

FUNDAÇÃO GETULIO VARGAS  
ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO

Camila dos Anjos Ferraz

**Co-Creation in Hospitality Industry:**  
*A Case Study on the Drivers of Traveler-Generated Content*

SÃO PAULO

2015

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Knowledge Field: Global Marketing in Hospitality Industry

Adviser: Prof. Dr. Luis Henrique Pereira

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“Full participation in contemporary culture requires not just consuming messages but also creating and sharing them. To fulfill the promise of digital citizenship, Americans must acquire multimedia communication skills and know how to use this skills to engage in the civic life of their communities”

Renee Hobbs, *Digital Media and Literacy*, 2010

“It seems hard to believe that the only other review website around 14 years ago was Amazon for books. In the earlier days, a chunk of hotels resented TripAdvisor but I think hoteliers have found that TripAdvisor is as helpful for them as for consumers. They use it for feedback on how they’re doing. [...] On the content marketing side, we are very lucky because we are a user-generated content brand. Our community creates content for us.”

Barbara Messing, CMO of TripAdvisor, 2014

## ABSTRACT

User-generated content in travel industry is the phenomenon studied in this research, which aims to fill the literature gap on the drivers to write reviews on TripAdvisor. The object of study is relevant from a managerial standpoint since the motivators that drive users to co-create can shape strategies and be turned into external leverages that generate value for brands through content production. From an academic perspective, the goal is to enhance literature on the field, and fill a gap on adherence of local culture to UGC given industry structure specificities.

The business' impact of UGC is supported by the fact that it increases e-commerce conversion rates since research undertaken by Ye, Law, Gu and Chen (2009) states each 10% in traveler review ratings boosts online booking in more than 5%.

The literature review builds a theoretical framework on required concepts to support the TripAdvisor case study methodology. Quantitative and qualitative data compound the methodological approach through literature review, desk research, executive interview, and user survey which are analyzed under factor and cluster analysis to group users with similar drivers towards UGC.

Additionally, cultural and country-specific aspects impact user behavior. Since hospitality industry in Brazil is concentrated on long tail – 92% of hotels in Brazil are independent ones (Jones Lang LaSalle, 2015, p. 7) – and lesser known hotels take better advantage of reviews – according to Luca (2011) each one Yelp-star increase in rating, increases in 9% independent restaurant revenue whereas in chain restaurants the reviews have no effect – , this dissertation sought to understand UGC in the context of travelers from São Paulo (Brazil) and adopted the case of TripAdvisor to describe what are the incentives that drives user's co-creation among targeted travelers. It has an outcome of 4 different clusters with different drivers for UGC that enables to design marketing strategies, and it also concludes there's a big potential to convert current content consumers into producers, the remaining importance of friends and family referrals and the role played by incentives.

Among the conclusions, this study lead us to an exploration of positive feedback and network effect concepts, a reinforcement of the UGC relevance for long tail hotels, the interdependence across content production, consumption and participation; and the role played by technology allied with behavioral analysis to take effective decisions. The adherence of UGC to hospitality industry, also outlines the formulation of the concept present in the dissertation title of “Traveler-Generated Content”.

**Keywords:** co-creation, user-generated content, word-of-mouth, travel industry, content production, motivations for participation, TripAdvisor



## RESUMO

Esta pesquisa estuda o fenômeno de conteúdo gerado por usuários aplicado à indústria de turismo com o objetivo de preencher a lacuna literária nas motivações que levam usuários à escrever avaliações no TripAdvisor. O objeto do estudo tem sua relevância gerencial uma vez que, identificadas as motivações dos viajantes para co-criar, estas possam tornar-se alavancas para geração de valor para marcas através da geração de conteúdo. Do ponto de vista acadêmico, o objetivo é expandir a literatura neste campo e endereçar a aderência de cultura local de co-criação aplicada às especificidades da indústria selecionada.

O impacto de conteúdo gerado pelo usuário é endossado pelo fato das avaliações influenciarem as taxas de conversão. De acordo com a pesquisa conduzida por Ye, Law, Gu e Chen (2009), para cada 10% incremental na avaliação de um hotel, as reservas online crescem em 5%.

A revisão literária constrói o modelo teórico para embasar a metodologia de estudo de caso do TripAdvisor. Aspectos quantitativos e qualitativos compõem a abordagem metodológica por meio de revisão literária, pesquisa por dados secundários, entrevista com executivo e pesquisa com usuários processadas com análises fatoriais e de agrupamentos (*clusters*).

Além disso, o comportamento do usuário é impactado por aspectos culturais, o que diferencia suas motivações. A indústria de hospitalidade no Brasil é predominantemente dispersa sendo 92% dos quartos de hotéis independentes (Jones Lang LaSalle, 2015, p. 7) e hotéis menos conhecidos tendem a ser mais beneficiados em consideração do consumidor depois de receber avaliações segundo Luca (2011), que observou que o aumento de uma estrela na avaliação do Yelp, aumenta em 9% o faturamento de restaurantes independentes, enquanto nos de rede não há nenhum impacto. Portanto, essa dissertação almeja entender a geração de conteúdo por usuários no contexto de viajantes de São Paulo, Brasil, adotando o caso do TripAdvisor para descrever os incentivos para co-criação de usuários entre o público selecionado. A análise entrega quatro diferentes grupos que permitem embasar o desenvolvimento de estratégias de marketing. O estudo também sugere a existência de potencial na conversão de atuais consumidores de

conteúdo em produtores de conteúdo, a remanescente importância das recomendações de familiares e amigos e o papel exercido por incentivos.

Dentre as conclusões, a pesquisa leva à exploração dos conceitos de *feedback* positivo e efeito de rede, o reforço da relevância de conteúdo gerado por usuários para hotéis independentes, a interdependência entre participação, produção e consumo de conteúdo e o papel exercido pela tecnologia, aliada à análises comportamentais, na tomada de decisões. A aderência do conceito de UGC à indústria de hospitalidade nos leva ao conceito presente no título da dissertação de “Conteúdo Gerado por Viajantes”.

**Palavras-chave:** co-criação, conteúdo gerado pelo usuário, boca-a-boca, indústria de turismo, produção de conteúdo, TripAdvisor

## **TABLE OF CONTENTS**

<b>1. INTRODUCTION</b>	<b>16</b>
1.1 Purpose of the Thesis	18
1.2 Thesis Objectives	19
1.3 Dissertation Outline	20
1.4 Justification	21
<b>2. LITERATURE REVIEW</b>	<b>23</b>
2.1 Co-Creation in the Information Era	23
2.2 User-Generated Content	25
2.3 UGC's Business Impact	27
2.4 The power of e-Word-of-Mouth	30
2.5 Managing Brands in an Online and Participative Environment	31
2.6 UGC in Travel Industry	35
2.7 Travel industry in Brazil	37
<b>3. METHODOLOGY</b>	<b>41</b>
3.1 Data Gathering	44
3.2 Survey Design	46
3.3 Data Analysis	48
3.4 Case Study Selection and TripAdvisor Relevance	48
3.5 Limitations and Delimitations	53
<b>4. ANALYSIS OF FINDINGS</b>	<b>55</b>
4.1 Outcomes from Data Gathering: a Descriptive Analysis	55
4.2 Factor and Cluster Analysis	60
<b>5. CONCLUSIONS AND FUTURE RECOMMENDATIONS</b>	<b>74</b>
<b>6. REFERENCES</b>	<b>77</b>
<b>7. APPENDICES</b>	<b>84</b>

## LIST OF FIGURES

Figure 1 - A model of the influence of online brand communities on relationships and purchase (Adjei, M., Noble, S., & Noble, C., 2010, p. 636).....	33
Figure 2 - Word of mouth: a two way exchange (Allsop, D., Bassett, B., & Hoskins, J., 2007, p. 400).....	34
Figure 3 – Presence of Internet on Purchase Process (Consumer Barometer. Google/TNS/IAB).....	35
Figure 4 - Hotel and condo hotel stock in Brazil (Lodging Industry in Numbers Brazil 2015, Jonas Lang LaSalle, 2015, p. 7) .....	37
Figure 5 - Room stock in Brazil (Lodging Industry in Numbers Brazil 2015, Jonas Lang LaSalle, 2015, p. 7) .....	38
Figure 6 - Room stocks in the US (Wall Street Journal cited by Muller, M., 2013).....	39
Figure 7 - Methodology Types (Mauch and Park, 2003) .....	41
Figure 8 - The exploratory sequential design (Creswell, Lynn and Clark, 2010, p. 69) .....	43
Figure 10 - Number of Guest Reviews on Websites (Source: TripAdvisor, Yelp, Expedia, Booking.com, BedandBreakfast.com, published by the Washinton Post, Q2-2015)....	51
Figure 12 – Reasons for not producing content on TripAdvisor.....	59
Figure 13 - Respondents Accordance with Statements .....	60
Figure 14 – Dendrogram with Ward Likeage and Eucliddean Distance from MiniTab Software .....	66
Figure 15 – Boxplot with Factors for each Cluster from MiniTab Software .....	67
Figure 16 – Screenshot on Introductory Survey page .....	89
Figure 17 – Screenshot on Likert Scale Survey page for TripAdvisor Content Producers..	90
Figure 18 - Screenshot of Survey for travelers who does not product content on TripAdvisor .....	93

## LIST OF TABLES

Table 1 - Frequency of trips among Content Producers and Non-Producers.....	55
Table 2 – Gender among Content Producers and Non-Producers.....	56
Table 3 – Age among Content Producers and Non-Producers.....	56
Table 4 – Average, Median and Standard Deviation for Each Statement.....	57
Table 5 - Pearson Correlation from MiniTab Software.....	61
Table 6 – Table with Factors and its correspondent statements.....	63
Table 7 – Factor Analysis output from MiniTab Software.....	64
Table 8 - Selected factor analysis with sorted loadings from MiniTab Software.....	65
Table 9 – Table with BoxPlot Inputs for Data Analysis.....	69

## **GLOSSARY**

Metasearch: system that perform the combination of multiple search engines.

“the user submits a query to the metasearch engine, which passes the query to its component search engines; then the metasearch engine receives the search results returned from its component search engines, it merges these into a single ranked list and displays them to the user” (MENG & YU, 2011, p. 2).

## **TABLE OF ABBREVIATIONS AND ACRONYMS**

CGM – Consumer-Generated Media  
E-WOM – Electronic Word-of-Mouth  
OTA – Online Travel Agency  
TA - TripAdvisor  
UGC - User-Generated Content  
UGM - User-Generated Media  
US – United States  
WOM – Word-of-Mouth  
YoY – Year over Year

## 1. INTRODUCTION

Internet has completely changed the relationship settled across companies and customers, and technology is no longer an exclusive topic from IT business. Technology is now an actual source of competitive advantage that can be the core of marketing initiatives from a business perspective, through business intelligence activities, accurate metrics that enable guide marketing investments or improvements in process efficiency; but also from a customer perspective, by eliminating all market frontiers that existed in traditional economies.

Gansky (2010) characterizes this generation as the first time in human history where an always-on, far-reaching and inexpensive connectivity has existed and states that the increased amount of interactions makes business face the sensitive point in which they can both maximize customers trust and put it at risk (p. 17). With the increase in sharing, business are more social which has an impact in referral, reputation and sales; and also in products and services development by increasing awareness over customers needs, experiences and perceptions.

All this sharing stimulates consumers to express their feelings on published contents about brands that are accessible to everyone, including new potential customers. In this context, the term user-generated content rapidly established among online marketing professionals and academics. This content is based on the pillars of creating dialogues with brands and it navigates from a broad range of fields, from referrals to complaints.

The importance of user-generated content for accommodation business is both relevant from a performance perspective, as empirical outputs studied by Ye, Law, Gu and Chen (2009) indicates a 10% increase in traveler review ratings boosts online booking in more than 5%; to a branding approach since independent hotels which brands are not popular, ends up being found and recognized after peer-to-peer recommendation. In both



marketing approaches the final outcome are leads to drive more bookings and therefore improvements in hotel load.

This study aims to detail and deep-dive on the producing stage of co-creation. Despite the interdependence of production, consumption and participation in UGC, the stage in which users product UGC becomes the leverage for TripAdvisor's business model consolidation. Producing is a feed for consumption, a tool for participation, and a challenge for business to promote increasingly user engagement that would ultimately produce more reviews. The co-created content is the audience's source of attraction when gathering information and the long tail hotel's source of visibility to the market since their brands are less known than hotel chains brands. The market structure across long tail and chain hotels are analyzed within the Brazilian context since this is a critical component of UGC studies in travel industry.

According to the "Lodging Industry in Numbers Brazil 2015" study by Jones Lang LaSalle (2015, p. 7), 91.7% of hotels in Brazil are independent ones, it means that only 8.3% belong to domestic or international brands of accommodation chains. This scattered structure of hotel industry in the country increase the role played by the Online Travel Agencies in providing a solution for online reservations, as most of independent hotels don't have IT resources or platforms, and big gains of scale can exist when one website consolidates all offer, more information for the user to take the best decision and higher traffic to increase the hotel load. Additionally, hotels and services evaluation are more arbitrary than the acquisition of goods. Consumers and users are considering not only the actual attributes, but also experiences and intangible features. In this context co-creation can play an even more critical role.

## 1.1 Purpose of the Thesis

The purpose of this study is to analyze user-generated content in travel industry and delve deeper the drivers that motivate co-creation among travelers. The choice for TripAdvisor is supported by the fact that this is the world's largest travel site in unique visitors according to ComScore Media Metrix (July 2015) and that the business model has UGC as its core feature.

The UGC phenomenon has managerial challenges since it affects websites' conversion rates, and is critical for independent hotels marketing initiatives through e-word-of-mouth; and also academic challenges since literature reviews on consumer appropriating to brand construction and consumer to consumer – C2C – models are still not deeply explored in travel industry.

The analysis was conducted after qualitative data gathering that supported the assumptions for a quantitative data gathering and exploration. The focus was in filling the gap of understanding the phenomenon that motivates co-creation from a user behavior perspective applied to the travel industry.

The research question is as follows:

### ***What are the drivers for User-Generated Content among travelers?***

In order to answer this question, the literature review builds a theoretical framework on required concepts to support the case study methodology. Quantitative and qualitative data compound the methodological approach taken to analyze theory combined desk research, executive interview, and user survey.

Prior to making any attempt to answer this question, it was required to cover the literature. The theoretical framework was introduced by the concepts of co-creation applied into the information era. Following this introduction and narrowing on co-creation,

we move into User-Generated Content and Media definitions and associate the concepts with its business' impacts in order to provide a management perspective too. The effects of co-creation and UGC are also considered from an e-word-of-mouth standpoint, which evolves from the broad literature on word-of-mouth, and introduces the challenges that participative environments bring to brand management. Having those concepts said, this research deep dives on its applications and relevance on travel industry, and the literature review is disclosed presenting the specificities and characteristics from travel industry in Brazil.

Once the literature is reviewed, the research question can be addressed through a case study of TripAdvisor in a qualitative way through executive interview and desk research, and in a quantitative way from a survey applied to travelers from São Paulo to gather data that was analyzed together with concepts.

## **1.2 Thesis Objectives**

Given that UGC is a current phenomenon that impacts business, the main management objective of this paper is to identify the key motivators that drive users to co-create and turn this knowledge into external leverages that generate value for brands. Understanding the drivers that make travelers generate content can shape business and marketing strategies and design different solutions for groups of users who does not behave in the same way or have particular motivations. Those drivers can be actionable in different stages of the trip and different roles can be involved, therefore understanding the moments of truth that will lead to online UGC is a piece that will enable business to take action during the research process, during the actual trip and hotel stay, or after the trip through different means.

From an academic perspective, the objective is to enhance literature on the field of UGC applied to travel industry, fill a gap on adherence of local culture to UGC given

industry structure specificities – such as the hotel concentration on long tail – and analyze the UGC phenomenon in the travel industry standpoint from the production of content stage – since there's also the participation and consumption stages.

### **1.3 Dissertation Outline**

The dissertation first explores the relevance of this research and its justifications. Next it reviews the existing literature to provide a deeper understanding on the topic and object of study. This review covers a range of sources of information that goes from Academic Journals, articles, and business books; to surveys and published research. Merging sources is critical to build a solid structure of study, but also apply it within the region and industry elected.

Understanding industry particularities is very important since Hospitality is a highly scattered industry in Brazil and the effects of UGC are likely to perform in different ways given that long tail structure. According to studies from Zhu and Zhang (2010) on video game industry and Luca (2010) on restaurant reservations, niche games and independent restaurants are more likely to be granted with positive impact in sales than the well known ones. Therefore, assuming the positive impact UGC may have on travel industry too, this case study aim to find out the drivers for users to co-create in this field in order to fill an academic gap and support management decision-making.

This dissertation is focused on UGC in São Paulo, and even though it's not focused on other regions, some findings can be extrapolated and insightful for decision-making in broader areas. Targeting an origin, does not aim to ignore other important markets, but instead to homogenize the population since industry, user and traveller behavior across regions may be very different.

After understanding the concepts and definitions of the object of study, the methodology in which the survey data is analyzed is presented and, together with its findings, executive interview and previously published data, the case study on TripAdvisor is described aiming to answer the proposed question through databased evidence. In the methodology, the qualitative pre-work consists on literature review combined with an executive interview. Those inputs supported the creation of a survey that gathered traveller behavior data on the motivations to provide reviews on TripAdvisor.

Lastly, the conclusions and findings are presented with further considerations and key outcomes from an academic and managerial perspective.

#### **1.4 Justification**

Co-creation and users involvement into brand reputation is a new topic that most business still struggles to manage successfully. The discussion of brand reputation control and users empowerment to express themselves have been changing the way marketers deal with communication channels, monitor reputation and understand customer needs. Despite the early stage of the topic, online business reviews are already relevant for online travel agencies and metasearches business' in the market, and are source of competitive advantage. The shift from offline to online is being incredibly fast in hotel reservations industry, and the word-of-mouth gives place to a latent need of user-generated content available online. Whereas for product goods evaluations are more related to features, for services it's related to experiences.

This thesis is relevant from a managerial and an academic perspective. From a management standpoint by outlining the key motivators that drive users to co-create, those drivers can be understood and stimulated as external leverages that generate value for brands, and used as marketing and operation sources of information for business managers. As Teixeira & Kornfeld (2013) cited a study by McKinsey that claimed that “marketing-

induced consumer-to-consumer word of mouth generates more than twice the sales of paid advertising” (p. 4) and this powerful form of doing marketing is actively managed by such few companies. From an academic perspective, it’s justified by the need to enhance the literature in such a contemporary phenomenon, fill a gap on adherence of local culture to UGC and analyse it applied to travel industry.

## 2. LITERATURE REVIEW

### 2.1 Co-Creation in the Information Era

The co-creation can be as simple as sharing of opinions, and as complex as open source development. Gansky (2008) states that open sharing is not a new practice, it has always happened through associations and even journals, what's new are the speed and possibilities that exist now due to connectiveness. From social networks to open softwares the frontiers from collaboration are lower. According to Ramaswamy and Ozkan (2014) co-creation is defined as “the practice of developing offerings through on going collaboration with customers, employees, managers, and other stakeholders” (para. 6) and the authors refers to the co-creation paradigm of value creation with its locus in the interactions that jointly create and evolve stakeholders value. Innovating engagement platforms are also mentioned as means for joint value creation where individuated experiences are inputted and based for join aspirations on wealth-welfare-wellbeing.

As considered by Shirky (2008), co-creation also is characterized by the fact that there are no professionals in charge of the published content and it's to be more than a “personal theory of creative capabilities but a social theory of media relations” (p. 84).

The information era has its foundations on the fact that the perceived value of connecting into a network is related to the amount of users who are there, which is called network effect and also positive feedback by Shapiro and Varian (1999). Further, Shao (2008) sums up to the network effect concept, defining it as “ever growing size”. Extrapolating this concept into user-generated content, the volume of information that brings relevance and unbiases the trust consumers sees in reviews is enabled by co-creation and the information turns out to be a source of competitive advantage.

Everyday more customers publish content about brands, and more potential customers read it. Information is broadly accessible and decision making more complex. Shirky (2008, p. 66) attributes the increasingly volume of content to the reverse costs of filtering and publishing. If before it was required to filter in advance the publishings due to its costs, in an open source world publishing and trying can be even cheaper than taking formal decisions.

The amount of possibilities is increasing too as part of the social change from masses to niches. The one-size-fits-all gave place to the “long tail”, a concept stressed by Anderson (2008). If before the 80/20% rule was applicable, where 20% of the sort of products accounted for 80% of the sales; now there are no limit to publications and having all sorts of products, meeting all consumers needs, and identifying niches, does not occupy shelf space. Among a widest, almost unlimited, range of products at least one of them was sold in one quarter for the digital music industry example, the author states. The combination of more options offers and more people choosing for less known options, leads to a need of user-generated content to become a considered option. The broader hotel options turning to be more accessible is a result from the shift in WOM to an extended e-WOM.

Further, the development of a new dominant logic for marketing proposed by Vargo and Lusch (2004) brought a shift in concepts from product focus into a customer focus. Prahalad and Ramaswamy (2004) also have developed an analysis on this shift, based on the value creation. The authors state that if before the market was a target for which business should create and deliver value, currently the market has become a forum in which customers and business play a critical role in joint value creation. Both authors also picture the transformation as an evolution from business networks into consumer-centric environments, which are focused on individual experiences, and into consumers’ communities, where they form the networks. Complementary to the discussion, later on Vargo and Lusch (2007) added the connectivity and open source factors into the new service dominant logic presented three years earlier.



## 2.2 User-Generated Content

The concept User-Generated Content – UGC – was characterized as “ways that users create and share media with one another, with no professionals anywhere in sight” (SHIRKY, 2008, p. 99). From this perspective, Shirky analyzes it not only from the author's creative perspective, but also as a powerful source of media publication.

As defined by Shao (2008, p.8), in reference to Wunsch-Vincent and Vickery (2006), User-Generated Media can be summarized as “new media whose content is made publicly available over the Internet, reflects a certain amount of creative effort, and is created outside of professional routines and practices”. In the extent of the lack of professionals in charge, the authors converge this concept with previously “co-creation” characteristics registered by Shirky (2008). Evolving in the concept, Christodoulides, Jevons and Bonhomme (2012) had later on defined UGC as the one that “is made available through publicly accessible transmission media, such as the Internet, reflects some degree of creative effort, and is created for free” (p. 55). Its effectiveness was registered by McKinsey and extracted from Teixeira & Kornfeld (2013) that claimed, “marketing-induced consumer-to-consumer word of mouth generates more than twice the sales of paid advertising” (p. 4).

According to Shao (2008, p. 9) the reasons that motivate content production are self-expression and self-actualization. Both concepts are related to one's personal identity construction. In reference to Goffman (1959), McKenna and Bargh (1999) and Swann (1983), Shao (2008, p. 14) states that self-expression is related to the expression of one's identity assuming that individuals need to present their ‘true’ or inner self to the external world. The same author also makes reference to Mook (1996) to describe self-actualization as primarily unconscious and refers to Trepte (2005), Bughin (2007), Kollock (1999) and Rheingold (1993) to reach broader definition of “working on one's own identity and reflecting one's own personality. [...] It can be considered a psychological motive that

triggers certain behavioral goals of online producing such as seeking recognition, fame or personal efficacy” (SHAO, 2008, p. 14).

Among the users motivations for UGC production, Christodoulides, Jevons & Bonhomme (2012) have listed the following ones: intrinsic enjoyment, self-promotion, a willingness to make other’s change their perceptions, utilitarian functions, value expression, ego-defense and social function. (p. 102).

Shao (2008) also add some other components such as the collective gathering of information function, and the self-sustaining nature, which is “fundamentally changing the world of entertainment, communication, and information” (p. 8). Consumer-Generated Media are new emerging sources of information “used with consumers intent on educating each other about products, brands, services, personalities, and issues” (Blackshaw & Nazzaro, 2006, pp. 2), raising its educative and collective sharing character, while reinforcing the informational role.

UGM is not a single process, since “individuals deal with UGM in three ways: by consuming, by participating, and by producing” (SHAO, 2008, p. 9). The author describes consumption of UGC as users who only have one interactions of watching or reading, without providing any kind of personal input, whereas participation still does not involve content production, but involves some interaction with consumed content such as rating other’s reviews quality. The production, however, involves actual creation and publication of content. The three ways are strongly interdependent and connected, but the relevance of the Production is stated as follows: “Producing is essentially the lifeblood of user-generated content sites: without user-generated content, UGM would not exist” (SHAO, 2008, p. 14).

In the existing interdependence of Consuming, Participating, and Producing, Shao (2008) states, “it’s noted that the path of gradual involvement from consuming to participating to producing is not followed by everyone. [...] It has been found that most users do not participate or create; they simply lurk in the background”. One of the main

findings in the theoretical review was that a minority of engaged users is likely to account for large amount of produced content.

### **2.3 UGC's Business Impact**

According to eMarketer (2009) in the USA more than 80 million of people created online content at least once during the year of 2008 and they expected to have 116 million consumers for those UGC by that time. According to eMarketer forecast, in the year of 2013 the number of content consumers would reach 155 million people. As fast as non-marketed content being published on Internet, researchers and literature started to study the movement simultaneously. From a market perspective, over the past years UGC has been experiencing dramatic traffic growth. Analyzing Google search queries, whereas the search queries in the travel industry in Brazil have grown 22% in 2014 vs. 2013, the queries for TripAdvisor increased 60% YoY and for Melhores Destinos<sup>1</sup> has grown 40%.

Christodoulides, Jevons & Bonhomme (2012) stated from multiple studies that UGC have a significative amount of content related to brands, and according to 360i (2009) around 70% of brand-related queries on YouTube, Facebook, Twitter and other social networks are addressed to UGC, and only the remaining 30% are dedicated for marketer-created content. Either being addressed to UGC or not, McWilliam ("Building Stronger Brands through Online Communities", 2000) cited a study from Forum One that states that 85% of topic-based discussion boards are operated by commercial organizations suggesting that are actual business managing own content or UGC. At this point, the concepts of co-creation turn to be a componente towards brand-equity developement. As stated by Christodoulides, Jevons, & Bonhomme (2012), "consumer perceptions of co-

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<sup>1</sup> Melhores Destinos refers to a Brazilian travel blog

creation, community, and self-concept have a positive impact on UGC involvement that, in turn, positively affects consumer-based brand equity.” (p. 53).

As previously stated the impact in sales from marketed and non-marketed communities is an important topic to be considered. This relation is so strong because according to Mayer, Davis and Schoorman (1995) the trust is influenced by ability, integrity and benevolence and is based on trustor's propensity and trustworthiness of the trustee. It means that in the case a user have the feeling that the review lacks on expertise or has another interest different than help, the positive impact in sales can be anulated as trust goes down.

Consideration of UGC might be different across products and services considering that products have more concrete attributes to be evaluated, whereas services can involve very personal experiences that may be sources of bias for the review.

Mudambi and Schuff (2010) developed a test model to study some of the differences across products and services from an Amazon.com analysis and noticed that for experience goods extreme opinions are less helpful than moderated rated reviews. The review depth has a positive effect in products and services both, making the review to be evaluated as more helpful, but it`s effect is greater for products than goods.

Other authors that have been comparing how useful reviews are for experiential and material purchases are Dai, Chan and Mogilner (2014). According to their series of experiments UGC are likely to be less useful for events the customers are going to live through and objects to keep. The hypothesis here is that experiences are unique and individuals, so the reviews cannot actually represent accurately others` preferences.

Despite the differences in purchase decision for goods and services, it could be found on literature review similarities concerning brand awareness and the impact of reviews. Zhu and Zhang (2010) did a research on video game industry, which analyses how the consumer and product characteristics relate with the influence of online reviews. The output was that less popular games are more influential than the very popular ones, which

leads to a discussion over reviews impact on the increased share of niche products in recent years. A similar outcome was identified by other researchers in independent studies such as Luca (2010) when analysing impact of reviews in the reservation of independent restaurants which “demonstrate that despite the large impact of Yelp on revenue for independent restaurants; the impact is statistically insignificant and close to zero for chains.” (Luca, 2011, p.5); and Vermeulen and Seegers (2009) when analyzing the impact of hotel reviews in consumer consideration, his conclusion was that lesser known hotels take better advantage of the reviews, which is expected considering the ability big chains have to leverage brand awareness with high media budgets. In both studies long-tail services end up having in UGC a marketing resource that will enable them to bring qualified traffic from online referrals.

When analyzing online restaurant reservations, Luca (2011) found on his Yelp study that each one-star increase in rating increases 9 percent restaurant revenue (p. 22). The independent restaurants are responsible for this effect, since chain restaurants the reviews have no effect. The market concentration is also affected since chain restaurants have declined market share since Yelp usage increased according to the same research. The author also suggests that online consumer reviews substitute more traditional forms of reputation.

Zhang, Ye, Law and Li (2010) reported that the volume of online consumer reviews have a positive impact in online restaurant's popularity, whereas editor reviews impact negatively in the consumer's intention to visit a restaurant webpage.

Another interesting characteristic that outlines its relevance for business is that the review readers are considered to be savvy users in the services they are reviewing. Barrows, Lattuca and Bosselman (1989) stated that review readers enjoy and eat out more often than the ones that don't engage in UGC.

The previously mentioned researchers (Luca, 2011; Zhang et al., 2010) bring a contemporary perspective from what Barrows, Lattuca and Bosselman (1989) had studied

prior to the digital economy and information eras. By that time their conclusion was that “recommendations of friends, the restaurant's current reputation, and perceived value may have greater influence upon the choice than does a review”.

#### **2.4 The power of e-Word-of-Mouth**

Ma, X., Khansa, L., Deng, Y., and Kim, S. (2014) stated that word-of-mouth – WOM – is defined as any form of informal communications exchanged across consumers regarding the ownership, usage, and characteristics of specific goods and services and their respective sellers. The same authors bring the complementary concept of electronic-word-of-mouth – e-WOM – as being a phenomenon in which consumers share those experiences with other consumers in an online environment. This phenomenon has complemented and even replaced others forms of business-to-consumer communication and traditional offline WOM. The authors state the crowdsourcing was fueled by an online crowd movement that for encompassing individuals willing to rate products and services, were loosely grouped under the WOF umbrella since it encompasses a whole new interactive medium to connect people.

Additionally, Sharma, R. S., Morales-Arroyo, M., and Pandey, T. (2012) define e-WOM as the “Internet based peer-to-peer communication of a message or information”. This message is mostly public and can be found by other similar customers that are seeking information about a service or product. The main differences of e-WOM and the traditional WOM is that it spreads faster and at a lower cost, which are characteristics from the Information Economy previously mentioned. Edelman (2010) added that the “touch points” of a brand and customers are increasing and more accessible with Internet, which grants consumer-generated content a phenomenal reach and impact in purchase decision.

“The reasons for WOM's power are evident: word of mouth is seen as more credible than marketer-initiated communications because it is perceived as having passed

through the unbiased filter of ‘people like me’.” (Allsop, D., Bassett, B., & Hoskins, J., 2007)

As it starts to affect revenue and sales, Bughin, Doogan and Vetvik (2010) developed an approach to measure the “online WOM equity”. The message content, either positive or negative; author's profile identity; and publication environment, such as a blog were considered to impact this equity. Another study from Lee, M. and Youn, S. (2009) have proved that the willingness to do a positive recommendation is higher on a company's website and the willingness for negative recommendations are higher on personal blogs.

## **2.5 Managing Brands in an Online and Participative Environment**

As brand communities can bring to the public positive and negative information, business want to leverage participation but also keep control over the brand reputation. As Shirky (2008) states groups of people are complex, and also hard to be formed and sustained. Social tools can relieve some burdens and stimulating participation through sharing can be the starting point for new groups formation in which communities now can shade into audiences.

From one side the brand is more exposed, but from the other one, online communities enable companies to better track reputation and information becomes more visible. As stated by Naylor, Lamberton and West (2012) the online communities allow higher levels of transparency that wouldn't be possible in offline communities.

Effective communication regarding products can be a way to keep brand control. Adjei, Noble and Noble (2010) looked at the effect of products' reviews over customers' buying decision. Their conclusion is that the more complicated a product seems to be, the more users trust in others' comments.

The matter of trust is critical in this topic and is connected with the differences of building non-marketed communities and marketed ones. Users don't want to feel suspicious about the intention of sales rather than the usability so that authors without commercial intentions and with previous real experience are likely to be more trusted.

McWilliam (2000) remembers that the Internet origins are democratic and noncommercial. The target segments of a business are online, but the author remembers the consumers want to control the relationship and marketers should treat consumer brand-based online community accordingly. Censuring or over controlling the dialogue can expose brands to the risk of losing interest from its community members and missing a great opportunity to learn from the audience creativity. It's also a way to build a reputation and it affects the brand personality. "The policy on control is a tricky one to gauge. If the online brand community were to develop a sense of injustice and pit itself against the 'management' then the brand owners would have an ugly situation on their hands" (McWilliam, 2000).

Consumer brand engagement is a multidimensional concept that involves senses, perception, interaction and emotions. According to Gambetti, Graffigna and Biraghi (2012) the richer is the experience from a consumer towards a brand, the greater is the engagement he is going to show. This explains why brands need to develop practices differentiate the experience they have with their brand relatively with other brands.

The Consumer-to-Consumer relationships correspond to a topic covered by McWilliam (2000) and also Adjei, M., Noble, S., & Noble, C., (2010), which states relationships specially settled in online brand communities are turning out to be fundamental conduits for the C2C sharing. "While technical specifications and potentially biased selling points can be gleaned from corporate websites, consumers use the internet as a vehicle for pre-purchase information gathering" (Adjei, M., Noble, S., & Noble, C., 2010, p. 634).



The influence of online brand communities, its goals, structures, reviewer's credibility and formats stated until here from multiple authors are summarized in the figure 1:

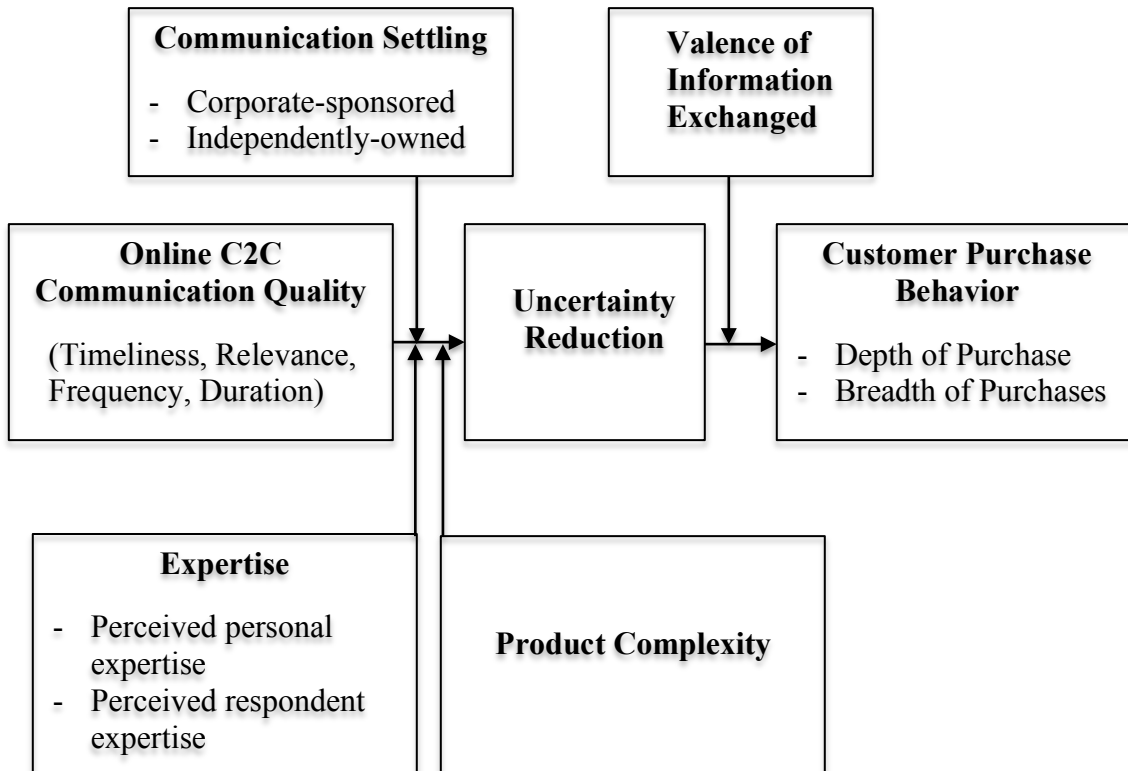


Figure 1 - A model of the influence of online brand communities on relationships and purchase (Adjei, M., Noble, S., & Noble, C., 2010, p. 636)

Doing a successful relationship marketing and increasing engagement in the hotel reservation industry might be additionally sensitive as tourists would go to different destinations in their holidays, and online travel agencies and metasearch business should put efforts into earning a review after a single hotel visit, meaning that those travelers are not 100% committed to a long lasting relationship with a single brand most of times.

McWilliam (2000) remembers an additional benefit that marketers can now have with consumer engagement with brands which is to follow their customers' perception and feelings towards their brand in real time. It means that they are granted with an abundance of "free" content. From the user's perspective, they are now able to build genuine relationships with like-minded people and increase the exchange of opinions rate.

Allsop, D., Bassett, B., & Hoskins, J. (2007) cite from a Harris Interactive study that 67% of people researching destinations where to go on vacation would seek information and advice to some and to a great extent, and 62% of respondents who visited destinations are willing to provide information and advice about it.

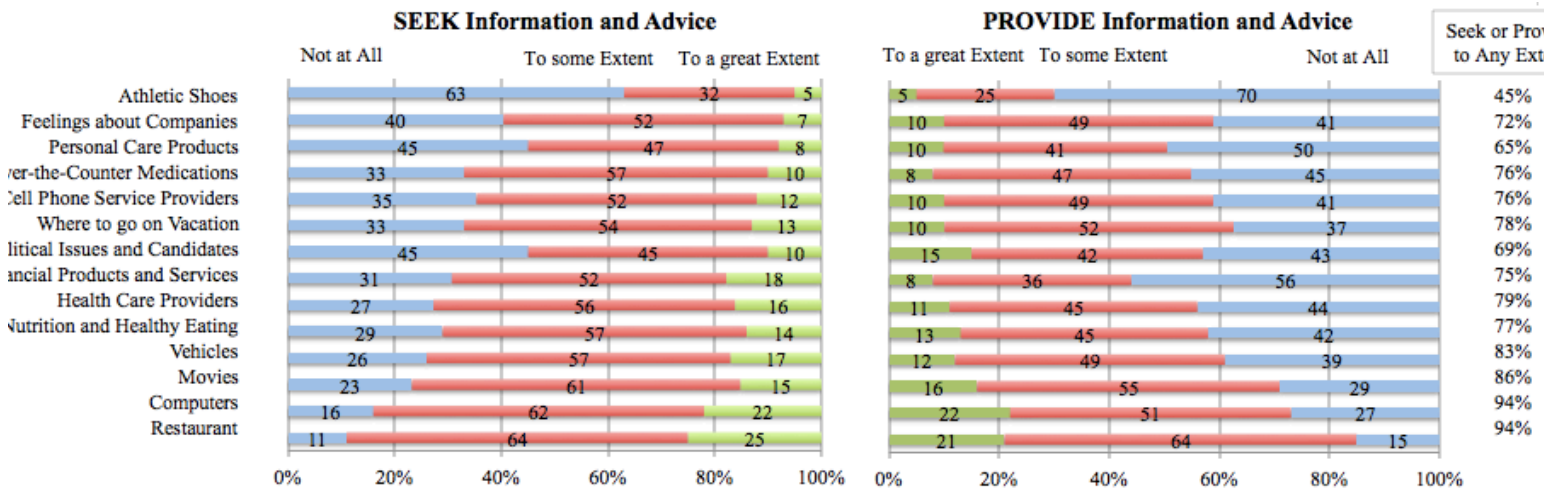


Figure 2 - Word of mouth: a two-way exchange (Allsop, D., Bassett, B., & Hoskins, J., 2007, p. 400)

## 2.6 UGC in Travel Industry

Online hotel reservations are getting more relevant in the extent that travel industry is moving online in a fast pace. According with Consumer Barometer, Travel is the industry with highest share of presence on online purchase, among all purchases; and highest online research behavior, prior to purchase, as seen in Figure 3 comparing travel industry with Technology, Media & Entertainment, Automotive, Retail, Finance & Real Estate and Groceries & Healthcare, as seen on the Figure 3.

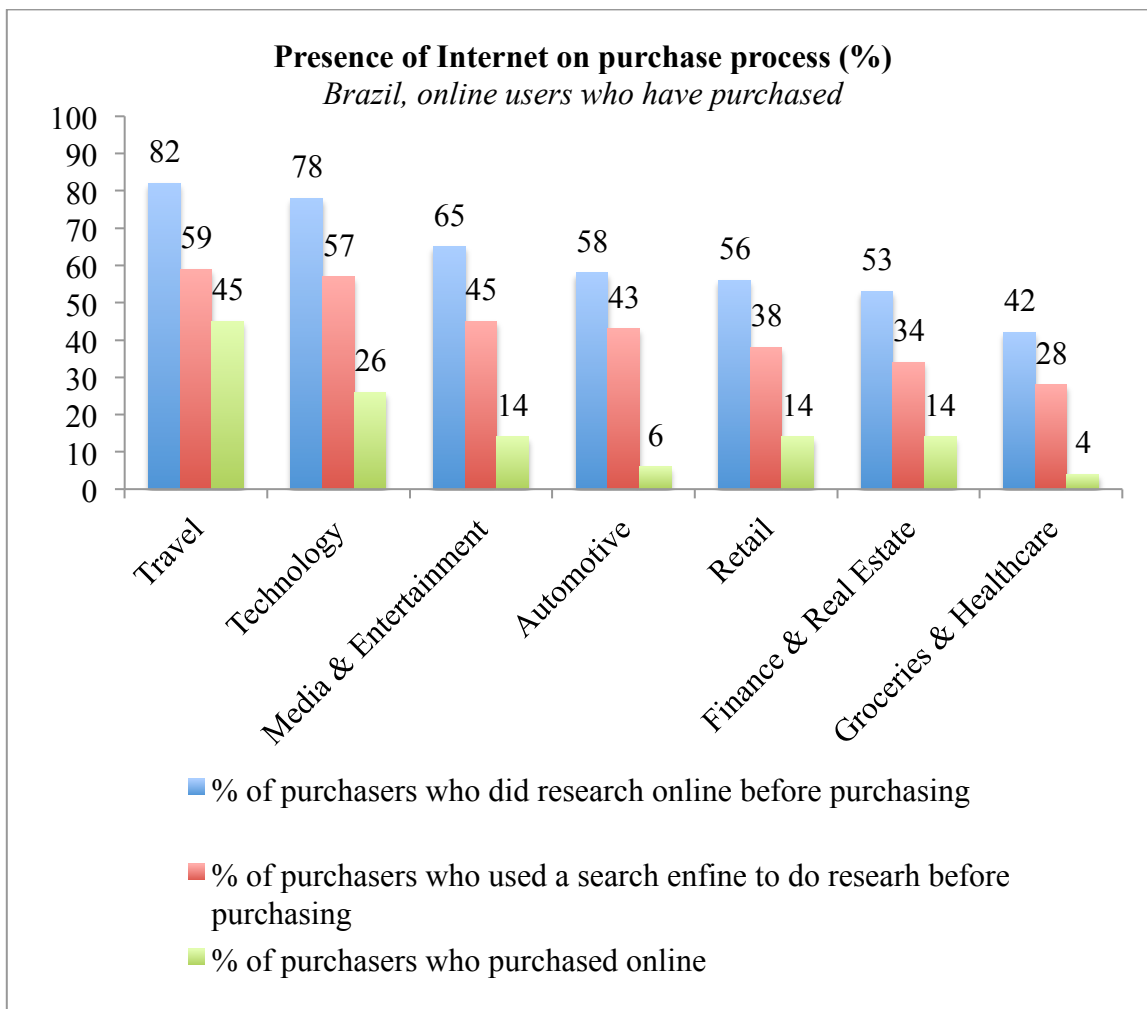


Figure 3 – Presence of Internet on Purchase Process (Consumer Barometer. Google/TNS/IAB)

Given that users are already buying online and that the range of hotel options is very wide – especially in Brazil, where more than 90% of hotels are independently owned, instead of big chains according to Jonas Lang LaSalle (2013) – , the reviews start to play a very critical role.

The growing importance of UGC specially through online travel reviews was stated by Gretzel and Yoo (2008) and the assumption previously made on accommodation industry is confirmed by the authors web-based survey in which users claimed to use TripAdvisor mostly to get informed on accommodation decisions.

With more than 60 million reviews a business such as TripAdvisor explain itself the importance of reviews for travel industry. TripAdvisor is monetized under a metasearch business model, but the actual value is in the reviews and UGC, which actually brings their audience and lead new, clicks after price comparison. Jeacle and Carter (2011) stated “TripAdvisor acts as a forum for everyday travelers to air their personal opinions regarding hotel quality whilst also reading the recommendations of fellow travelers”. In addition, all the reviews and commentaries end up forming an online hotel ranked list called the TripAdvisor Popularity Index. It`s considered in the Market an indicator of hotel level of quality and service and independent travelers can place their trust into the socially formed database.

Ye, Law, Gu and Chen (2009) looked for empirical evidences that supported the impact of UGC in the format of online reviews on business performance. The analysis was done with a major online travel agency in China. The empirical outputs suggest that a 10% in traveler review ratings boosts online booking in more than 5%.

## 2.7 Travel industry in Brazil

The hospitality industry in Brazil is very dispersed across many players. As a study from Jonas Lang LaSalle states, chain-affiliated hotels represent only 9% of total hotels in the country as stated in the Figure 4. The remaining 91% of hotel are independent owned and this high dispersion tends towards a long-tail structure with less known brands.

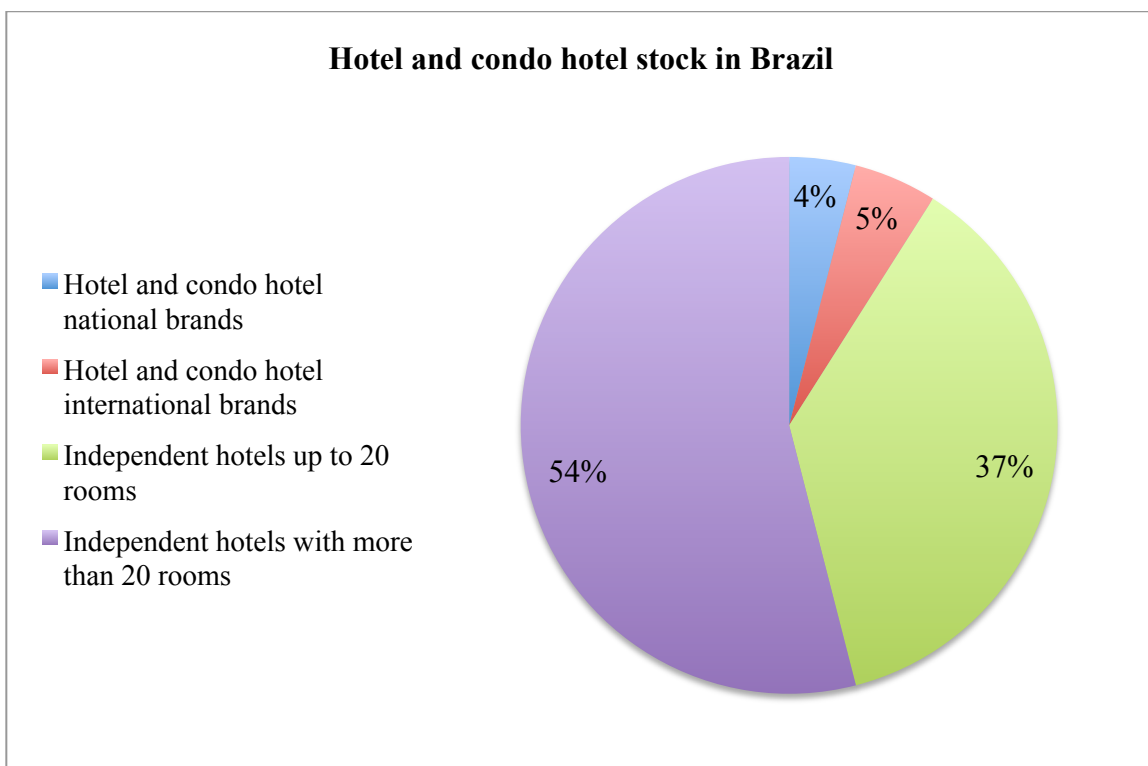


Figure 4 - Hotel and condo hotel stock in Brazil (Lodging Industry in Numbers Brazil 2015, Jonas Lang LaSalle, 2015, p. 7)

In contexts where brand awareness is higher, the standards within chains are also higher, and this is an important factor when dealing with travelers' expectations. Each brand has a value proposition and is likely to deliver a service aligned with it. On the other hand, for independent owned properties, referrals play an important role highlighting the need of UGC and word-of-mouth for users to select a hotel based on previous experiences.

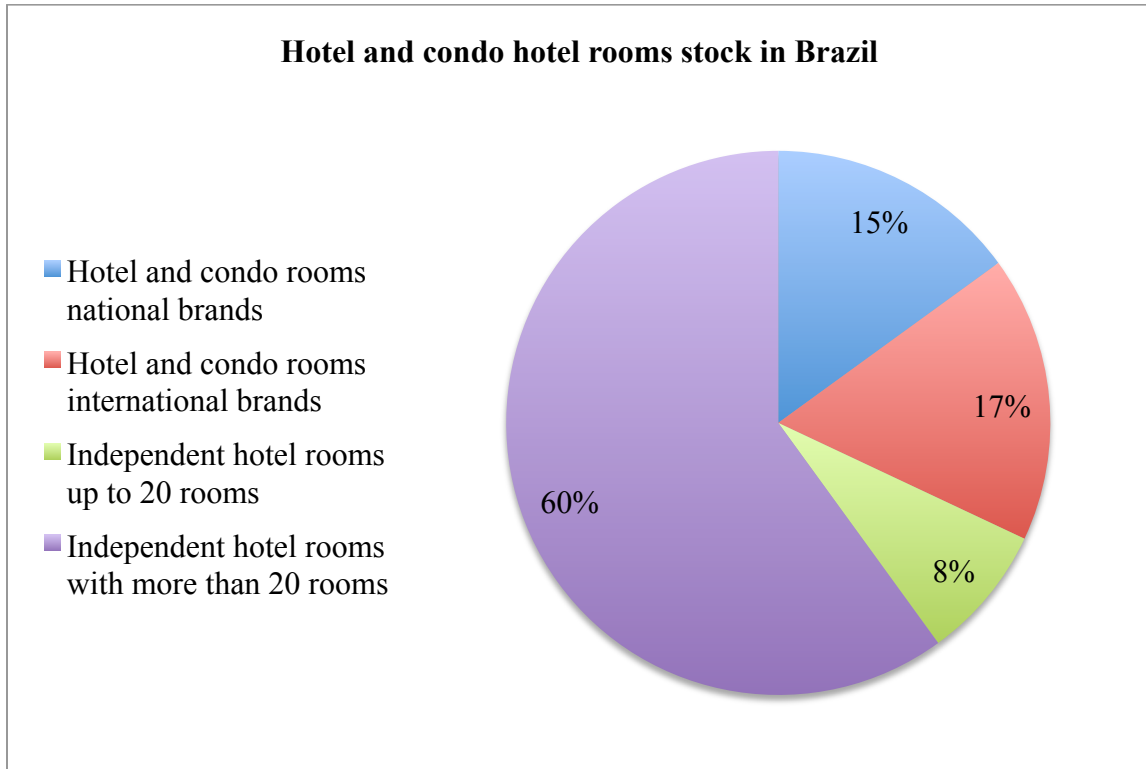


Figure 5 - Room stock in Brazil (Lodging Industry in Numbers Brazil 2015, Jonas Lang LaSalle, 2015, p. 7)

When expressing the number of independent hotels vs chain-affiliated in terms of amount of rooms, the chain-affiliated get more significant with 32% of the total rooms available in Brazil, as shown on Figure 5. Besides the fact that between 2014 and 2013 this number increased in 5%, the significance of independent hotels is a strong characteristic of hospitality industry in Brazil is still high. Adopting the US as a reference in 2013 the number of rooms that were affiliated to hotel chains represented 70% of total rooms, and only 30% of the hotels were independent ones, according to the Wall Street Journal cited by Muller, M. (2013). We see a perfect inverse relationship in proportion of chain vs independent for Brazil and the US, which brings an incremental importance of UGC in this industry in Brazil compared with the US. Given that, direct sales through the hotels are even harder in Brazil given the lower technology and marketing budgets, and the

opportunity for consolidators such as online travel agencies, and price comparisons such as meta-search models.

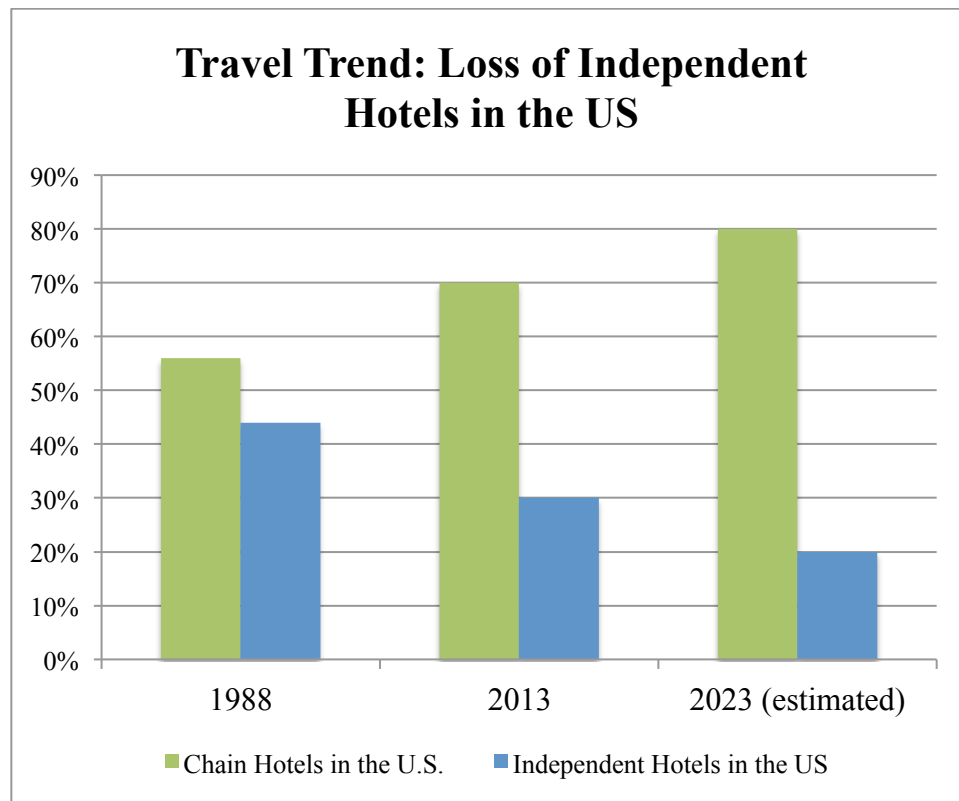


Figure 6 - Room stocks in the US (Wall Street Journal cited by Muller, M., 2013)

Search queries distribution is a well-adopted proxy for users demand in digital industry. This reflects intention market, instead of a push-offer model. Properties compound the category that consolidates all hotel chains and independent hotels, and this category accounts for more than 66% of search queries in Brazil. Some hypothesis can be raised based on this data such as (1) traditional WOM still plays a critical role and guide users search intention; or (2) online reviews stimulates and assists searches for specific properties. Besides the highly concentrated queries in Properties, the amount of terms that sum this volume is highly disperse given the fact that in Brazil most of hotels are

independent ones. The data also shows that most users already know where they want to go as less than 10% of queries are related to agency brands or generic searches.



### 3. METHODOLOGY

In this chapter the methodology adopted is going to be explored together with the purposes and motivations behind the selected approach.

Mauch and Park (2003) states that the research starts by identifying a problem and it can be understood through a non-hypothetical or hypothetical tests. Considering the exploratory character, this research dwells on non-hypothecated method, which can deal with operational variables or general questions. Delimitating the universe as finite, the type of research became the most important decision. The authors state the following 15 methodology types:

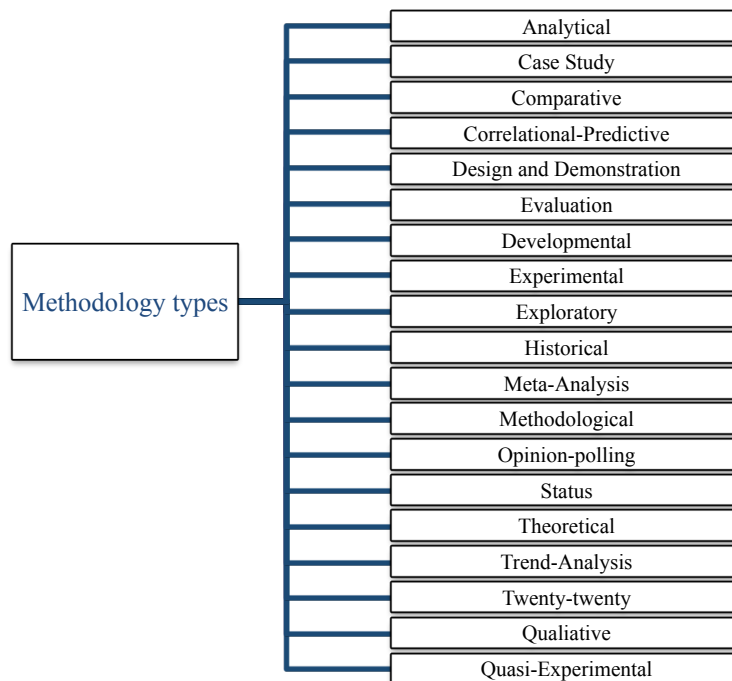


Figure 7 - Methodology Types (Mauch and Park, 2003)

Considering the methodology types' descriptions and examples, it was selected to adopt a case study to explore the research problem. Employing a case study methodology was preferred in this research since it counts with multiple sources of facts to answer the research question. Moving back to the research question "What are the drivers for User-Generated Content among travelers?", according with Yin (1994, p.5) this type of question characterizes exploratory studies which can be developed under the shape of surveys, experiments or case studies. Other variable considered to describe the methodology was the intention to examine a contemporary event in a context where behaviors can't be manipulated. Additionally, "the case study's unique strength is its ability to deal with a full variety of evidence-documents, artifacts, interviews and observations" (YIN, 1994, p.8)

According to O'Leary (2004, p. 117), "one of the most crucial determinations in conducting any case study is selecting the right case" and the author also touches the sample stage of the research process, which is aligned with Mauch and Park (2003) that refers to case studies as "the form and shape of 'participants'. The methodological approaches associated with case studies are actually eclectic and broad. Not only can they involve any number of data-gathering methods, i.e. surveys, interviews, observation, and document analysis [...]" (O'LEARY, 2004, p. 115).

Yin (1994, p.13) still states that as an empirical inquiry, a case study deals with a contemporary phenomenon in which its boundaries with the context are not clearly evident. UGC is a contemporary phenomenon that has been growing in a broad range of categories in Brazil under information and digital economies, however its context in the local travel industry is still not clearly evident. It means that the case study methodology was employed by a deliberately desire to cover contextual conditions under the belief that it might be highly pertinent to the study. According with Stoecker (1991), mentioned by Yin (1994, p. 13) a case study goes beyond a tactics for data collection, but a comprehensive research strategy.

Therefore this case study adopted an exploratory sequential design, which “begins with and prioritizes the collection and analysis of qualitative data in the first phase. Building from the exploratory results, the researcher conducts a second, quantitative phase to test or generalize the initial findings.” (CRESWELL, LYNN, CLARK, 2010, p. 71). This sequential approach is fundamentally important to design a survey based on initial findings raised through executive interview and previous research on case studies, literature and even media coverage that contains TripAdvisor user’s quotes. The researcher then used the collection of qualitative data to design the quantitative phase manifested as a survey to be applied on online travelers. After conducting those two steps of “Qualitative Data Collection and Analysis” and “Quantitative Data Collection and Analysis” that includes theory review, executive interview, business data and a survey, travelers motivations to produce content in TripAdvisor are raised and ready to be submitted for an interpretation stage with findings and conclusions. This methodology is illustrated in the Figure 8 by Creswell, Lynn and Clark (2010, p. 69) and is also validated since “For case studies, theory development as part of the design phase is essential, whether the ensuing case study’s purpose is to develop or to test theory” (YIN, 1994, p.31). Theory and executive interview information supports the design of statements for customer survey data and defines the data to be extracted from TripAdvisor platform in order to test the preliminary assumptions.

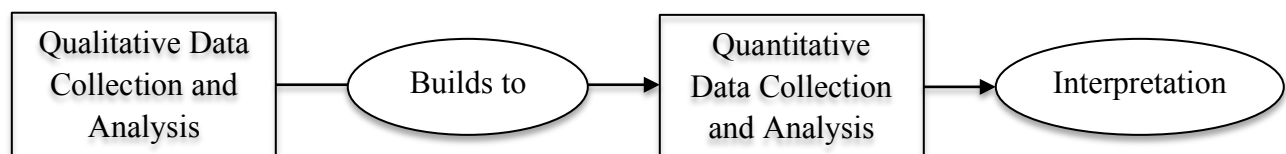


Figure 8 - The exploratory sequential design (Creswell, Lynn and Clark, 2010, p. 69)

This section describes the research process used to employ the case study methodology. First, the data gathering methods and steps for gathering the necessary data for the analysis is briefly reported. This step is followed by a methodology description of the survey design, then the data analysis is presented with quantitative outcomes sizing the amount of data collected, and finally the limitations of the research process and outcomes are noted.

### **3.1 Data Gathering**

As previously stated by Yin (1994, p. 31) case studies may include a broad range of data sources and in this case despite a desk research to collect market data, literature review to cover theory and assign topic's significance, and an interview with an executive from TripAdvisor to enhance case information; further evidence will be found on actual data analysis. In order to analyse some hypothesis raised on the previous exploration, actual TripAdvisor data was extracted and a user survey was applied.

According with Baxter & Jack (2008) when incorporating multiple different sources in the research analysis takes to a better understanding of the phenomenon and adds strength and validity to the findings. The user survey was created on Google Drive using Google Forms technology. Once created it was shared on social networks, groups of email, mobile apps and asking for peer collaboration to spread it through e-WOM.

Among the respondents, the target audience for analysis was travelers, which comprehended everyone who did at least one trip in the last 12 months, and who live in São Paulo; other entries that does not meet these criteria were eliminated from analysis. Overall 182 forms were filled from unique users and the desired target was travelers from São Paulo.

There was a request to only fill the form if the individual had done at least one trip in the past 12 months. There was a question confirming it and 100% of users claimed to have experienced one trip or more in the past 12 months.

People from São Paulo form the target groups where the survey was communicated, but since there were still some entries from other cities, the sample considered 165 entries in order to filter the geographic target criteria.

Given the method adopted for survey distribution, there is a risk of bias among the respondents inherent to the lackness of aleatory component within the target.

Therefore among the 182 respondents, 165 are travelers from São Paulo, and 57% (or 94 individuals) meet the desired target of travelers who write reviews and produce content on TripAdvisor. Those will be components of the sample studied to understand the drivers for co-creation in TripAdvisor and the remaining 43% who don't generate content in TA will also provide hypotheses for further studies based on their preliminary reasons for not co-creating. The survey enabled it since users who do not generate content were taken to another screen with checkboxes where they could claim the reasons for not co-creating, as seen in the Appendix.



Figure 9 - WebSurvey layout applied on the research

### 3.2 Survey Design

The Likert scale was found to be a suitable method for the survey design since it enables to gauge specific opinions, which can be measured as broader attitudes and values through the construction of multiple-item measures (JOHNS, 2010).

The survey started with demographic and profile questions to acknowledge on respondent's gender, city, age, amount of trips in the past 12 months, and a binary question on being a TripAdvisor content-creator.

For users who did not create content – through writing reviews or providing ratings – on TripAdvisor, they only had to answer another page with statements to learn more about the reasons for the lack of usage.

However the users who do produce content on TripAdvisor and who are, therefore, object of this study, those were lead to another page with 17 statements applying Likert methodology and randomly sorted to each user to prevent some bias inherent to order or combinations of opposite statements. This methodology consists in two parts: the first one is the 'stem' statement and the 'response scale' (JOHNS, 2010). A careful attention was paid on survey design in order to adopt the following criteria for them stem statements: being short, clear, unambiguous, avoid asking about two different attitudes in the same statement - since the respondent could strongly agree with one attitude, and strongly disagree with the other one, and neutral answer would harm the diagnosis of both behaviors - , avoid quantitative behaviors and try to be as neutral as possible to avoid bias or leading towards a particular answer.

All questions aim to identify the level of engagement that users who produce content on TripAdvisor have and what drives this usage. Since the Likert methodology was employed, the statements were designed in a way that "Strongly Agree" would characterize a more savvy and heavy-user behavior, whereas a "Strongly Disagree" represents a higher level of indifference or lower level of engagement. Each statement will have to be analyzed afterwards to better answer the proposed question on what are the drivers for co-creation in TA.

Likert scales with odd amount of options present a risk of clusterizing responses at the mid-point as an effect of satisficing stated by Krosnick, Narayan and Smith (1996). Despite it, it was decided to adopt a scale with 5 scale points as an attempt to minimize acquiescence bias and "the midpoint is a useful means of deterring what might otherwise be a more or less random choice between agreement and disagreement" (JOHNS, 2010, p. 6). The author also understands that the midpoints might reflect both the ambivalence of mixed feelings or indifference when the respondent has no particular feeling about the statement.

### **3.3 Data Analysis**

The data analysis will be structured in four blocks. It will start by a descriptive analysis of the sample with respondents characteristics with their key outcomes as percentages collected in the survey that represent the drivers of UGC in TA.

A second block includes a factor analysis since this method can detect “common, underlying dimensions on which variables or objects may be located” (GORMAN, PRIMAVERA, 1983, p. 165) and statements from the survey will have its interpretation facilitated by the exploration of similarities among variables. The factor analysis is followed by a clustering method to identify groups with different drivers to produce UGC.

The third block has the previous variables, factors, and clusters as inputs to support the definition of outcomes of progress from this research in answering the initial question. The outcomes will start to provide insightful information from a managerial and academic perspective.

The analysis will finish through a conclusion in which the key associations with theory, qualitative and quantitative data will be done, disclosing in which level the initial objectives were accomplished.

### **3.4 Case Study Selection and TripAdvisor Relevance**

Since this research applies UGC theory to travel industry, in order to understand the drivers for content producers, the case of TripAdvisor has been elected as object of study because of its relevance in this field. This session aims to present the components of its relevance, business model data and drivers for co-creation collected from



qualitative methodologies. Indeed, UGC is also playing a critical role in the OTAs that also aim to trigger reviews straight on their websites for their hotel as shown in Figure 10, however since TA is the leading website and has UGC on the business model's core, this analysis has chosen to limit the scope for a single case study.

TripAdvisor Fact Sheet (2015) claims it to be the world's largest travel site endorsed by ComScore Media Metrix and was mentioned by Teixeira & Kornfeld (2013) as the most visited online travel site in the world in 2013. The business model is based on content that aims to be advice from travelers to other travelers in order to make their travel decisions, combined with a metasearch that check prices and have links to multiple websites to find the hotel prices. Click-based advertising accounts for 77% of TA revenue and display ads for other 12% (Teixeira & Kornfeld, 2013).

Globally, TA operates in 45 countries, has an inventory of 5.2 million accommodations, more than 250 million reviews, and an average of 2,600 new travel topics are daily posted on TA, according to the fact sheet.

The relevance from a hotel business owners perspective, was highlighted by the Senior Partnerships Manager for Latin America, Marco Jorge, during an interview in which he claimed that in a visit to Manaus (AM, Brazil), a hotel owner told him that in case TA no longer existed, his hotel would bankrupt. This is because TA is the tool that makes his hotel known and the source of traffic for reservations. It's not only a marketing resource for him, but also operational and financial. (Jorge, M., personal communication, September 19, 2015).

The same would be applied for multiple other small businesses, and considering organizational structure, technology and marketing investment for similar hotels TA ends up being an efficient and scalable tool. Complimentary to the case shared by Marco Jorge, Sachs (2015) provides further examples of chains, such as Hilton, and Marriott; and independent owned hotels that included TA monitoring in their routine. Marketing managers and their staff are tackling comments one by one in a timely manner,

and even if it takes a lot of time, they also identify that guests take their time to post reviews too. Positive comments are generally replied, and negative ones explained or ideally solved. A review is approached as a form of feedback like a phone call or e-mail.

In the case of small properties, the impact goes beyond feedback, and “negative criticisms can be particularly crushing” (Sachs, 2015). Danny Kornfeld was cited by Teixeira & Kornfeld (2013) “When you’ve got a few small hotels and there is strong competition from a brand in the same market, the only way you can really compete against their million dollar marketing budgets is with positive reviews”. This is so impactful that hotel owners often respond personally, pay strong attention to the communication and even ask for guests to tell them how was the experience prior to sharing it with 5 million people. “Aiming to tackle the issue of bad experiences, TripAdvisor rate experiences considering recency together with rate and amount of reviews. This is because a property may take a review as feedback, and improve overtime.” (Jorge, M., personal communication, September 19, 2015). The web platform ends up impacting guest services and off-line communications. In the executive interview, some examples of hotel-guest interaction involving TA were mentioned and are as hotel employees who ask for reviews, internal communication strategies or e-mails sent to guests after the trip (Jorge, M., personal communication, September 19, 2015) and other examples were stated by Teixeira & Kornfeld (2013) such as door hangers, certificates and reminder cards handed out during check out to invite guests writing a review”.

From a user perspective, the key TA value lies under the transparency and unbiased nature of the reviews, according to Sachs (2015). Being unbiased, it plays an important role in customer satisfaction since it’s more likely to align expectations and provide experiences that acutally meet it. The average rating for establishments in Brazil on TripAdvisor is 4.12, which is pretty positive and characterizes the platform as for referrals and not complaints.

The focus is to support travelers on taking the best travel decision and it makes the partnership with OTAs so strong. The partnership goes beyond the metasearch

and media acquisition, but also involves content while sharing images, licencing reviews and ratings. Unlike the OTAs, “posting a review to TripAdvisor did not require proof of a booking, though users had to assert that the review contained an authentic opinion of the property, was not written by someone with [...] connection to the hotel, and incentives were not offered in exchange” (Teixeira & Kornfeld, 2013).

Additionally, TA is not a platform of sales, and the OTA’s are not content centric (Jorge, M., personal communication, September 19, 2015). As seen in the chart in Figure 10 from Sachs (2015) TA is well positioned on the its field with more content than the OTAs, such as Booking and Expedia; and other review websites, such as Yelp.com.

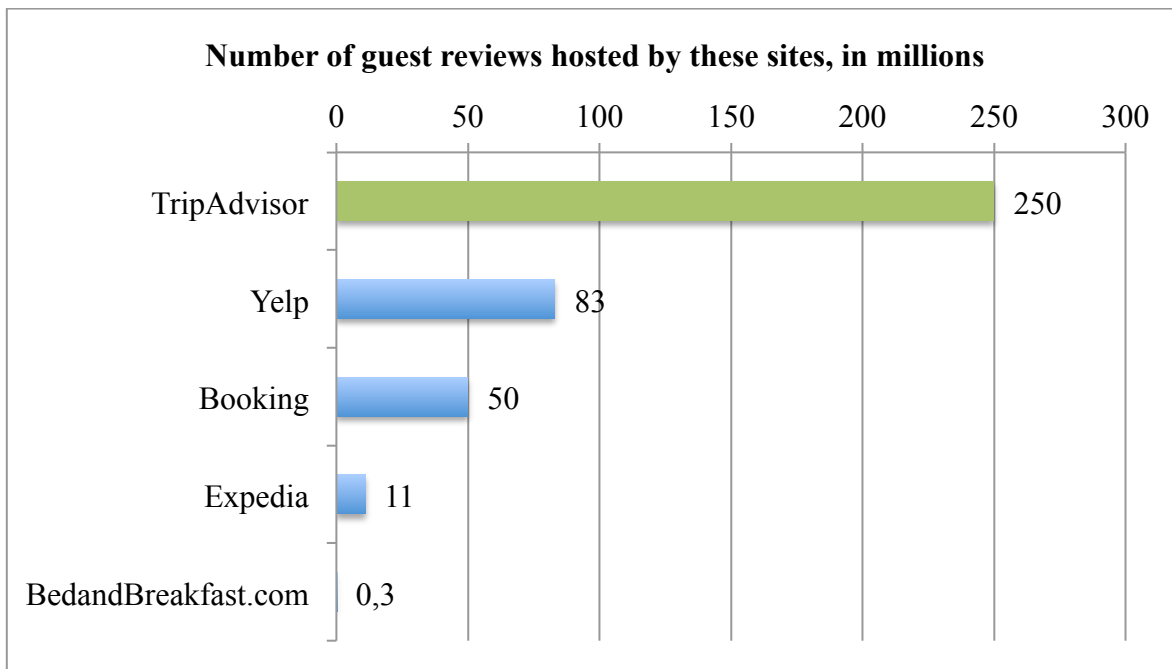


Figure 10 - Number of Guest Reviews on Websites. Source: TripAdvisor, Yelp, Expedia, Booking.com, BedandBreakfast.com, published by the Washinton Post, Q2-2015.

Being UGC what makes it so valuable, Marco Jorge (2015) shared a perspective that Brazilians have a strong social factor and like to share experiences for people to live the good ones too, or to prevent the negative ones. He also believes that employees and internal communication play an important role while motivating users to write reviews. Incentives strategies are also needed to increase TA brand awareness and are being important leverages for penetration in Brazil, and “it’s different when TripAdvisor rewards a user for providing a review, since we are a neutral platform. If a hotel does that it will bias the review. Once we set this kind of partnership, the user earns points for reviews provided” (Jorge, M., personal communication, September 19, 2015). Sachs (2015) also highlights that users see as a natural thing giving back to TripAdvisor, and it can be even part of daily routines of users. By raising the concept of “giving back” there’s an implicit assumption that this user is also a content consumer and converges with the idea that while the users are looking for information, TripAdvisor should be there. “Once this user is acquired as a content consumer, (s)he will become a potential producer in the long term. The retention is high, and so is the frequency. The users do return to TripAdvisor and [...] who is today seeking information, is already a prospect future producer” (Jorge, M., personal communication, September 19, 2015).

TA does not replace WOM, since it’s still an influencing factor. The complimentary relation of on and off-line means are present in the following example: “a relative has suggested another family member to go to a resort in Cancun, this person will go online to TripAdvisor to double-check if this property is suitable for children” (Jorge, M., personal communication, September 19, 2015). Like in WOM, the reputation matters and a points system was implemented to provide status for members who “earn points through written submissions, fotos, vídeos, forums and ratings” (Sachs, 2015), and it just reinforces an already existing trust since according to a study from 2012, mentioned by Teixeira & Kornfeld (2013), “even if coming from strangers [...] 72% of surveyed [...] said they trusted online reviews as much as recommendations from family and friends”.

### 3.5 Limitations and Delimitations

“The two words delimitations and limitations are often confused. A limitation is a factor that may or will affect the study, but is not under control of the researcher; a delimitation differs, principally, in that it is controlled by the researcher.” (MAUCH, PARK, 2003, P. 114).

Among the limitations we can start by the differences across leisure and business travelers, which the researcher assumes that exists, but since the methodology type selected a case study methodology, and TripAdvisor doesn't have this break-down on its data basis, this factor may affect the study, but couldn't be considered. Therefore, either leisure or business traveler, the user is analyzed as a single traveler that has intrinsic motivations towards producing content.

A second limitation is the fact that the population of travelers can't be fully pictured on this study for some reasons such as: TripAdvisor doesn't represent a population of travelers, and may have a bias of savvier ones; additionally, the TripAdvisor users that answered the research can't be randomly selected, so the analysis is restricted to its researched sample.

Among the research delimitations, the main ones are related to a geographical target and to the selection of the production stage out of the three main ones from co-creation as explained in the sequence:

Assuming UGC is a process that passes through three main pillars which are: Consuming, Participating and Producing, this research is limited to the stage of producing content in order to have an actual deep understanding of the drivers on this step. However, there's an empirical evidence of the interdependence of those three factors, also present in literature: “This three usages are separate analytically but interdependent in reality” (SHAO, 2008).

There's also a geographic limitation to the city of São Paulo, which is more of a narrow down to have conclusive outputs and prevent potential heterogenous behavior from different locations. Expanding it to all countries/regions would expose the study to a high dispersion of behaviors and increase the risk of inconclusiveness. São Paulo was chosen since it's the main outbound market for travel in Brazil with above-average Internet penetration. A challenge for travel industry in Brazil is the long-tail structure of hospitality business, and seemingly paradox of high social engagement online and lack of culture for reviews, there's no local big player such as Yelp. Those factors combined together limited the study to travelers in São Paulo that produce content in TripAdvisor.

## 4. ANALYSIS OF FINDINGS

### 4.1 Outcomes from Data Gathering: a Descriptive Analysis

Among the 183 survey respondents, 100% claimed to have done at least one trip in the past 12 months, and 165 meet the criteria of being from São Paulo. The analysis will therefore consider those 165 as the source of data for quantitative analysis.

Teixeira & Kornfeld (2013) have cited a study by StrategyOne in the US that consulted 15,000 Internet users and more than half of them claimed to have written reviews for a hotel after staying in it (p. 4). In this survey a similar behavior was confirmed among travelers from São Paulo, since 57% have claimed to produce content in TripAdvisor.

Analyzing the survey outcomes, in demographics and trips frequency data we couldn't find conclusive points related to the likelihood to produce content. As shown in the three Tables 1, 2 and 3, the gender, the age and the frequency of trips are not significantly different across the two groups. This characteristic reinforces the need of analyzing the behavioral questions in order to answer the research question and understand the drivers for UGC on TripAdvisor among travelers from São Paulo.

Frequency	Content Producers	Non-Producers of Content
1 viagem	6%	4%
2 a 5 viagens	56%	61%
6 viagens ou mais	37%	35%

Table 1 - Frequency of trips among Content Producers and Non-Producers

<b>Gender</b>	<b>Content Producers</b>	<b>Non-Producers of Content</b>
Male	51%	58%
Female	49%	42%

Table 2 – Gender among Content Producers and Non-Producers

<b>Age</b>	<b>Content Producers</b>	<b>Non-Producers of Content</b>
Até 18 anos	1%	0%
18-24	23%	28%
25-29	45%	55%
30-34	18%	11%
35-44	7%	4%
45-55	3%	1%
Acima de 55 anos	2%	0%

Table 3 – Age among Content Producers and Non-Producers

The frequency of trips among the sample is considered high, since only 5% of respondents have traveled once in the last 12 months, whereas 58% have traveled from 2 to 5 times and 36% more than 6 times within the same time range.

Table 4 registers the average, median and standard deviation for each statement. The higher standard deviation states that users were more dispersed in that specific statement answer, the TripAdvisor app usage, for example, has the most scattered behavior with 1.6 standard deviation and, despite the average of 3.3, has half of the respondents concentrated in 4 and above, and the other half below it; indicating a higher app usage among respondents. On the other hand, there's a high concentration over the feeling of helping others while producing content on TripAdvisor, since the standard deviation is 0.7, median 5 and average 4.4.



<b>Statement</b>	<b>Average</b>	<b>Median</b>	<b>Standard Deviation</b>
<b>FREQ</b>	3,6	3,0	1,1
<b>RECOMP</b>	4,2	4,0	1,0
<b>USUARIO</b>	4,1	4,0	1,1
<b>AJUD</b>	4,4	5,0	0,7
<b>POSIT</b>	3,5	3,0	1,2
<b>MOST</b>	2,6	3,0	1,3
<b>EXTOFIC</b>	4,1	4,0	0,9
<b>CONF</b>	4,3	5,0	0,8
<b>PRAZ</b>	3,3	3,0	1,1
<b>CONS-PROD</b>	3,9	4,0	1,1
<b>PUNIR</b>	3,4	3,0	1,2
<b>RETRIB</b>	3,8	4,0	1,1
<b>FUNDAM</b>	1,6	1,0	1,0
<b>APP</b>	3,3	4,0	1,6
<b>QQHORA</b>	3,1	3,0	1,5
<b>FUNCIONARIO</b>	3,4	3,0	1,0
<b>EMAIL</b>	3,1	3,0	1,1
<b>INCENT</b>	4,0	5,0	1,3

Table 4 – Average, Median and Standard Deviation for Each Statement

Narrowing down into the 94 entries that are travelers, from São Paulo, who have produced content on TripAdvisor, 51% are female and 49% male; and 86% of them are between 18 and 34 years old as seen on the chart in Figure 11.

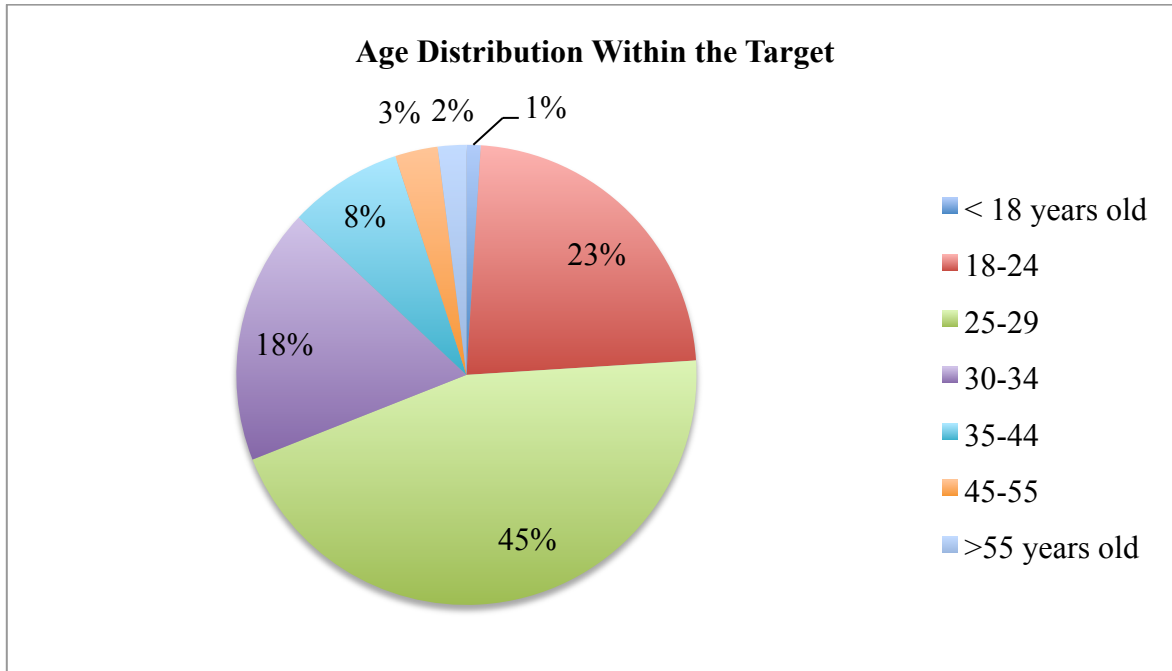


Figure 11 - Age Distribution Within the Target

Among the respondents who claimed that never had produced content on TripAdvisor, 73% considers themselves to be content consumers, but not producers, since they are not used to writing reviews, but always check the content available on TripAdvisor prior to taking the decisions and booking where to go. The second most common answer that reflects the attitude of 53% of respondents was asking from advice from friends and relatives, which highlights the importance of the theoretical framework on word-of-mouth, since it's the most traditional form of what now is going online and being called e-WOM. The third reason present for 38% of respondents was the lack of incentives, since if they were rewarded for it, they would review more on TripAdvisor.

Other alternatives such as the trust on travel agent accounted for 13% of users, 10% wouldn't like their opinions to be exposed publicly and 8% seek information on other sources such as blogs and search engines prior to making the travel decisions.

Only 1% of respondents don't know TripAdvisor and 1% don't need to check reviews to take decisions since always stay at the same hotel chain.

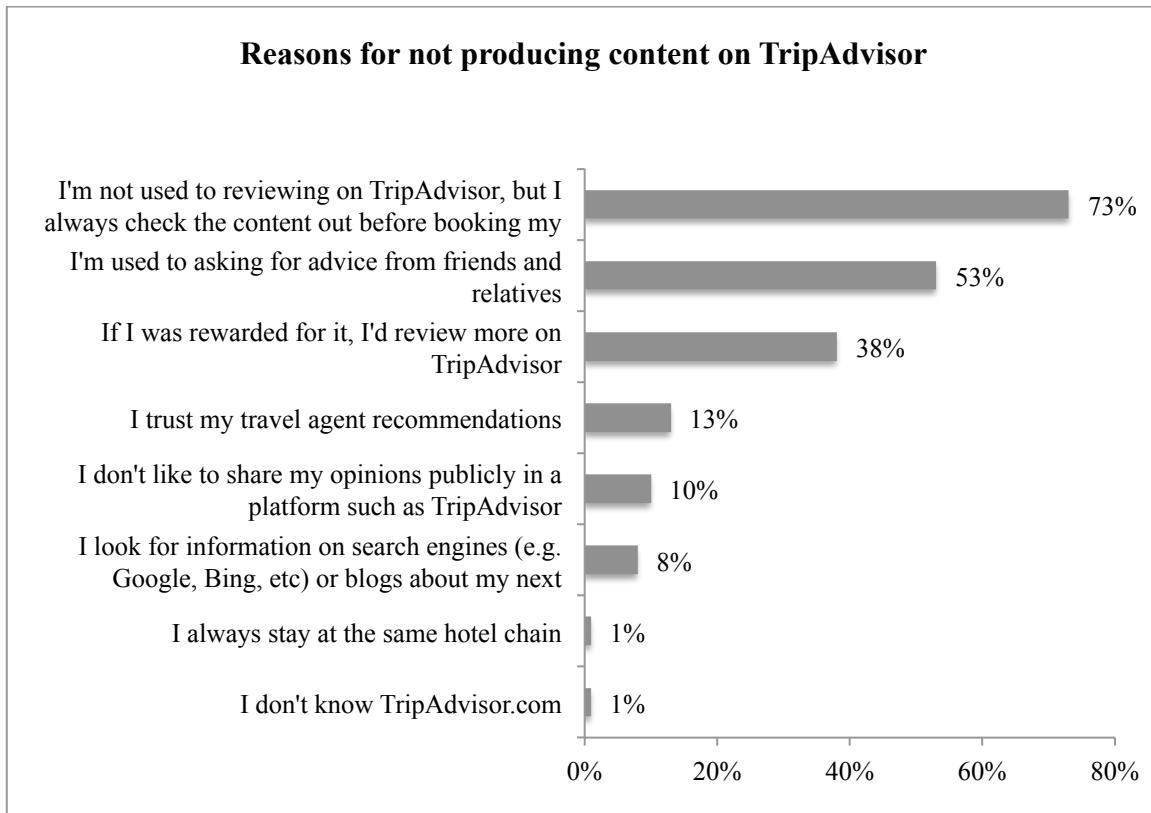


Figure 12 – Reasons for not producing content on TripAdvisor

Among the respondents that claimed having produced content on TripAdvisor before, the statements aimed to measure the level of engagement in the platform and also particular usage behaviors.

56% of the answers are concentrated in accordance with the sentence, and since the sentences were favorable to UGC on TA it's an expected behavior. However the presence of disagreements will enable deeper findings over user perception and the

heterogeneous behavior among users justifies the need to a clusterization to design marketing strategies for each groups presenting similar behavior.

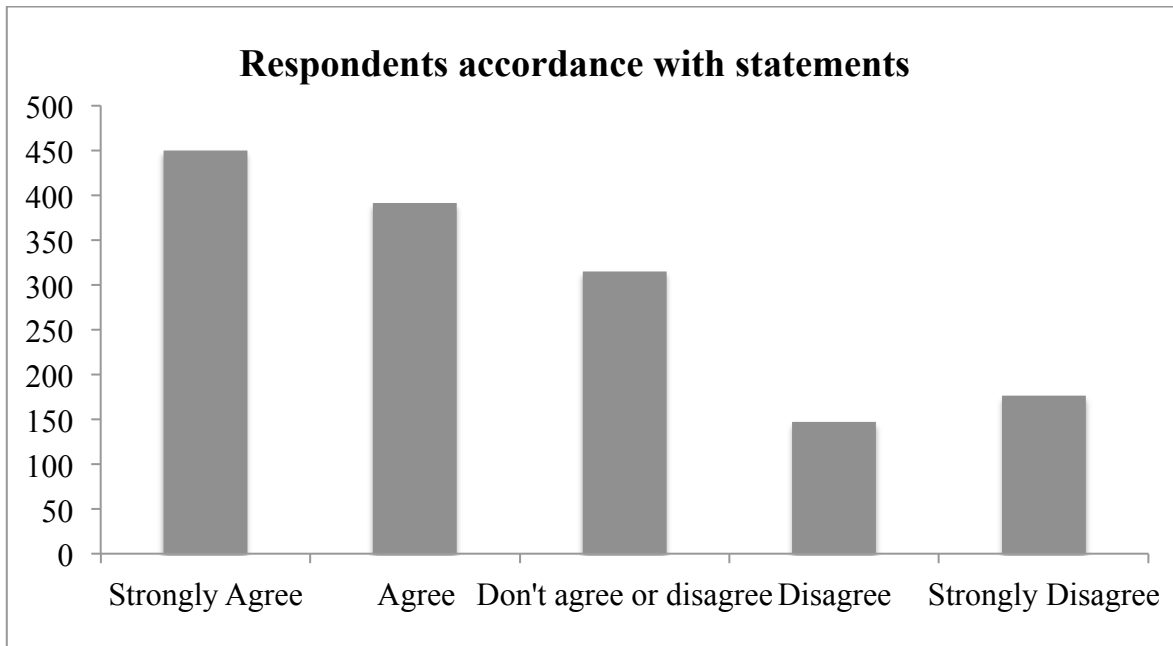


Figure 13 - Respondents Accordance with Statements

#### 4.2 Factor and Cluster Analysis

Based on the 18 statements measured in the Likert scale, the similarities between the variables could be found and grouped through a Factor Analysis that would precede the Cluster analysis. The statements were build based on case studies, executive interview, and empirical knowledge, however the Cronsbach's alpha was an important measure to validate its internal consistency. Adopting a benchmark of 0,7 , the construct was reliable since the first step taken in "MiniTab 17 Statistical Software" was a Cronsbach alpha of 0,7556 .

The next step was to name all categories, which would become the factors, and find out the correlations among those variables verified, as per the Table 4. The correlations in bold may indicate manifestations in different levels of the same underlying variable and this is why the Factor Analysis is helpful. Another important characteristic from the data in Table 5 is that it does not have presented singularity or extreme multicollinearity, which would be indicated by correlations next to 1 or -1, but it's are still intercorrelated.

**Correlation: FREQ; RECOMP; USUARIO; AJUD; POSIT; MOST; EXTOFIC; ...**

	FREQ	RECOMP	USUARIO	AJUD	POSIT	MOST
RECOMP	-0,056					
USUARIO	0,227	0,131				
AJUD	-0,185	<b>0,428</b>	0,115			
POSIT	-0,066	<b>0,370</b>	0,147	<b>0,305</b>		
MOST	-0,023	0,008	0,040	0,077	0,051	
EXTOFIC	0,052	0,132	0,157	<b>0,301</b>	0,107	0,391
CONF	0,168	0,207	<b>0,425</b>	<b>0,390</b>	0,064	0,260
PRAZ	-0,246	<b>0,327</b>	0,128	<b>0,576</b>	<b>0,343</b>	0,273
CONS-PROD	0,078	0,259	<b>0,371</b>	0,211	0,234	0,024
PUNIR	-0,019	0,298	0,062	0,063	-0,145	0,174
RETRIB	-0,120	<b>0,351</b>	0,277	<b>0,487</b>	<b>0,433</b>	0,096
FUNDAM	-0,214	0,174	0,080	0,290	<b>0,313</b>	0,157
APP	0,206	0,175	0,113	0,222	0,203	0,110
QQHORA	-0,067	0,224	0,086	<b>0,349</b>	0,268	0,270
FUNCIONARIO	0,036	<b>0,319</b>	0,027	0,114	0,212	-0,006
EMAIL	-0,212	0,133	0,055	0,149	0,264	-0,058
INCENT	-0,030	0,121	0,099	0,144	0,117	-0,092

	EXTOFIC	CONF	PRAZ	CONS-PROD	PUNIR	RETRIB
CONF	<b>0,372</b>					
PRAZ	<b>0,351</b>	<b>0,340</b>				
CONS-PROD	0,207	<b>0,420</b>	0,150			
PUNIR	<b>0,343</b>	0,207	0,019	0,092		
RETRIB	0,249	<b>0,355</b>	<b>0,475</b>	<b>0,472</b>	0,110	
FUNDAM	0,177	0,088	<b>0,489</b>	0,102	0,030	0,312
APP	0,124	0,227	0,202	0,001	0,107	0,244
QQHORA	0,282	0,242	<b>0,519</b>	0,191	0,057	0,262
FUNCIONARIO	0,059	0,145	0,234	0,133	0,008	0,243
EMAIL	0,093	0,241	0,285	0,213	0,042	0,230
INCENT	-0,081	0,109	-0,081	0,050	-0,068	0,091

	FUNDAM	APP	QQHORA	FUNCIONARIO	EMAIL
APP	0,276				
QQHORA	<b>0,327</b>	<b>0,316</b>			
FUNCIONARIO	0,180	0,003	0,203		
EMAIL	0,148	-0,252	0,067	0,220	
INCENT	-0,016	0,094	0,206	-0,001	-0,011

Table 5 - Pearson Correlation from MiniTab Software

Find in the Table 6 a reference of the statements associated with each of the factors:

<b>Factor Name</b>	<b>Statement</b>
<b>RECOMP</b>	The reviews I write on TripAdvisor aim to recognize and reward good services
<b>USUARIO</b>	Prior to booking a hotel that I'll stay, I always check its reputation on TripAdvisor
<b>AJUD</b>	I have the feeling of helping other travelers when sharing my experiences
<b>POSIT</b>	I share more good, than bad experiences on TripAdvisor
<b>MOST</b>	I enjoy when others are aware of places that I have visited
<b>EXTOFIC</b>	When I make a review, I'm likely to share what official information would not publish
<b>CONF</b>	I trust more on TripAdvisor content, than in the content that I find in the official website of the hotel
<b>PRAZ</b>	It's pleasant for me to share experiences that I've lived on TripAdvisor
<b>CONS-PROD</b>	Prior to making my first TripAdvisor review, I was used to take my decisions based on other users reviews
<b>PUNIR</b>	My reviews on TripAdvisor are a way I found to punish unpleasant experiences
<b>RETRIB</b>	I feel I can give back to the community by writing reviews, since the reviews I read on TripAdvisor make my trip better
<b>FUNDAM</b>	My trip only ends once I register my experiences as reviews on TripAdvisor
<b>APP</b>	I have TripAdvisor mobile app and it's with me throughout my whole trip
<b>QQHORA</b>	Whenever I remember, I access TripAdvisor.com to rate and review places where I've visited, even if it has been a long time
<b>FUNCIONARIO</b>	I feel more motivated to write reviews on TripAdvisor when employees from the establishment request it or remind me

<b>EMAIL</b>	I feel more motivated to write reviews on TripAdvisor when I receive an email requesting it
<b>INCENT</b>	I feel more motivated to write reviews on TripAdvisor when it's linked to rewards such as mileage points
<b>FREQ</b>	Respondants who claimed to have traveled once in the last 12 months were categorized as 1; the ones who traveled from 2 to 5 times as 3; and the ones that traveled more than 6 times within this timeframe were classified as 5 in the Likert scale

Table 6 – Table with Factors and its correspondent statements

In order to start the factor analysis, all variables were initially considered prior to selecting and dimensioning the statements. At this step the communality is 1 as shown in Table 7 since any information was lost.

#### Factor Analysis: FREQ; RECOMP; USUARIO; AJUD; POSIT; MOST; EXTOFIC...

VARIABLE	Fator1	Fator2	Fator3	Fator4	Fator5	Fator6	Fator7	Fator8	Fator9	Fator10
FREQ	-0,111	-0,639	-0,226	0,291	0,094	0,422	0,146	-0,119	-0,113	-0,226
RECOMP	0,565	0,091	-0,181	0,050	-0,603	0,138	-0,045	0,036	-0,183	0,004
USUARIO	0,364	-0,462	-0,409	0,050	0,270	-0,055	-0,154	0,088	0,244	0,019
AJUD	0,694	0,144	0,050	0,080	-0,121	-0,272	-0,142	-0,431	-0,224	-0,003
POSIT	0,542	0,339	-0,212	0,242	0,114	0,183	-0,091	0,378	-0,319	-0,326
MOST	0,306	-0,283	0,566	-0,172	0,228	-0,005	0,240	0,309	-0,225	0,080
EXTOFIC	0,507	-0,370	0,347	-0,308	0,026	-0,023	0,063	0,056	-0,181	-0,167
CONF	0,598	-0,482	-0,154	-0,152	0,119	-0,156	0,139	-0,301	0,104	-0,073
PRAZ	0,755	0,257	0,274	-0,068	0,178	0,022	-0,015	-0,253	0,002	0,015
CONS-PROD	0,499	-0,244	-0,486	-0,174	0,123	-0,046	-0,121	0,222	-0,068	0,364
PUNIR	0,221	-0,388	0,221	-0,365	-0,644	-0,022	-0,112	0,199	0,244	-0,087
RETRIB	0,729	0,062	-0,213	0,011	0,018	-0,022	-0,265	0,058	-0,084	0,173
FUNDAM	0,526	0,309	0,283	0,129	0,169	0,159	-0,191	0,169	0,482	0,005
APP	0,365	-0,255	0,261	0,641	-0,099	0,149	-0,201	-0,069	0,161	-0,160
QQHORA	0,600	0,050	0,279	0,261	0,076	-0,080	0,393	0,059	0,066	0,144
FUNCIONARIO	0,358	0,209	-0,215	-0,067	-0,177	0,575	0,486	-0,108	0,115	0,229
EMAIL	0,338	0,339	-0,322	-0,535	0,131	-0,027	0,167	-0,012	0,181	-0,453
INCENT	0,127	0,031	-0,274	0,450	-0,188	-0,593	0,435	0,184	0,104	-0,082
<b>Variance</b>	<b>4,3736</b>	<b>1,8182</b>	<b>1,6202</b>	<b>1,4590</b>	<b>1,1293</b>	<b>1,0733</b>	<b>0,9380</b>	<b>0,7803</b>	<b>0,7428</b>	<b>0,6789</b>
<b>% Var</b>	<b>0,243</b>	<b>0,101</b>	<b>0,090</b>	<b>0,081</b>	<b>0,063</b>	<b>0,060</b>	<b>0,052</b>	<b>0,043</b>	<b>0,041</b>	<b>0,038</b>

VARIABLE	Fator11	Fator12	Fator13	Fator14	Fator15	Fator16	Fator17	Fator18	Comm
FREQ	-0,106	-0,105	-0,028	-0,179	-0,319	0,008	-0,007	-0,018	1,000
RECOMP	0,255	-0,127	0,180	-0,191	0,039	-0,229	0,025	0,116	1,000
USUARIO	0,455	-0,221	-0,023	0,219	0,024	0,019	0,108	-0,013	1,000
AJUD	0,052	-0,043	-0,108	-0,122	-0,051	0,264	0,199	-0,041	1,000
POSIT	0,038	-0,007	0,010	0,065	0,111	0,203	-0,149	-0,028	1,000
MOST	0,267	0,302	0,125	-0,112	-0,084	0,009	0,125	-0,032	1,000
EXTOFIC	-0,160	-0,227	-0,434	0,051	0,175	-0,144	0,027	0,038	1,000
CONF	0,035	0,244	0,116	-0,115	0,183	0,067	-0,234	0,138	1,000
PAZ	0,101	-0,115	0,089	0,072	-0,133	-0,174	-0,199	-0,252	1,000
CONS-PROD	-0,330	-0,055	0,115	-0,210	0,102	-0,010	0,045	-0,156	1,000
PUNIR	-0,059	-0,008	0,049	0,107	-0,127	0,187	-0,075	-0,097	1,000
RETRIB	-0,135	0,298	-0,164	0,245	-0,286	-0,091	-0,018	0,155	1,000
FUNDAM	0,022	-0,047	-0,183	-0,364	-0,052	0,037	-0,017	0,079	1,000
APP	-0,173	0,239	0,123	0,118	0,198	-0,103	0,142	-0,089	1,000
QQHORA	-0,220	-0,331	0,279	0,168	-0,051	0,081	0,027	0,152	1,000
FUNCIONARIO	0,071	0,136	-0,213	0,103	0,102	0,079	0,044	-0,062	1,000
EMAIL	-0,133	0,076	0,168	0,009	-0,058	-0,077	0,188	-0,002	1,000
INCENT	0,028	0,085	-0,210	-0,072	-0,070	-0,076	-0,033	-0,093	1,000
<b>Variance</b>	0,6285	0,5850	0,5577	0,4756	0,3795	0,2994	0,2519	0,2090	18,0000
<b>% Var</b>	0,035	0,033	0,031	0,026	0,021	0,017	0,014	0,012	1,000

Table 7 – Factor Analysis output from MiniTab Software

So far there are 18 factors, which is the same number of variables and it's time to build a lean model. Analyzing simultaneously the variance and the percentage of captured information we are able to opt-in for the model with high variance and also a great amount of information captured. This is a trade-off since a model with less factors is more feasible and simple to be analyzed, but selecting a limited amount of factors requires to eliminate some factors with low Eigen value. A commonly adopted cut point stand for values under 1, in this case the seventh factor presents 0.938 which is almost 1 and a higher gap to the following factor, which is Factor 8. Therefore, it was decided to select 7 factors, which represents a good model since the sort rotated factor loadings and communalities explains 69% of the information. Note that the factors 6 and 7 are represented by one statement only.



### Rotated Factor Loads

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Comm
PAZ	<b>0,738</b>	-0,078	0,411	-0,131	-0,025	0,102	0,008	0,748
FUNDAM	<b>0,700</b>	0,058	0,182	0,078	0,067	0,055	0,139	0,559
AJUD	<b>0,640</b>	-0,193	0,133	-0,046	-0,270	-0,090	-0,267	0,619
POSIT	<b>0,640</b>	-0,194	-0,153	0,021	0,119	0,280	-0,054	0,567
RETRIB	<b>0,627</b>	-0,466	-0,006	-0,051	-0,186	0,053	-0,027	0,651
USUARIO	0,050	<b>-0,769</b>	0,034	0,122	0,056	-0,044	-0,018	0,615
CONS-PROD	0,180	<b>-0,728</b>	-0,017	-0,162	-0,110	0,078	-0,013	0,607
CONF	0,095	<b>-0,661</b>	0,430	-0,033	-0,168	0,062	-0,174	0,694
MOST	0,066	0,014	<b>0,788</b>	0,061	0,003	-0,021	0,064	0,633
EXTOFIC	0,146	-0,242	<b>0,660</b>	-0,015	-0,298	-0,016	0,097	0,615
QQHORA	0,440	-0,004	<b>0,493</b>	0,132	0,051	0,237	-0,403	0,674
APP	0,369	-0,079	0,109	<b>0,760</b>	-0,097	0,005	-0,087	0,750
EMAIL	0,221	-0,219	0,029	<b>-0,713</b>	0,002	0,242	0,022	0,665
FREQ	-0,419	-0,395	0,030	<b>0,546</b>	0,124	0,328	0,106	0,765
PUNIR	-0,110	-0,049	0,247	0,029	<b>-0,850</b>	-0,035	0,092	0,810
RECOMP	0,407	-0,134	-0,152	0,049	<b>-0,616</b>	0,362	-0,163	0,747
FUNCIONARIO	0,161	-0,016	0,038	-0,121	-0,075	<b>0,879</b>	-0,002	0,821
INCENT	-0,008	-0,081	-0,101	0,037	0,022	-0,009	<b>-0,923</b>	0,871
Variance	3,0761	2,1568	1,8380	1,4950	1,3960	1,2428	1,2068	12,4115
% Var	0,171	0,120	0,102	0,083	0,078	0,069	0,067	0,690

Table 8 - Selected factor analysis with sorted loadings from MiniTab Software

At this point the factors are grouped and can be named according with the statements it describe. Therefore, the following factors were defined as:

Factor 1: Glad to contribute for great trips to happen

Factor 2: Trust because I'm a content consumer and producer

Factor 3: Good memories can be shared anytime

Factor 4: Savvy digital traveler

Factor 5: Don't do for the business, do for the user

Factor 6: Employees have the power

Factor 7: Incentives: Hmm, don't incentivize

Concluded the factor analysis, and having reduced from 18 variables into 7 factors, the observations can be clustered in order to characterize the groups. Assuming that not all users have the same drivers for co-creation, and that each group has a combination of different motivations, this step is critical to contribute for research on UGC field and also for managers to take action.

For the cluster analysis, find in Figure 14 the dendrogram adopting Euclidian distance and Ward distribution in order to minimize the variance within each of the four selected clusters. The cluster analysis should generate the fewer clusters possible in order to simplify the existing structure and to enable data interpretation and decision-making, but at the same time to have the greatest possible similarity within the groups as seen on the y-axis from the chart. By testing multiple amount of clusters and their respective box plots, it was found in 4 a reasonable trade-off among similarities within groups and amount of groups.

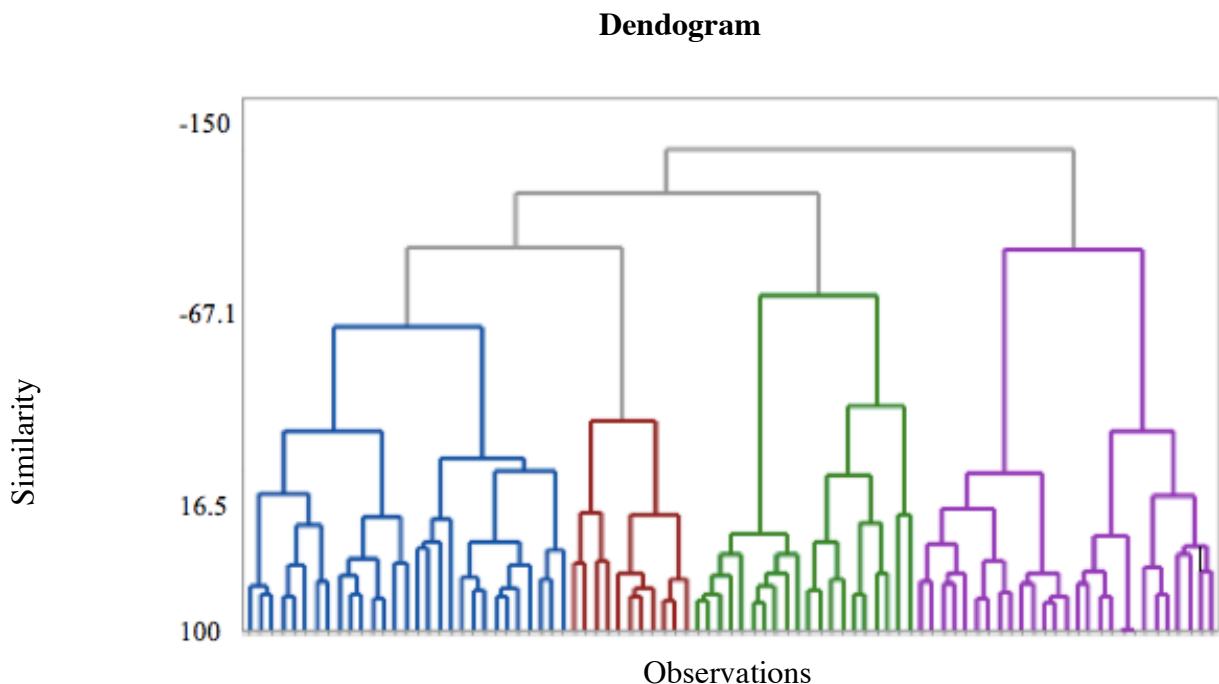


Figure 14 – Dendrogram with Ward Likeage and Eucliddean Distance from MiniTab Software

The following box plot enables to graphically visually the each clusters adherence to factors. This chart, combined with MiniTab data, enables the following characterization of each cluster.

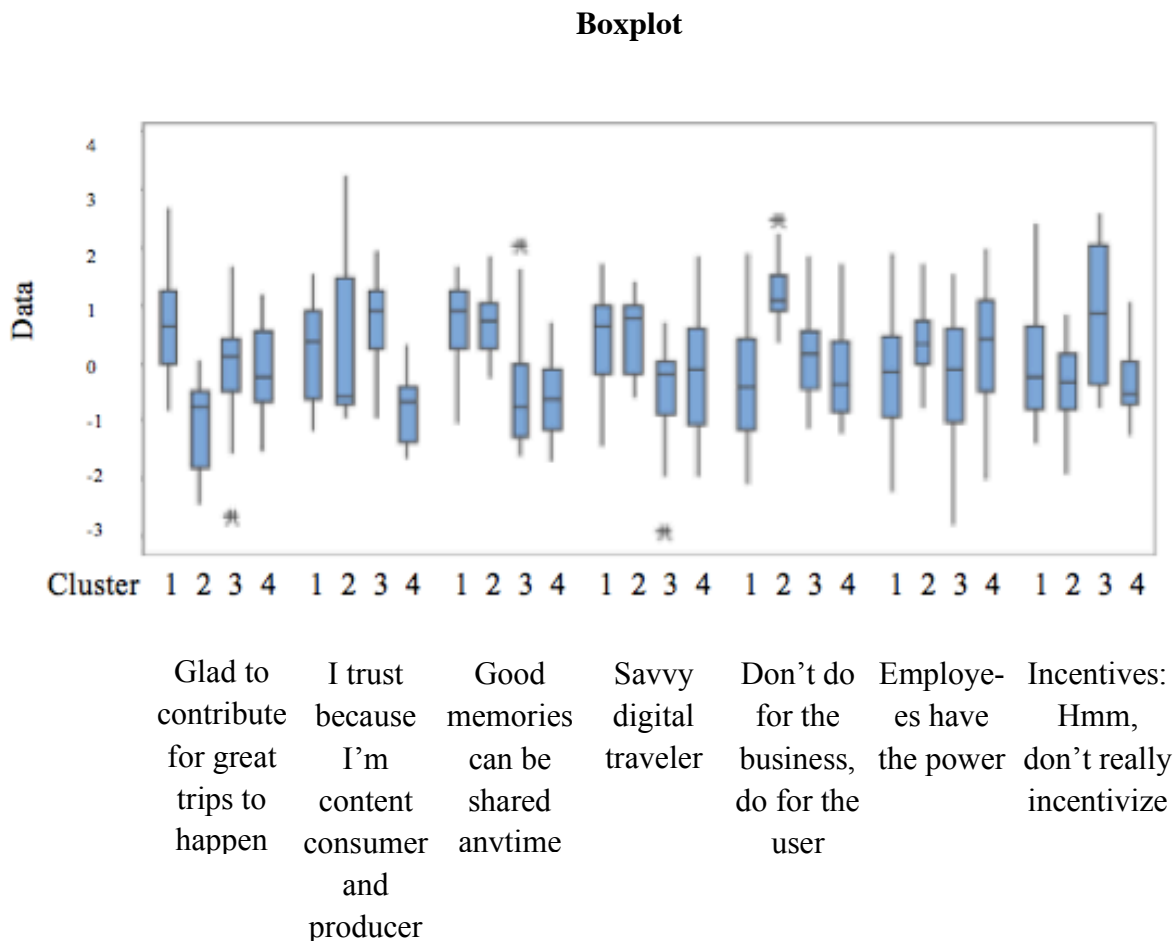


Figure 15 – Boxplot with Factors for each Cluster from MiniTab Software

Based on each cluster characteristics, we can now name those four clusters in order to attribute their persona:

Cluster 1: ***What a stud!*** Anyone would be pleased to be around them since they are glad to contribute for great trips to happen and they are genuinely pleased to help and give something back to the community. They not only have a positive attitude and are likely to share more good experiences than bad ones, being specially interested to show how interesting are the places they have visited, but also have the feeling that it becomes even more interesting once shared so they don't care if they only share afterwards but their inputs should be new and unique. They trust on the information there as consumers too, and are savvy travelers who have TripAdvisor app on their phones, travel often and are not much influenced by email marketing. They are so cool to other users that asks from employees or business feedback is not what drive them to be a content producer, but as human beings some incentives can be welcome.

Cluster 2: ***Absent-minded.*** They are savvy travelers, who knows the value of his opinions towards official information and don't have the intention to provide business feedback while reviewing his experiences. However he seems to have other things on his mind than helping other travelers, so he needs to be reminded through employees or incentives and it would motivate him to share anytime even after his trip.

Cluster 3: ***New Recruits.*** They are not savvy digital travelers, don't have a need to show off anytime their trips and are not very motivated by employees. When they travel, they are also content consumers but since the engagement level is still lower, they don't have a strong need of giving nothing back to the community or feedback to business. Incentives can be a driver, maybe because it's exciting for the New Recruits to have a way that will help them to travel more if the reward are mileage points.

Cluster 4: ***Business Advocate.*** If you work for a hotel, and ask for feedback, he's likely to write it. If they had a great experience in a touristic attraction, they will share it with a feeling of rewarding it; just be prepared because they can also see TripAdvisor as a platform to punish an establishment that provided them a bad experience. They don't travel often or use TripAdvisor app, but can be motivated by an email marketing or by incentives. Since his approach is more like providing business feedback, they don't have a need to

share everything, don't necessarily consume content before traveling and are not very engaged with other community participants trips.

<b>Cluster / Factor</b>	Glad to contribute for great trips to happen	Trust because I'm a content consumer and producer	Good memories can be shared anytime	Savvy digital traveler	Don't do for the business, do for the user	Employees have the power	Incentives: Hmm, don't really incentivize
1	+	+	+	+	-	-	-
2	-	-	+	+	+	+	-
3	+/-	+	-	-	+/-	-	+
4	-	-	-	-	-	+	-

Table 9 – Table with BoxPlot Inputs for Data Analysis

#### 4.3 Outcomes of progress

Building the bridge of academic and management's challenges, the schema presented on the Figure 1 from Adjei, Noble & Noble (2010) enables to illustrate with this case study a model of the influence of online brand communities towards relationships and purchases. From the bottom of the schema we have Product Complexity and Expertise.

Starting the analysis by Product Complexity, travel products subject to evaluation on Tripadvisor such as Hotels, Attractions, and Restaurants are high complex. Taking Hotels where is the biggest volume of reviews and main source of advertising revenue for TA is as our object of this outcome, what makes this Product Complex is the

amount of options, the lack of standardization, the self and others' exposure towards an experience, and expectations management.

On the Expertise side, the Perceived Respondent Expertise is a relevant variable for TA since they have tested and decided to continue with the badges and leverages to stimulate users to engage more. This attribute is not only perceived through the institutional tools, but also from the content of the review. Based on implicit communication signals, one can evaluate the experience of the reviewer. The Perceived Personal Expertise is also a pillar from the Expertise component, for this analysis it will be called "traveler savviness". Travelers who are more used to closing the deals themselves have the need to search for more information from multiple sources, than the ones who trust on their travel agents, for example. Based on the interview, combined with the Survey data, that shows that users are likely to start as content consumers and then convert into content producers, extrapolating it as a fact, content producers would have higher levels of personal expertise. One last point to keep in mind is that Expertise for Travel UGC does not mean how frequent a traveler is. The reason for this is that the more one travel to new destinations, or want to discover new properties, the more relevant UGC might become.

The Communication Setting involves the extent in which the content is corporate-sponsored or independently owned and this is one of TA's strengths. The fact that the content is independently owned makes the platform unbiased and trustworthy. Having its foundations on independently owned content does not mean that brands are not welcome to co-create. Brands are expected to use it as a communication channel, reply to comments and show this UGC monitoring, however the goal is not for them to own the communication or influencing power.

The Online C2C Communication Quality is critical for TA. The reviews sort for one specific property is defined by the relevance and there are many factors involved on it such as recency of the comment, the closer from your relationships it gets. One example of this practice is that Facebook friends or friends in common are prioritized in ranking.

This is one of the differentiations from digital since the quality criteria may not be the same for all users.

Product Complexity, Expertise, Communication Setting and Online C2C Communication Quality combined together will play the Uncertainty Reduction role achieved by TripAdvisor on the user's decision making prior to booking a hotel. The Valence of Information Exchanged is an extra component that anticipates hotel booking and may have as inputs off-line referrals and OTA confirmations. This model of influence leads towards actual hotel booking which is the customer purchase in this case.

#### **4.4 Analysis Conclusions**

The objective of this analysis was to explore theory, qualitative and quantitative data applied into the case study. The knowledge acquired during the interview provided inputs for statements definition such as the importance of acquiring content consumers prior to becoming producers, the role played by incentives, the role played by employees, email marketing, and the complimentary character to word-of-mouth. The theory supported the relevance and raised further sources of motivation for UGC such as self-expression, utilitarianism, self-promotion or perception changing. The quantitative data build the link confirming the hypothesis, extrapolating concepts previously raised in other industries to travel industry and enabled to better understand groups of users which requires the development of different strategies for each.

Not only the statements and the clusters provided insightful outcomes, but also the users who don't produce content. Since 73% of respondents are consumers of content, but not producers, this is an endorsement of the acquisition strategy described in the executive interview. The strategy consists in acquiring users once they are looking for information, and after being engaged in the community, some will be engaged enough to

produce content through different motivations. As stated by the theory, WOM is a complex phenomena that can't be controlled, therefore creating a base of potential producers is a way to stimulate, instead of attempting a control over it. When users manifestate the need for information, TA aims to be there, even if this acquisition won't generate content straight-forward, it's a way to gain loyalty from users prior to asking them something back.

A second conclusion from the users who don't produce content is the importance of referrals from friends and family, which links with the WOM theoretical framework, since now it's still important and shifting for an E-WOM model. The relevance goes beyond the theory and is also for management since it designs business model, marketing initiatives and also technological features in the website. TA, for example, changed the algorithm of relevance including the option of showing first reviews from people you know, or friends of friends in Facebook for those users who have the sign up linked.

The third characteristic related to the stimulus people have after incentives, also reinforces strategies undertaken by TA including partnerships with mileage programs.

From the executive interview, we could also have an example of how users after off-line referrals go online to TA to double-check more specific data. This information agrees with the theory stated by Adjey, Noble & Noble (2010) that says "while technical specifications and potentially biased selling points can be gleaned from corporate websites, consumers use the internet as a vehicle for pre-purchase information gathering".

The analysis conclusions will finish through a review of the research question under the light of what elements from theory are the drivers for co-creation for each clusters of users who already produce content, and those key associations discloses the accomplishes the initial objectives.

Based on the four described clusters, the main leverages that drive co-creation on TripAdvisor are already stated, but the study can progress on applying it to the users motivations for UGC previously stated in reference to Christodoulides, Jevons &



Bonhomme (2012, p. 102). The *What a stud!* Cluster meets mainly the social function of joining, sharing and being active member of a community they belong, this is also combined with an intrinsic enjoyment for this model of self-expression that enhances possibilities for self-promotion specially dealing with a desire to show destinations visited. The *Absent-minded* have a knowledge function driver, since they do know the value the information they have will have to other travelers. They don't have an ego-defensive attitude since there's no guilty when not participating. In its turn, the *New Recruits* have a highlighted utilitarian function and rewards do play an importante role, they are strong prospects to be motivated for social functions too if seeing the value of getting more engaged with the community. To define the *Business Advocate* nothing better than the concept of Change Perceptions where the goal is to make other consumers view the brand differently, as Christodoulides, Jevons & Bonhomme (2012, p. 102) cited Berthon et al., 2008.

Finally, it's possible to conclude that the clusters "What a Stud!", "Absent-minded" and "New Recruits" are more engaged with the TripAdvisor community of travelers, whereas the "Business Advocate" cluster has the potential to create within TripAdvisor multiple brand communities to each hotel. Given the long tail hospitality industry character, and TA massive audience, it enables a particular way of brand community to be created in which users can be engaged with the hotel brand before and after the trip, even without high brand awareness.

## 5. CONCLUSIONS AND FUTURE RECOMMENDATIONS

This dissertation sought to understand the Co-Creation in Hospitality Industry through understanding the UGC phenomenon in the context of travelers from São Paulo – Brazil – that produce content on TripAdvisor. Therefore, it provided insights into the trend of co-creation and the case of TripAdvisor was the vehicle through which the discussion of UGC in such a long-tail industry was conducted.

TripAdvisor is based on a UGM business model since it has a collective gathering of information, ever growing audience size and currently monetizing through paid media. e-WOM fits in this model from an online traveler perspective, which assumes the active user position of consuming and producing content in order to gather referrals or spread his experiences.

Since TA's business model has UGC on its core, it's important to state why co-creation ended up becoming such a relevant topic even present on this thesis title. This clarification will also review those concepts applied into current business. What happens in TA from a user-to-user perspective is UGC since travelers are producing independent owned content and sharing media with no professionals in sight. However it goes beyond UGC and turns into Co-Creation activities too once hotels reply to those reviews and approach it as areas of improvement, benchmark, or a tool to identify and reinforce strengths. The examples raised in the executive interview that some small properties in Brazil have TA as a marketing and operational tool is a proofing point of the collaborative relationship across platform, user and business, and fits to the definition of the ongoing collaboration within stakeholders.

This section brings to light four important considerations on the topic that emerged from the research. The first one is that with positive feedback and network effect in place, managers and users face a *chicken-and-egg conundrum*. In order that TA can become a more attractive partner to OTAs, monetize more, and acquire more users; it needs

to have more reviews since content is what users are looking for. But users are unlikely to be attracted to take it up until it achieves high hotel inventory coverage, with available reviews, UGC, and multiple OTAs integrated into the price comparison. TA found this balance, as seen in the case, and the chicken-and-egg conundrum can be translated on what came up in the executive interview that TA is constantly testing new features and analyzing its performance based on data to take decisions over sunsetting, continuing or adapting it. He also states the focus on the user, since who owns the content, owns a gold mine, monetizing it is a decision taken afterwards. The adherence of UGC content on Travel Industry, has supported the dissertation title which formulates the concept of “Traveler-Generated Content”.

The second outcome is the importance content has for small business and the market adherence to the long tail hotel industry in Brazil. As previously stated, TA not only enables hotels to become known, but also drives leads for reservations. Overall it has the ability to increase conversion rates from trustful reviews that increase the confidence towards booking. The combination of more options being offered and more people choosing for less known options, increases the need for UGC since this is leverage to enter in the decision model and become a considered option. Especially in services where people can expose themselves into bad experiences, the inputs of evaluations of users opinions towards a hotel, for example, can be even more valued among potential new customers.

The third consideration is a confirmation from the interdependence across the stages of content production, consumption and participation. But also a likelihood that not everyone have the potential to become a content producer for multiple reasons. As stated in the interview, evidenced on the research and supported by theory, more people are willing to consume than produce content on TA and Allsop, D., Bassett, B., & Hoskins, J. (2007, p. 398) cite from a Harris Interactive study that 67% of people researching destinations where to go on vacation would seek information and advice to some and to a great extent, and 62% of respondents who visited destinations are willing to provide information and advice about it. Even though, acquiring users who are on the consumption

stage and consider them potential producers is not a way to control, but a successful way to stimulate potential future content generators.

Finally, regarding the managerial relevance currently technology plays an important role to deliver customized messages based on individuals activity through the web, however the intelligence behind marketing initiatives requires big data analysis. That said, the cluster analysis and the outcomes related to the drivers presented in the Analysis are critical to design strategies, re-think product and make decisions towards acquisition and retention business goals.

This study also raised topics for further studies since it was limited to the production stage of content in TA and, given its interdependency, consumption and participation will be complimentary topics. On the production side, this topic can go beyond what was explored so far with a deeper understanding over the complementary character of TA and off-line WOM; the perceived respondent expertise and the impact of badges and gamification in reviews credibility; and the levels of engagement to understand if despite the efforts on user acquisition, a minority of engaged users are more likely to account for a large amount of produced content. Further studies can also deep dive on the clusters motivations across business and leisure travelers. One last future recommendation is over the drivers of self-promotion when dealing with a need to show the destinations visited and a hypothesis of associations across narcissism, tourism and social networks. Finally, this topic, concepts and outcomes have the potential to be extrapolated to further industries and business', such as Amazon, for retail; Yelp, for local business; Uber, for drivers; and even AirBnB, for the same hospitality industry with a different business model.

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## 7. APPENDICES

### 7.1 Interview Transcript

Interview with TripAdvisor Executive, Marco Jorge that holds the Senior Manager Partnerships Latin America role, took place through Skype on September 19th 2015, and the audio can be accessed here: <https://goo.gl/zHs2Qx> (in portuguese) and translated transcripts below.

Unlike in the United States, where hotel chains are more relevant in amount of properties and rooms, in Brazil independent hotels (and the *pousadas* a local version of the “Bed and Breakfasts”) account for a higher percentage of hotel rooms overcoming the chains. Do you believe that the lack of standardization across independent hotels increase the need to search for more information before booking? How does TripAdvisor explore this local market characteristic?

*[Marco Jorge]* TripAdvisor ends up being the rescue among small and independent hotel business since it's the way hotel owners have to outsource the quality, without having to allocate marketing budget and with more credibility from a third-party testimonial. Whenever I visit remote regions I confirm it. During my last visit to Manaus, in north region of Brazil, to provide a speech, I've heard from a hotel owner that if TripAdvisor no longer exists, his hotel would bankrupt. Without TripAdvisor he wouldn't have guests and bookings, so in the end of the day this lack of standardization create a need for people to help each other before Booking and TripAdvisor is critical for the small hotel business. In this way, hotel in remote cities are rewarded with access to bigger point of sale markets, and hotels in big cities are rewarded with visibility in destinations that already have higher demand. TripAdvisor ends up being a tool that enables marketing and customer service, and provides two leverages for the hotel decision-maker: operational and financial. Once a hotel is place on the first page of a big city, the

competition gets to be really high and despite the daily rate, rating will set the ranking and influence even pricing decisions.

In which extent does TripAdvisor replace the word-of-mouth effect?

*[Marco Jorge]* Research shows that word-of-mouth still plays a very important role and it will always exist, but the value proposition changes. In this case a user was already recommended on where to go, but will access TripAdvisor to address very particular questions. For example, a relative has suggested another family member to go to a resort in Cancun, this person will go online to TripAdvisor to double-check if this property is suitable for children. Another example, happened in a review received by a US hotel in which guests commented on TripAdvisor that children weren't welcome. The hotel owner replied appreciating the testimonial since the hotel was in fact for adults. Even when the recommendation spread on a word-of-mouth basis, it doesn't replace the platform in the extent people will still go there for further information and price comparison.

Research studies point out that some users write reviews to help other users, whereas other users approaches the production of content as a way to reward a good service they have received. In your opinion, what are the drivers that contributes for a user to write a review?

*[Marco Jorge]* The top reason is to share opinion with other people. Once one likes something, it's very pleasant to share it. I have a personal example to tell you. I went with friends to Pantanal and during our trip each nice moment, even the trivial ones like a sunset, was shared on Facebook. Brazilians like to share, we are a sociable culture. Combined with it, we simultaneously want to share what's nice and also prevent friends to pass through bad experiences. Aiming to tackle the issue of bad experiences, TripAdvisor rate experiences considering recency together with rate and amount of reviews. This is because a property may take a review as feedback, and improve

overtime. Getting back to the drivers, the hotel employees also can play an important role to stimulate people to produce content. Some of them have internal communication initiatives, such as leaflets at the reception; others have employees that reminds guests; or send e-mails. The thing we do not allow for internal policies is that hotels provide incentives such as room upgrades for users who provide positive reviews. Hotels agree with the policies prior to joining.

The initiatives undertaken by TripAdvisor on content licensing for partners contribute to the content reach, with more users having access to the reviews. Is there any pillar on partnerships that also contribute to an enhancement of amount of produced reviews?

*[Marco Jorge]* We have closed partnership deals with mileage programs such as Smiles, Multiplus, and other travel suppliers. It's different when TripAdvisor rewards a user for providing a review, since we are a neutral platform. If a hotel does that it will bias the review. Once we set this kind of partnership, the user earns points for reviews provided.

What's your perspective around the Brazilian culture affinity with reviews and ratings of services? In Brazil there are not many local players on UGC such as Yelp. As a global player, does TripAdvisor compare the cultural adherence while taking decisions across countries?

*[Marco Jorge]* The partnerships with mileage programs illustrate what your question addresses. Since TripAdvisor brand is not very well-known in Brazil, this kind of partnerships helps to spread the business model and disseminate the culture. It's so important that we are going beyond mileage programs, and telecom business such as a recent partnership with Tim will help to increase our exposure.

Given that the power over the content is on the users, what do you consider that have differentiated TripAdvisor from a complaints platform and turned it out in a referral website? What were the drivers for the users to perceive and adopt this approach?

*[Marco Jorge]* The average rating for establishments in Brazil on TripAdvisor is 4.12, which is pretty positive. There's another website called "Reclame Aqui" which is focused on negative experiences and problem solving. Here we do believe that a travel experience can always be positive. Maybe a certain establishment will leave a gap which may be unpleasant for one individual, but overall the experience will be good for the travelers anyway. The key on TripAdvisor is the ability to share the real experience, that maybe can improve, maybe can be just suitable for someone else or maybe was perfect for who wrote it.

It's a fact that TripAdvisor content inventory is higher than any Online Travel Agency; but do you see any risk or concern of content migration to the OTA website?

*[Marco Jorge]* We are not a platform of sales, and they are not a platform for content only, what makes them partners and not competitors. The focus is to support travelers on taking the best travel decision. Our partnership with OTAs goes beyond the metasearch and media acquisition, but also involves content while sharing images, licencing reviews and ratings.

Are there incentives such as gifts, rewards or status for a user to review a hotel?

*[Marco Jorge]* Despite the "one-shot" partnerships that rewards users with points, we have always-on incentives without actual rewards. Users are motivated with social status, labels of levels of engagements and recognition bedges.

Unlikely other digital business and e-commerces, TripAdvisor's product is the content and a content that is not produced in-house such as traditional editorials. What are the main leverages adopted to stimulate users to generate this content?

*[Marco Jorge]* The main leverage for users to produce content, is to acquire them while searching for information about destinations, hotels, tours and attraction. Once this user is acquired as a content consumer, (s)he will become a potential producer in the long term.

The retention is high, and so is the frequency. The users do return to TripAdvisor and quite often. This user who is today seeking information, is already a prospect future producer.

Do you see any association across monetization and content generation? Are those independent topics or do you believe it's related?

*[Marco Jorge]* In the web it's all about content. Who owns content, owns the gold mine. How a business is going to monetize a content, is a second question. Here at TripAdvisor we are constantly testing, some products were sunsetted, others improved. The baseline is the content and it generates opportunities for new products which will be monetized.

If you had to define one reason why a user would write a review, what it would be?

*[Marco Jorge]* Share the experience, what went well and what did not meet the expectation. The main outcome is to align expectations and actual experiences.

## **7.2 Survey**

The web survey was designed on Google Drive, and the link was spread out through social networks, groups of emails and mobile apps.

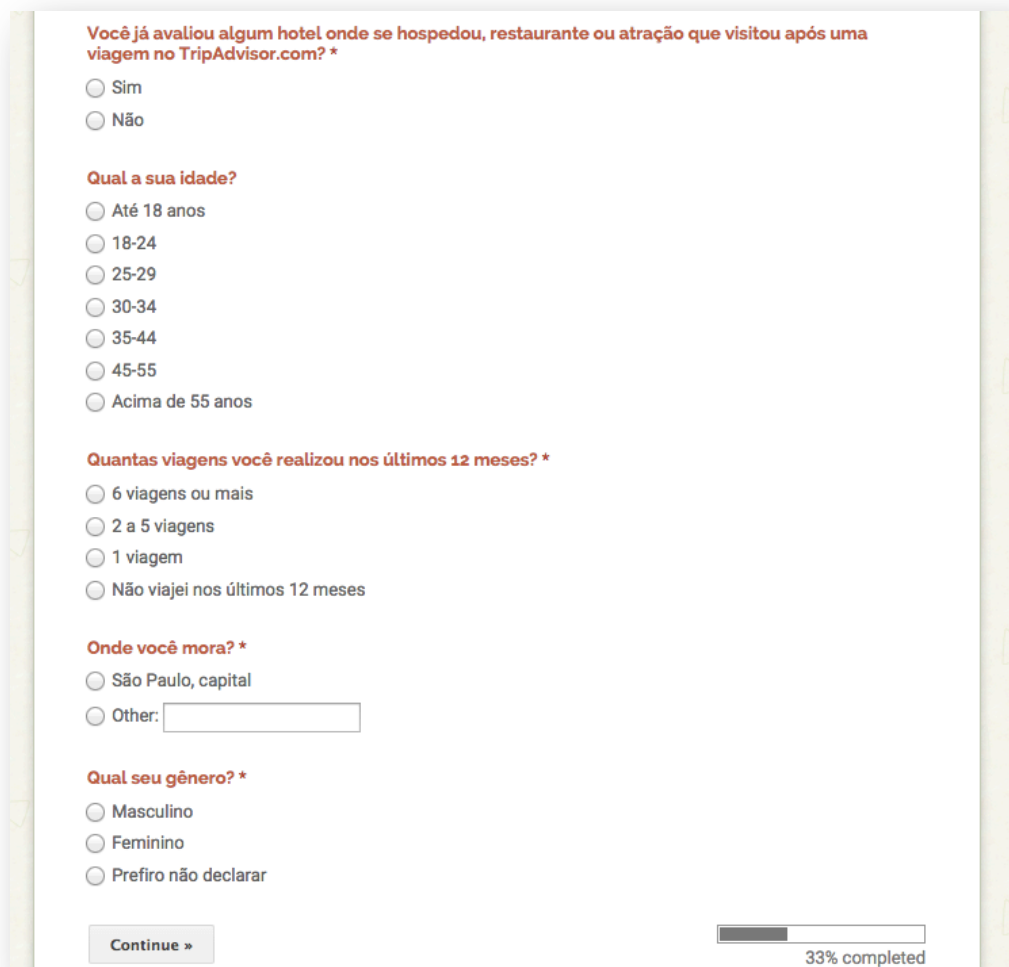
### **7.2.1 Introduction**

The survey started with a data gathering page that aims to collect demographic data (age, gender, and city). Additionally, the survey was designed for



travelers only, so it also identified the frequency that the respondents travel and if they have ever produced content on TripAdvisor.

Based on the answer that classifies the respondent into a user who is a content producer on TripAdvisor, or not, the user was taken to different survey pages. The content producer survey is the object of analysis, and the non-producers page is complimentary to the analysis.



Você já avaliou algum hotel onde se hospedou, restaurante ou atração que visitou após uma viagem no TripAdvisor.com? \*

Sim  
 Não

**Qual a sua idade?**

Até 18 anos  
 18-24  
 25-29  
 30-34  
 35-44  
 45-55  
 Acima de 55 anos

**Quantas viagens você realizou nos últimos 12 meses? \***

6 viagens ou mais  
 2 a 5 viagens  
 1 viagem  
 Não viajei nos últimos 12 meses

**Onde você mora? \***

São Paulo, capital  
 Other:

**Qual seu gênero? \***

Masculino  
 Feminino  
 Prefiro não declarar

Figure 16 – Screenshot on Introductory Survey page

**Gostaria de saber mais sobre o comportamento de uso do TripAdvisor**  
 Não vai demorar nem 5 minutos :)

**Quando recebo incentivos (como pontos Multiplus) me sinto mais motivado a avaliar no TripAdvisor. \***

1 2 3 4 5

Discordo Totalmente      Concordo Totalmente

**Confio mais no conteúdo do TripAdvisor do que no conteúdo encontrado na página do hotel**

1 2 3 4 5

Discordo Totalmente      Concordo Totalmente

**Minha viagem só está completa quando registro a avaliação das minhas experiências no TripAdvisor. \***

1 2 3 4 5

Discordo Totalmente      Concordo Totalmente

**Minhas avaliações no TripAdvisor tem como objetivo recompensar e reconhecer bons serviços \***

1 2 3 4 5

Discordo Totalmente      Concordo Totalmente

Figure 17 – Screenshot on Likert Scale Survey page for TripAdvisor Content Producers

### 7.2.2 Content Producers Survey

For the users who answered that had written reviews on TripAdvisor (and, therefore, were content producers), the survey lead them to a second page with the following statements to be evaluated in the Likert Scale from 1 to 5, being 1 “Strongly Disagree” and 5 “Strongly Agree”. The statements were randomly sorted to each user.

The reviews I write on TripAdvisor aim to recognize and reward good services. *Minhas avaliações no TripAdvisor tem como objetivo recompensar e reconhecer bons serviços.*

Prior to booking a hotel that I'll stay, I always check its reputation on TripAdvisor. *Antes de fazer uma reserva sempre checo a reputação do hotel no TripAdvisor*

I have the feeling of helping other travelers when sharing my experiences. *Sinto que ajudo outros viajantes ao compartilhar a minha experiência.*

I share more good, than bad experiences on TripAdvisor. *Compartilho mais experiências boas do que ruins no TripAdvisor.*

I enjoy when others are aware of places that I have visited. *Gosto que os outros vejam os lugares que já visitei.*

When I make a review, I'm likely to share what official information would not publish. *Quando faço uma avaliação costumo compartilhar o que informações oficiais não publicariam.*

I trust more on TripAdvisor content, than in the content that I find in the official website of the hotel. *Confio mais no conteúdo do TripAdvisor do que no conteúdo encontrado na página do hotel.*

It's pleasant for me to share experiences that I've lived on TripAdvisor. *Avaliar experiências que vivi no TripAdvisor é prazeroso para mim.*

Prior to making my first TripAdvisor review, I was used to take my decisions based on other users reviews. *Antes de fazer minha primeira avaliação no TripAdvisor, costumava tomar as minhas decisões com base em avaliações de outros usuários.*

My reviews on TripAdvisor are a way I found to punish unpleasant experiences. *Minhas avaliações no TripAdvisor são uma forma de punir experiências ruins.*

I feel I can give back to the community by writing reviews, since the reviews I read on TripAdvisor make my trip better. *Sinto que devo retribuir avaliando serviços, já que as avaliações do TripAdvisor tornam minha viagem melhor.*

My trip only ends once I register my experiences as reviews on TripAdvisor. *Minha viagem só está completa quando registro a avaliação das minhas experiências no TripAdvisor.*

I have TripAdvisor mobile app and it's with me throughout my whole trip. *Tenho o aplicativo do TripAdvisor e ele me acompanha durante a viagem.*

Whenever I remember, I access TripAdvisor.com to rate and review places where I've visited, even if it has been a long time. *Quando lembro, acesso o TripAdvisor e avalio os lugares que já visitei, mesmo que tenha sido há muito tempo.*

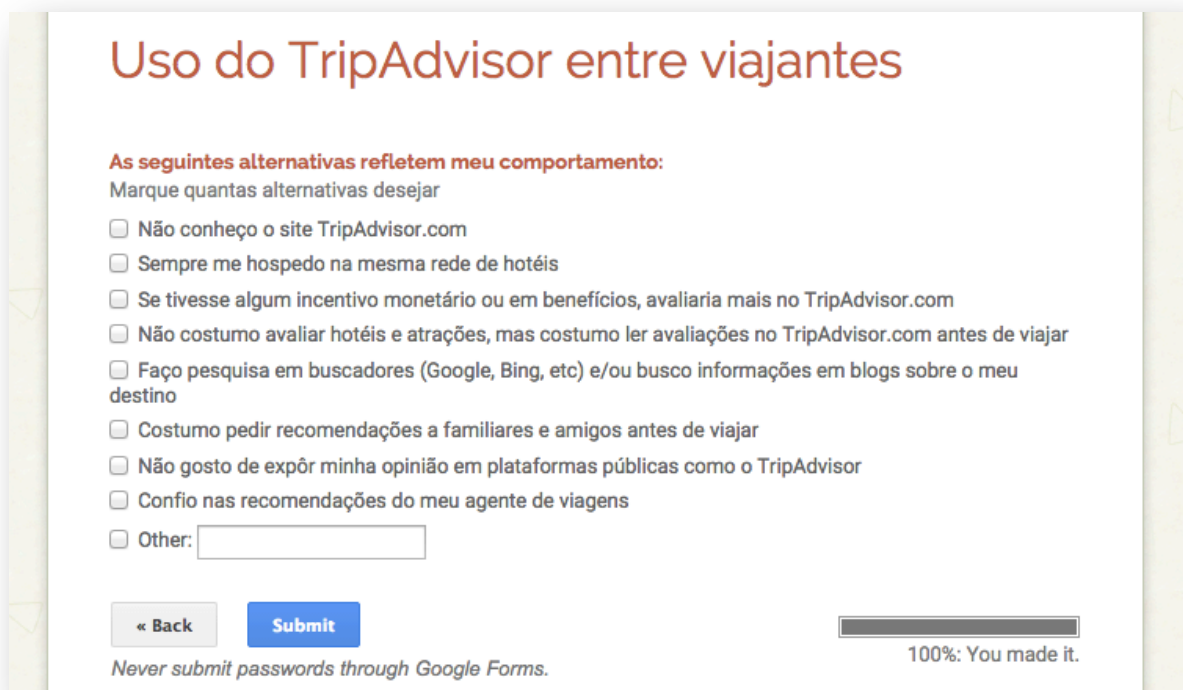
I feel more motivated to write reviews on TripAdvisor when employees from the establishment request it or remind me. *Quando um funcionário do estabelecimento me pede ou lembra, sinto-me mais motivado a avaliar no TripAdvisor.*

I feel more motivated to write reviews on TripAdvisor when I receive an email requesting it. *Quando recebo um email solicitando, sinto-me mais motivado a avaliar no TripAdvisor.*

I feel more motivated to write reviews on TripAdvisor when it's linked to rewards (such as mileage points). *Quando recebo incentivos (como pontos Multiplus) me sinto mais motivado a avaliar no TripAdvisor.*

### 7.2.3 Non-Content Producers Survey

The users who claimed not producing content on TripAdvisor, were taken to the following screen with checkboxes to be marked to understand what makes them not write UGC. Among the hypothesis are not knowing TripAdvisor brand and website, the preference over hotel chains, the lack of incentives, trusting in other sources such as travel agents, friends or relatives. This is not the object of this analysis but can support the analysis and raise the relevance for further studies.



**Uso do TripAdvisor entre viajantes**

**As seguintes alternativas refletem meu comportamento:**  
Marque quantas alternativas desejar

- Não conheço o site TripAdvisor.com
- Sempre me hospedo na mesma rede de hotéis
- Se tivesse algum incentivo monetário ou em benefícios, avaliaria mais no TripAdvisor.com
- Não costumo avaliar hotéis e atrações, mas costumo ler avaliações no TripAdvisor.com antes de viajar
- Faço pesquisa em buscadores (Google, Bing, etc) e/ou busco informações em blogs sobre o meu destino
- Costumo pedir recomendações a familiares e amigos antes de viajar
- Não gosto de expôr minha opinião em plataformas públicas como o TripAdvisor
- Confio nas recomendações do meu agente de viagens
- Other:

Never submit passwords through Google Forms.

100%: You made it.

Figure 18 - Screenshot of Survey for travelers who does not product content on TripAdvisor