ps of services marketing mix named Product, Price, Place, Promotion, Processes, People, and Physical Evidence. Furthermore, association analysis was used to find associations for the most prominent marketing mix elements, counting co-occurrence

frequencies. Finally, a summarization was performed to summarize the critical elements of the marketing mix of the luxury hotels by EU region.

The context of the study was four luxury hotels in North Greece, targeting holiday travelers. The evaluations and reviews of these hotels were extracted from TripAdvisor. TripAdvisor was chosen because it is the world's largest and most well-known online user-generated review site within the travel industry. "With more than 884 million reviews and opinions of nearly 8 million businesses, travelers turn to TripAdvisor to find deals on accommodations, book experiences, reserve tables at delicious restaurants and discover great places nearby. As a travel guidance company available in 49 markets and 28 languages, Tripadvisor makes planning easy no matter the trip type" (Tripadvisor.com, 2021).

To identify cross-cultural differences/similarities, Europe was divided into four major supra-national cultural clusters: eastern, northern, southern, and western. This categorization is based on the United Nations geoscheme and the United Nations Educational, Scientific, and Cultural Organization (UNESCO). The eastern European cluster consisted of Belarus, Bulgaria, Czech Republic, Hungary, Georgia, Poland, Moldova, Romania, Russia, Slovakia, and Ukraine. The northern European group referred to Denmark, Estonia, Finland, Iceland, Ireland, Latvia, Lithuania, Norway, Sweden, and the United Kingdom. The southern European cluster included Albania, Bosnia and Herzegovina, Croatia, Greece, Cyprus, Italy, North Macedonia, Malta, Montenegro, Portugal, Serbia, Slovenia, and Spain. Finally, the western European group consisted of Austria, Belgium, France, Germany, Luxemburg, the Netherlands, and Switzerland. To a large degree, the above clustering solution is based on the geographical and cultural proximity between countries.

The overall rating and attributes of four five-star hotels in North Greece were used for the analysis. Greece is in the top five EU destinations for Europeans (Eurostat 2018), and therefore the study is focused on European tourists using luxury hotel services. Moreover,

more than 70% of inbound tourism in Greece comes from EU countries. Specifically, to examine how tourists from various European regions evaluated these hotels, their ratings on perceived value, location, sleep quality, rooms, cleanliness, and service indicated on Trip Advisor were used. In addition, demographics such as country of origin and the number of reviews were analyzed. The online reviews examined on the TripAdvisor website were 838, and they were uploaded until Fall 2019. These reviews were extracted manually because both ratings and text reviews were collected. The sample is large considering that both the reviews and their respective ratings were collected (a text mining software could easily collect thousands of reviews). Every tourist review included the overall rating and hotel attribute ratings (value, location, sleeping quality, rooms, cleanliness, service) on a scale of 1 – 5 (1=terrible, 5=excellent). Moreover, the comments of each review were extracted and analyzed using Voyant. Voyant is free online software that can analyze words of many languages and provide valuable text insights.

Results

Overall sample

The analysis showed that males made 52% of the reviews and evaluations (N=838 reviews) analyzed, and females made 48%. The majority of the hotel customers stayed with their families (67%) and their couple (27%), while only 5% were with their friends, and 1% were alone. Regarding the country of origin, 51% of the sample was from the United Kingdom, 11.6% from Greece, 9.4% from Russia, 7.6% from Germany, and 2.3% from Bulgaria. Based on the EU countries' categorization, 16.4% came from East Europe, 51.5% from North Europe, 11.4% from West Europe, and 17.6% from South Europe (3% came from other continents). Table 1 presents the mean score of the rates given to the hotels.

"Please insert Table 1 here."

The analysis continued by performing content analysis. The reviews of the sample consisted of 113176 words, from which 33603 were unique. The density of the vocabulary was 0.296, while the average words per sentence were 15.3. Vocabulary density refers to the number of words in the reviews to the number of unique words. A lower vocabulary density indicates complex text with lots of unique words, and a higher ratio indicates simpler text with words reused. The words were categorized based on the 7Ps of services: product, place, price, promotion, physical evidence, people, and procedures. When analyzing the reviews written by the customers of luxury hotels, the following were the most commonly used words to describe their experience with the hotel: “hotel” (907 times/product), “food” (317 times/product), “очень=very” (311 times), “beach” (307 times/physical evidence), “staff” (303 times/people), and “good” (277 times). Other words mentioned frequently were “room” (295 times/physical evidence), “pool” (257 times/physical evidence), “nice” (240 times), “great” (214 times), “service” (213 times/procedures), “spa” (194 times/product), “clean” (123 times), “море=sea” (123 times/physical evidence), and “place” (156 times/physical evidence) (Figure 1a).

“Please insert Figures 1a and 1b here.

.”

Figure 1b presents the most common combinations of terms used in the reviews. As we can see, the most frequent combination was with the words “good” and the collocation “food” (178 times). Also, the term “beach” was very frequently collocated with the term “nice” (76 times), “clean” (42 times), “pool” (78 times), and “sea” (34 times). In addition, the word “staff” was often connected with the term “hotel” (56 times), “helpful” (39 times), “good” (31 times), and “friendly” (31 times). The word “hotel” was collocated with the words “nice” (36 times), “clean” (36 times), “good” (31 times), “beautiful” (31 times), and “food” (28 times).

Results by Cultural Cluster/EU region

The analysis continued based on the EU region's origin of the hotels' customers to identify variations in hotel ratings and reviews. The dependent variables were overall grade, value, location, sleeping quality, rooms, cleanliness, service, number of reviews. The null hypothesis of no mean differences was rejected at the 0.05 level (Wilk's $\Lambda=0.02$, $p=0.00$). Thus, the overall MANOVA results show that the four groups differed overall in terms of how they evaluated the study's hotels and the number of reviews they have uploaded (Table 2 and Figure 2).

"Please insert Table 2 here."

"Please insert Figure 2 here."

Univariate F-tests were run for all groups on the dependent variables to determine where the differences existed. Significant differences between groups on the overall grade ($F=6.56$, $p=.00$) and service attributes such as value ($F=4.84$, $p=.00$), sleeping quality ($F=5.51$, $p=.00$), rooms ($F=8.58$, $p=.00$), cleanliness ($F=4.43$, $p=.00$), and service ($F=6.64$, $p=.00$) were found. However, there were no differences among regions on the number of reviews ($F=0.25$, $p=.86$) and location evaluations ($F=.27$, $p=.85$).

To protect against family-wise error, group contrasts for all the dependent variables were tested using the Tukey procedure. Pair-wise multiple comparison tests tested each pair of regional groups to identify similarities and differences. There were fourteen significant contrasts between groups at the .05 level (Appendix). Specifically, contrasts were significant on overall grade between eastern European tourists and southern European tourists ($p=.00$), between northern European tourists and southern European tourists ($p=.00$), and between southern Europeans and northern Europeans ($p=.00$). Moreover, two contrasts, northern European tourists vs. southern European tourists and eastern Europeans vs. southern

Europeans, on value were significant ($p=.00$). In terms of sleeping quality, the significant contrasts were eastern Europeans vs. southern Europeans ($p=.02$), northern Europeans vs. western Europeans ($p=.03$), and western Europeans vs. eastern Europeans ($p=.00$). Regarding room evaluations, the significant contrasts were eastern European tourists vs. southern European tourists ($p=.01$), northern Europeans vs. southern Europeans ($p=.00$), and western Europeans (.01). Two contrasts were also significant on cleanliness, northern Europeans vs. southern Europeans ($p=.03$) and northern Europeans vs. western Europeans ($p=.03$). Finally, two contrasts were significant on service, eastern Europeans vs. southern Europeans ($p=.00$) and northern Europeans vs. southern Europeans ($p=.00$).

Following, the text analysis results of the reviews by the EU region are presented.

Eastern Europe. Text analysis of the reviews revealed that the most used words were: “very= очень” (280 times), “sea= море” (168 times), “euro= евро” (87times), “beach= пляж” (87 times), “room= номер” (81 times), “always= всегда” (67 times), “room” (59 times), “food” (53 times) and “a lot= много” (53 times). The word “море=sea” was mostly connected with the words: “вид =view”, “чистое =clean”, “видом=form/kind of” and “убирают=tidy up/clean up”. The most frequent combination of words were between the words “море=sea” and “вид=view” (25 times) or “пляж=beach” (20 times). Also, the term “море=sea” was very frequently collocated with the terms “видом=form/kind of” (20 times), “чистое =clean” (17 times) and “вода =water” (17 times) (Figures 3a and b).

Southern Europe. The most often used words in the reviews of customers from Southern Europe were: “προσωπικό=staff” (160 times), “beach” (120 times), “nice” (109 times), “good” (95 times), “food” (90 times), “resort” (87 times) and “spa” (87 times). Other frequently used words were “pool” (81 times), “room” (76 times), “place” (73 times), “great” (73 times), and “service” (73 times) (Figures 3c). The most frequent combination of words found in Southern Europeans' reviews was "good beach" and "nice beach". The term "beach"

was mostly connected with the words: "nice", "water", "clean", "pool," and "sea". The "good" term was collocated frequently with the words: "pool", "breakfast," and "service". The word "nice" was related to the words "clean", "place", "sea", "beach," and "service". The most frequent combination of words was between the word "beach" and the collocations "nice" (39 times) and "clean" (20 times). Also, the term "good" was very frequently collocated with the term "service" (20 times). In addition, the word "pool" was very often connected with the terms "beach" (34 times) and "bar" (17 times). (Figure 3d).

"Please insert Figure 3 here."

Western Europe. The most often used words in the reviews of customers from Western Europe were: "zimmer=room" (76 times), "essen=eat-food" (59 times), "strand=beach" (56 times), "personal=staff" (50 times), "service" (48 times), "meer=sea" (45 times), and "restaurant" (42 times). Also, quite often used words were "anlage=plant" (39 times), "gut=good" (39 times), "sauber=clean" (36 times), "freundlich=friendly" (36 times), "lage=location" (34 times), "buffet" (31 times), "urlaub=vacation" (31 times) and "rezeption=reception" (25 times) (Figure 3e). The most often combination of words found in the reviews from Western Europeans were with the words "zimmer=room", "essen=food" and "strand=beach". The word "zimmer=room" was mostly connected with the words: "anlage=plant", "sauber=clean", "badezimmer=bathroom" and "hauptgebäude=main building". The "essen=food" term was connected frequently with the words: "buffet", "sauber=clean", "strand=beach", "gut=good", "personal=staff" and "meer=sea". The word "strand=beach" was related to the words "essen=food", "liegen=lie/stand", "fahren=drive", "sauber=clean" and "lage=view". The most frequent combination of words was between the word "personal=staff" and the terms "Freundlich=friendly" (39 times) as well as "essen=food" (31 times). Also, the word "essen=food" was very often connected with the

term “gut=good” (28 times) while the word “zimmer=room” was collocated with the word “sauber=clean” (22 times) (Figure 3f).

Northern Europe. The most often used words in the reviews of customers from Northern Europe were: “staff” (81 times), “food” (53 times), “beach” (45 times), “room” (42 times), “clean” (34 times), “good” (31 times) and “pool” (31 times). Also, quite often used words were: “stay” (28 times), “great” (28 times), “beautiful” (25 times), “sea” (22 times), “helpful” (22 times), “bar” (22 times), “day” (20 times) and “holiday” (20 times) (Figure 3g). The "food" term was connected frequently with the words: "buffet", "excellent", "staff," and "good". The word "staff" was related to the words "helpful", "food", "care", "cleaners" and "good". The term "clean" was often collocated with the term "beach" (25 times). The word "staff" was often collocated with the words "helpful" (14 times) and "food" (11 times). Moreover, the word "food" was often collocated with the terms "good" (11 times) and "excellent" (11 times) (Figure 3h).

The analysis continued by identifying the most common words (Table 3) and their collocations (Table 4) by EU region. The terms were categorized based on the 7Ps of services: product, place, price, promotion, physical evidence, people, and procedures. For better communication, the ten most often used words were colored according to the elements of the 7Ps. As shown in Table 3, the most frequently and probably the most critical aspects of the hospitality luxury services offered are the product (room, food, spa, and restaurant), the physical evidence (servicescape: sea and beach), the people (personnel), and the procedures (service). Moreover, as we can see, customers from EU regions differ in the marketing mix elements they value most. Eastern Europeans focus on the product, physical evidence, and price. Western Europeans on the product, physical evidence, people, and procedures. Southern Europeans focus on the people, physical evidence, product, and procedures, whereas Northern Europeans focus on the people, product, and physical evidence.

"Please insert Table 3 here."

Table 4 shows the most frequent combination of words found in the reviews from the four EU regions. It seems that the beach/sea (physical evidence) dominates the comments of Eastern and Southern Europeans. In contrast, the cleanliness of the room (product), the food (product), and the friendliness of the personnel (people) primarily interest Western Europeans and Northern Europeans.

"Please insert Table 4 here."

Discussion

Deriving value from online reviews via third-party sites is beneficial to both companies and consumers. Therefore, it is essential to know what aspects of services customers value the most and influence their satisfaction. However, due to new technologies and the globalization of the marketplace, understanding cultural differences in online reviews is also essential for today's businesses. Cross-cultural research has great potential and utility in the marketing literature because it provides a deep understanding of the differences and similarities across cultures in various services, including tourism. The study denotes the importance of cross-cultural research in luxury services such as hotels. It provides valuable insights regarding how guests evaluate luxury hotels online and which aspects of the marketing mix they value the most across different cultural regions. Therefore, differences across countries (Kapferer and Valette-Florence, 2019) should be taken into account when marketing global luxury services and across national clusters, especially in services such as tourism that attract customers from many different countries.

This study provides a holistic view by drilling down the aspects of the marketing mix elements that offer value to luxury hotel customers, influence their satisfaction, and, in general, their post-consumption behavior expressed in their ratings and reviews. Online

reviews have become an essential source of information for understanding how customers experience luxury services and how the perceptions of these experiences vary across cultures. However, online reviews are helpful not only in understanding what customers value in luxury hotels but also in predicting their future behavior. The findings align with Mattila's (1999b) research on business travelers' offline evaluations of luxury hotels. Specifically, the present study verifies that the *physical environment* plays a significant role in determining customers' value perceptions of luxury hotels not only for business travelers, as Mattila (1999b) found but for holiday travelers as well. Furthermore, it also indicates that the *product* and the *physical evidence* (clean and functional spaces such as rooms and pools) are more critical than personalized services.

Research on the role of culture in shaping post-purchase customer behavior and evaluations of luxury services is still in its infancy. The present results enlarge the scope of cross-cultural research and generate some interesting insights regarding cross-cultural differences at the supra-national level. The findings of the study confirm previous cross-cultural research on service evaluations. Specifically, they indicate that customers from different cultures perceive and evaluate service quality differently (Tsiotsou, 2019; Witkowski and Wolfenbarger, 2002) while they focus on other aspects or cues of luxury hotels in their evaluations (Imrie, 2005; Mattila, 1999a). Specifically, the quantitative analysis of the review ratings indicates significant differences in how customers from the four EU regions evaluate luxury hotels. Except for "location", customers' ratings differ significantly across tourist groups in all remaining evaluations such as overall grade, value, sleeping quality, rooms, cleanliness, and service. Eastern and Northern Europeans are the most generous in their evaluations, while Western and Southern Europeans are the least generous.

This finding is consistent with previous research (Tsiotsou, 2019). It can be explained by the collectivistic and high uncertainty avoidance culture of Eastern Europeans and the low uncertainty avoidance culture of Northern Europeans (Hofstede et al., 2010). Previous research has shown that collectivistic cultures are more generous in their evaluations when considering others as part of their group (Gomez et al., 2000). Because Eastern Europeans are inexperienced tourists, with their online engagement, they aim to help their peers by providing useful information and thus, reducing their risk perceptions (reduce uncertainty). In contrast, Northern Europeans are experienced tourists and low in uncertainty avoidance (Tsiotsou, 2019), indicating that they are willing to take risks, they are more open and flexible (Hempel, 1998), and therefore, more confident in providing generous reviews.

Regarding South Europeans, they are the highest among the four clusters in uncertainty avoidance (Tsiotsou, 2019). According to the literature (Hofstede et al., 2010; Lundgren and Walczuch, 2003), cultures high in uncertainty avoidance do not accept conflict easily while they do not trust others easily. Thus, Southern Europeans may be more critical to others, including businesses, and submit the lowest review evaluations. Western Europeans are also high in uncertainty avoidance (Tsiotsou, 2019), and therefore, they may rate luxury hotel services lower than Northern and Eastern Europeans.

Moreover, the qualitative data (text mining) reveals that Eastern Europeans value more the hotel's *physical evidence/environment* (sea and beach) and, at the same time, are concerned about the *price* of the hotel services. Eastern Europeans are the "newly rich" tourism market and come from emerging economies. These "newly rich" tourists are eager to enter the world of consumption and conspicuous pleasures, seeking to demonstrate their status through conspicuous consumption (Kapferer, 2017). Western Europeans seem to focus on *core products* (room and food) while they are influenced in their evaluations by the *physical environment/servicescape* (beach) and the behavior of the *personnel* (staff). The

findings also show that Southern Europeans value most the services offered by the *personnel* (staff), followed by the *physical environment* (beach) and *the product* (food). Similarly, Northern Europeans emphasize *people* (staff) primarily, and then the *product* (food) and the *physical environment* (beach).

Previous cross-cultural studies in luxury services have revealed differences across national cultures (Kapferer and Valette-Florence, 2019); however, the present study's findings confirm differences at the supra-national level as well. Because the luxury market is a global market and tourism services target customers from various countries, this study shows that regional (supra-national) approaches might be more appropriate for luxury tourism services. Thus, due to cultural proximity between nations, it might be more effective (cost and performance-wise) to conduct cross-cultural research above the national level in luxury tourism services, especially in luxury hotels.

European tourists from various regions evaluated luxury hotels and their attributes differently, indicating that cultural differences exist in online tourism reviews. These findings confirm the study's conceptual approach to using cultural proximity in identifying similarities/differences in luxury hotels' evaluations and value-creating aspects among different cultural clusters.

Practical Implications

The study sheds light on the final stage of the luxury service delivery process and provides several practical implications to service and hotel managers. Cultural differences provide several implications with regard to luxury services segmentation, social media management, service marketing mix development, and hotel promotion. First, the results of the study could be used to segment the European luxury tourism markets. Based on the information the study provides on the characteristics of each regional culture, managers of luxury hotels could

target culturally homogenous luxury tourism clusters to develop the most appropriate service offering and create an atmosphere of friendliness and understanding. Thus, they could improve the quality of luxury hotel offerings, increase their customers' satisfaction levels, and reduce hotels' costs.

Second, managers of luxury hotels could gain an understanding of the post-trip behavior of their customers on social media. Tourists from different EU regions, for example, differ in their online post-consumption behavior, specifically in their ratings and the importance they assign to each element of the marketing mix. Luxury hotel managers could benefit from their European customers' level of post-trip engagement and use their testimonials in their offline and online marketing campaigns.

Third, managers of luxury hotels could benefit from the study's findings by recognizing which aspects of their luxury services need to be improved based on the segment they serve. Thus, the study could assist luxury hotel managers in customizing to a certain degree their service offerings based on the aspects of the marketing mix that seem to be valued most by their customers from each EU region. Fourth, the findings also indicate that promotion and advertising campaigns in the four EU regions are likely to be more effective when considering cultural differences. According to this logic, targeting and attracting homogeneous groups of tourists while creating awareness and providing physical evidence through pictures and/or videos of their hotels (e.g., physical environment) could be more effective.

The results suggest that luxury hotel managers should be alarmed about the role of culture on tourist behavior offline and online. Cultural differences should be considered when interpreting tourists' evaluations of luxury hotels. Therefore, online responses should be adjusted based on their customers' cultural background, and hotel offerings improvements

should be made based on the culture of their target customers. Besides, the findings of the study could benefit managers of other luxury tourism services.

In sum, understanding the relationship between tourists' culture and how they engage in online behavior, such as online reviews, will assist tourism managers in developing effective strategies for targeting global online luxury tourists, as well as better predicting and facilitating the sharing of information about their luxury products and services.

Future Research Recommendations

Although this study provides numerous insights related to the theory and practice of online reviews' management in the luxury hospitality context suffers from some limitations that can be addressed. In particular, though it spans four luxury hotels and includes ratings and reviews, this study investigates a limited number of hotels. This study's analyses and results are limited to the pool of four luxury hotels in North Greece. Thus, the current findings lack external validity, so future research should collect empirical data in other luxury hotels in other regions in Greece and other countries. Moreover, this research used a relatively small sample that consists of online reviews as uploaded on TripAdvisor. Future studies should collect and analyze a bigger data set to gain higher confidence in the results. TripAdvisor is only one of the many available platforms for posting online reviews. Future research should use other platforms such as Expedia, Yelp, and Google Business to analyze reviews and identify cultural differences/similarities in luxury services.

Furthermore, this study is limited to identify similarities/differences in post-trip behavior across the four European regions. Future research should look for cultural similarities and differences in the trip planning process of luxury hotels and other tourism services. Before, during, and after a trip, online tourism behavior will provide a more

comprehensive picture of how luxury tourists from the four European regions behave. Finally, the reviews identified in TripAdvisor were deemed authentic, although it is known that fake reviews are also posted on review platforms (Banerjee and Chua, 2016). Thus, future research should examine the role of culture in posting fake reviews as well as the role of fake reviews on creating/destroying value for the actors involved (e.g., tourists, tourism firms, online travel agencies, metasearch engines, and other tourists).

References

- Ady, M., and Quadri-Felitti, D. (2015). Consumer research identifies which attributes are most important to travellers when booking a hotel. Available at <https://www.trustyou.com/resources/consumer-research-identifies-which-attributes-are-most-important-to-travelers-when-booking-a-hotel>
- Baker, M.A., & Kim, K. (2019), Value destruction in exaggerated online reviews: The effects of emotion, language, and trustworthiness, *International Journal of Contemporary Hospitality Management*, 31(4), 1956-1976.
- Bickart, B., and Schindler, R.M. (2001). Internet forums as influential sources of consumer information. *Journal of Interactive Marketing*, 15(3), 31-40.
- Boston Consulting Group (2017). The true-luxury global consumer insight. Available at <https://altagamma.it/media/source/BCG%20Altagamma%20True-Luxury%20Global%20Cons%20Insight%202017%20-%20presentata.pdf>
- Chatterjee, S., Chaudhuri, R., Vrontis, D. and Thrassou, A. (2021). The influence of online customer reviews on customers' purchase intentions: a cross-cultural study from India and the UK. *International Journal of Organizational Analysis*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOA-02-2021-2627>
- Crotts, J. (2004). The effect of cultural distance on overseas travel behaviors. *Journal of Travel Research*, 43(August), 83-88.

- Crotts, J., and Litvin, S. W. (2003). Cross-cultural research: are researchers better served by knowing respondents' country of birth, residence, or citizenship? *Journal of Travel Research*, 42(November), 186-190.
- Chung, C., Moriuchi, E., Limbu, Y.B. and Ganesan, P. (2018), Attitudes toward star ratings: generational differences among Indian consumers, *Journal of Global Marketing*, Vol. 31(2), pp. 128-141.
- Dauriz, L., Remy, N., and Sandri, N. (2014). Luxury shopping in the digital age. In M. Toriello (Ed.). *Perspectives on Retail and Consumer Goods* (pp. 26–31). USA: McKinsey and Company. Available at <https://www.mckinsey.com/industries/retail/ourinsights/perspectives-number-3>.
- Dixit, S., Badgaiyan, A.J., & Khare, A. (2019). An integrated model for predicting consumer's intention to write online reviews. *Journal of Retailing and Consumer Services*, 46 (January), 112-120.
- Duverger, P. (2013). Curvilinear effects of user-generated content on hotels' market share: a dynamic panel-data analysis. *Journal of Travel Research*, 52(4), 465-478.
- Fand, B., Ye, Q., Kycykusta, D. and Law, R. (2016), Analysis of the perceived value of online tourism reviews: Influence of readability and reviewer characteristics, *Tourism Management*, 52, 498-506.
- Filieri, R. (2015). Why do travelers trust TripAdvisor? Antecedents of trust towards consumer generated media and its influence on recommendation adoption and word of mouth. *Tourism Management*, 51,174-185.
- Gallaughar, J., and Ransbotham, S. (2010). Social media and customer dialog management at Starbucks. *MIS Quarterly Executive*, 9 (4), 197-212.
- Gomez, C., Kirkman, B.L., and Shapiro, D.L. (2000). The impact of collectivism and in-group/out-group membership on the evaluation generosity of team members. *Academy of Management Journal*, 43(6), 1097-1106.
- Gretzel, U., and Yoo, K. (2008). Use and impact of online travel reviews", In P. O'Connor, W. Hfpken, and U. Gretzel (Eds.), *Information and Communication Technologies in Tourism* (: 35–46) New York: Springer-Verlag.
- Hajli, N., Shanmugam, M., Papagiannidis, S., Zahay, D., and Richard, M. O. (2017). Branding co-creation with members of online brand communities. *Journal of Business Research*, 70, 136–144.
- Hempel, P. S. (1998). Designing multinational benefits programs: The role of national culture. *Journal of World Business*, 33(3), 277–294.

- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context”, *Online Readings in Psychology and Culture*, 2(1), available at <https://doi.org/10.9707/2307-0919.1014>
- Hofstede, G., Hofstede, G. J., and Minkov, M. (2010), *Cultures and Organizations: Software of the Mind* (Rev. 3rd ed.). New York: McGraw-Hill.
- Holmqvist, J., Visconti, L.M., Gronroos, C., Guais, B., and Kessous, A. (2020). Understanding the value process: Value creation in a luxury service context. *Journal of Business Research*, 120, 114-126.
- Holmqvist, J., Wirtz, J., and Fritze, M.P. (2020). Luxury in the digital age: a multi-actor service encounter perspective, *Journal of Business Research*, published online first.
- Hsieh, H.F., and Shannon, S.E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15 (9), 1277–1288.
- Hsu, S-Y., Woodside, A. G., and Marshall, R. (2013). Critical tests of multiple theories of cultures’ consequences: comparing the usefulness of models by Hofstede, Inglehart and Baker, Schwartz, Steenkamp, as well as GDP and distance for explaining overseas tourism behavior. *Journal of Travel Research*, 52(6), 679-704.
- Ibbotson, A. (2018). Patients trust online reviews as much as doctor recommendations—and other shocking facts about transparency in healthcare (November 26, 2018) Available at <https://nrchealth.com/patients-trust-online-reviews/>
- Jang, S. and Moutinho, L. (2019). Do price promotions drive consumer spending on luxury hotel services? The moderating roles of room price and user-generated content. *International Journal of Hospitality Management*, 78(April), 27-35.
- Kapferer, J-N., and Valetter-Florence, P. (2019). How self-success drives luxury demand An integrated model of luxury growth and country comparisons. *Journal of Business Research*, 102, 273-287.
- Kernstock, J., Brexendorf, T. Oliver. and Powell, S. M. (2017). Luxury brand management insights and opportunities. In J. Kapferer, J. Kernstock, T. Brexendorf and S. M. Powell (Eds.), *Advances in Luxury Brand Management* (: 1-24). London: Palgrave Macmillan.
- Kim, H.S. and Sherman, D.K. (2007), Express yourself’: culture and the effect of self-expression on choice, *Journal of Personality and Social Psychology*, 92(1), 1-11,
- Kim, W.G., Lim, H., & Brymer, R.A. (2015). The effectiveness of managing social media on hotel performance. *International Journal of Hospitality Management*, 44, 165-171.

- Kim, Y.S., Kim, J.U., and Park, S.C. (2017). The effects of perceived value, website trust and hotel trust on online hotel booking intention, *Sustainability*, 2, 2262, p.1-14.
- Ko, E., Phau, I., and Aiello, G. (2016). Luxury brand strategies and customer experiences: Contributions to theory and practice. *Journal of Business Research*, 69, 5749–5752.
- Koivisto, E., and Mattila, P. (2018). Extending the luxury experience to social media – User generated content co-creation in a branded event. *Journal of Business Research*. (in press).
- Laroche, M., Ueltschy, L.C., Abe, S., Cleveland, M., and Yannopoulos, P.P. (2004). Service quality perceptions and customer satisfaction: evaluating the role of culture. *Journal of International Marketing*, 12, 58–85.
- Lemon, K. N., and Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69–96.
- Litvin, S. W. and Kar, G. H. (2003). Individualism/ collectivism as a moderating factor to the selfimage congruity concept. *Journal of Vacation Marketing*, Vol. 10 No. 1, : 23-32.
- Litvin, S. W., Goldsmith, R. E. and Pan, B. (2008). Electronic word-of-mouth in hospitality and tourism management. *Tourism Management*, 29(3), 458–468.
- Liu, X, Shin, J. and Burns, A. C. (2019). Examining the impact of luxury brand’s social media marketing on customer engagement Using big data analytics and natural language processing. *Journal of Business Research* (in press). 31-52.
- Lundgren, H. and Walczuch, R. (2003). Moderated trust – The impact of power distance and uncertainty avoidance on consumer trust formation process in e-retailing. In proceedings 10th Research Symposium on Emerging Electronic Markets. Bremen, September 13-15,
- Manrai, L.A. and Manrai, A.K. (2011). Hofstede 's cultural dimensions and tourist behaviors: a review and conceptual framework. *Journal of Economics, Finance and Administrative Science*, 16(31), 23-48.
- Mattila, A.S. (1999a). The role of culture in the service evaluation process. *Journal of Service Research*, 1(3), 250–61.
- Mattila, A.S. (1999b). Consumers’ value Judgments: How business travelers evaluate luxury-hotel services. *Cornell Hospitality and Restaurant Administration Quarterly*, 40(1), 40-46.
- McCracken, G. (1986). Culture and consumption: a theoretical account of the structure and movement of the cultural meaning of consumer goods. *Journal of Consumer Research*, 3(1),71.

- Meng, F. (2010). Individualism/collectivism and group travel behavior: a cross-cultural perspective. *International Journal of Culture, Tourism, and Hospitality Research*, 4(4), 340-351.
- Muala, A.A. and Qurneh, M.A. (2012). Assessing the relationship between marketing mix and loyalty through tourists satisfaction in Jordan curative tourism. *American Academic & Scholarly Research Journal*, 4(2), 7-23.
- Nakayama, M. and Wan, Y. (2019). The cultural impact on social commerce: a sentiment analysis on yelp ethnic restaurant reviews, *Information and Management*, 56(2), 271-279
- O’Cass, A. and Sok, P. (2015). An exploratory study into managing value creation in tourism service firms: Understanding value creation phases at the intersection of the tourism service firm and their customers. *Tourism Management*, 51, 186-200.
- Padma, P., and Ahn, J. (2020). Guest satisfaction and dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*. 84, 1-8.
- Park, D.H., Lee, J. and Han, J. (2007). The effect of online consumer reviews on consumer purchasing intention: the moderating role of involvement. *International Journal of Electronic Commerce*, 11(4), 125-148.
- Park, K-S., and Reisinger, Y. (2009). Cultural differences in shopping for luxury goods: western, Asian, and Hispanic tourists. *Journal of Travel and Tourism Marketing*, 26(8), 762-777.
- Peterson, M., and Barreto, T. S. (2015). Editor’s introduction: Culture across social sciences, In M. F. Peterson (Ed.), *Cross-cultural Research* (4, : 1–4). London: Sage.
- Phillips, P., Zigan, K., Silva, M.M.S., & Schegg, R. (2015). The interactive effects of online reviews on the determinants of Swiss hotel performance: a neural network analysis. *Tourism Management*, 50, 130-141.
- Qu, H., & Lee, H. (2011). Travelers’ social identification and membership behaviors in online travel community. *Tourism Management*, 32, 1262-1270.
- Quach, S., and Thaichon, P. (2017). From connoisseur luxury to mass luxury: Value co-creation and co-destruction in the online environment. *Journal of Business Research*, 81, 163–172.
- Reisinger, Y. and Turner, L.W. (2002). Cultural differences between Asian tourist markets and Australian hosts. *Journal of travel Research*, 40(3), 295–315.
- ReviewTrackers, 2019. 2018 ReviewTrackers online review stats and survey. Available at <https://www.reviewtrackers.com/reports/online-reviews-survey/>

- Richardson, S.L., and Crompton, J. (1988). Vacation patterns of French and English Canadians. *Annals of Tourism Research*, 15(3), 430–435.
- Sarker, M.A. H., Aimin, W., and Begum, S. (2012). Investigating the impact of marketing mix elements on tourists satisfaction: An empirical study on East Lake. *European Journal of Business and Management*, 4(7), 273-282.
- Tang, C. and Guo, L. (2015). Digging for gold with a simple tool: Validating text mining in studying electronic word-of-mouth (eWOM) communication. *Marketing Letters*, 26: 67-80.
- Tripadvisor.com. (2021), “About Tripadvisor”, Available from <https://tripadvisor.mediaroom.com/US-about-us>
- Tripadvisor.com. (2021). Available at <https://tripadvisor.mediaroom.com/IN-about-u>
- Tsang, N.K.F., and Ap, J. (2007). Tourists’ perceptions of relational quality service attributes: a cross-cultural study. *Journal of Travel Research*, 45(3), 355-363.
- Tsiotsou, R.H. (2019). Rate my firm: cultural differences in service evaluations. *Journal of Services Marketing*, 33(7), 815-836.
- Tsiotsou, R.H. (2021a). Introducing relational dialectics on actor engagement in the social media ecosystem, *Journal of Services Marketing*, 35(3), 349-366.
- Tsiotsou, R.H. (2021b). Value creation in tourism through active tourist engagement: A framework for online reviews. In *Women’s Voices in Tourism Research – Contributions to Knowledge and Letters to the Next Generation*” by Antonia Correia and Sara Dolnicar (eds), The University of Queensland, ISBN: 978-1-74272-357-0.
- Tsiotsou, R.H., and Wirtz, J. (2015). The three-stage model of service consumption,” in Bryson, J R and Daniels, P W (Eds.), *The Handbook of Service Business: Management, Marketing, Innovation and Internationalisation*, Cheltenham: Edward Elgar, United Kingdom, : 105-128.
- Venkatesan R., Petersen J.A., Guissoni L. (2018) Measuring and Managing Customer Engagement Value Through the Customer Journey. In: Palmatier R., Kumar V., Harmeling C. (eds) *Customer Engagement Marketing*. Palgrave Macmillan, Cham.
- Vermeulen, I.E., and Seegers, D. (2009). Tried and tested: the impact of online hotel reviews on consumer consideration. *Tourism Management*, 30, 123-127.
- Wirtz, J., Holmqvist, J. and Fritze, M.P. (2020). Luxury services. *Journal of Service Management*, published online first.
- Witkowski, T.H., and Wolfinbarger, M.F. (2002). Comparative service quality: German and American ratings across service settings. *Journal of Business Research*, 55, 875-881.

- Xiang, Z., Schwartz, Z., and Uysal, M. (2015). What types of hotels make their guests (un)happy? Text analytics of customer experiences in online reviews”, in Tussyadiah, I. and Inversini, A. (Eds), *Information and Communication Technologies in Tourism*, Springer, Cham, (:33-45).
- Yang, W., Zhang, L., and Mattila, A.S. (2016). Luxe for less: How do consumers react to luxury hotel price promotions? The moderating role of consumers’ need for status. *Cornell Hospitality Quarterly*, 57(1), 82-92.
- Ye, Q., Law, R., Gu, B., and Chen, W. (2011). The influence of user-generated content on traveler behavior: an empirical investigation on the effects of e-word-of-mouth to hotel online bookings. *Computers in Human Behavior*, 27, 634-639.
- Zhang, D., Zhou, L., Kehoe, J.L., and Kilic, I.Y. (2016). What online reviewer behaviors really matter? Effects of verbal and nonverbal behaviors on detection of fake online reviews. *Journal of Management Information Systems*, 33(2), 456-481.