# *Online reputations*
# Why hotel reviews matter and how hotels respond

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# Contents



**Nicolas Olivier Mayer**
*Swiss Hospitality & Leisure Industry Leader*
Partner, PwC Switzerland

# Executive summary

We have analysed the online reputations of more than 11,000 hotels in 48 cities in Europe, the Middle East, Africa, and India. The results show that there are large differences between the cities in how guests have rated their overall performance. There are also large differences within the cities, between the 3-, 4-, and 5-star properties.

Eastern Europe has the highest GRI across the board and in each category. This shows that Eastern European hotels seem to be meeting or exceeding guests' expectations most often. The city reports show that there are large differences between the top and lowest performers in each region, suggesting that the analysis for destination management purposes needs to be more granular than regional or even city level.
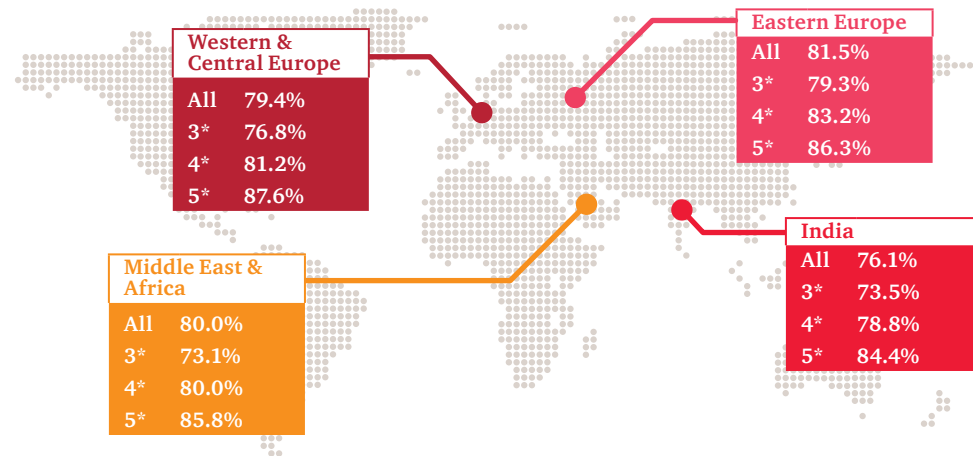
Cleanliness and location tend to be rated most highly in the cities, whereas rooms and value are most often the most negative attributes. Five star hotels are rated low on value most often.

There were also large discrepancies between the management response rates to reviews. Five star hotels tend to be better at responding than 3- and 4-star hotels, but there is still room for improvement in all categories. The trend is for higher response rates as hotels are seeing the importance of proper review responses for their business.

The city rankings revealed that Cape Town and Johannesburg are leading in overall online reputation. Traditional destinations do not seem to be satisfying their guests' expectation as well and are not well represented in the top 5.

Our experts' articles give hotel and destination managers food for thought on how they can better utilise online reviews in their daily business. The first article, showed how hotels can properly respond to reviews, not only with comments on the review sites, but more importantly by taking corrective action to ensure that the service is delivered correctly the next time. If it is not, the second article described how service recovery works and how hotel managers can empower employees to provide better service. The third article specified how KPIs based on online reputations could make their way into hotel management contracts in the near future, to ensure that operators keep a customer focus. Finally, we described the implications (and opportunities) of online reviews for destination managers and made some suggestions as to how these can be integrated into research and support programs.



**Western & Central Europe**

| All | 79.4% |
| --- | --- |
| 3* | 76.8% |
| 4* | 81.2% |
| 5* | 87.6% |

**Eastern Europe**

| All | 81.5% |
| --- | --- |
| 3* | 79.3% |
| 4* | 83.2% |
| 5* | 86.3% |

**Middle East & Africa**

| All | 80.0% |
| --- | --- |
| 3* | 73.1% |
| 4* | 80.0% |
| 5* | 85.8% |

**India**

| All | 76.1% |
| --- | --- |
| 3* | 73.5% |
| 4* | 78.8% |
| 5* | 84.4% |

*Figure 1: GRI™ for each region and hotel category*

# Introduction

Online reviews are an important source of information for customers booking accommodation and travel. Even if they do not book their travel online, most customers will at least review Online Travel Agencies (OTAs) and review sites before making a booking decision. The increasing use of mobile devices for making travel bookings further enhances the importance of online reviews for travel decisions. Customers trust reviews by other travellers more than they do official business communication, because they assume that the reviews are independent. Although some issues around fake reviews have reduced the trusts that consumers place in them, they still affect most travel decisions.

More and more hotel managers are using online reviews to their advantage. The reviews complement traditional market research and reveal many insights on how well a hotel is meeting its guests' expectations. Managers can use this information to identify gaps in their service offering and launch remedial action to make sure that guests are satisfied in the future.

In this study, we have analysed the online review data from 11,006 (see appendix) hotels in 48 cities in Europe, the Middle East, Africa, and India. We want to show hotel and destination managers alike how guests rate these cities on online review portals and where there is room for improvement. Each city and region in our sample is covered in detail. It is interesting to note up front how different the distribution of star categories is within the regions. This distribution is shown in more detail in each city and region report.

In addition, our experts provide insights into how management can better respond to online reviews, the impact that this may have on service recovery in the digital age, the potential (or imminent) inclusion of online reviews in hotel management contracts, and the value that these reviews pose for destination managers.

**Figure 2** Distribution of 3-, 4- and 5-star hotels in analysed regions
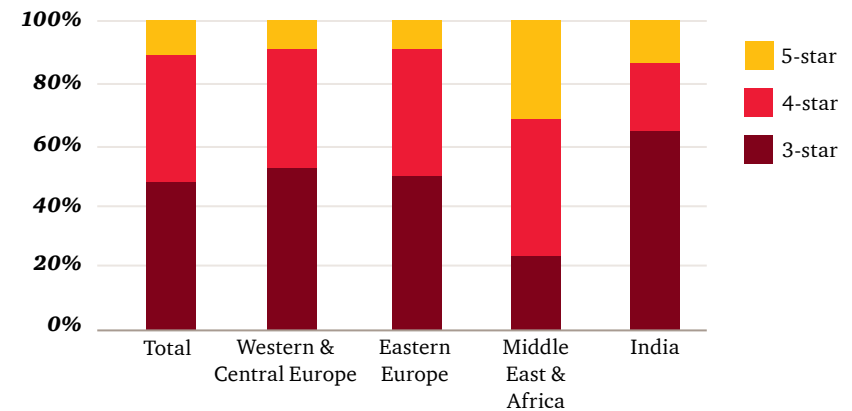
# *Methodology*

The data we processed and analysed in our research was provided by ReviewPro. ReviewPro is an internationally operating company that offers Guest Intelligence solutions, including online reputation benchmarking and management tools, for hotels and other tourism businesses. The data is based on reviews from 142 Online Travel Agencies (OTAs) and review sites.

We analysed data for the years ending 28 February 2014 and 28 February 2015. The data covers all 3-, 4- and 5-star hotels in 48 cities, of which the majority are located in Europe. The selected 48 cities are classified into four strategic geographic markets: Western & Central Europe, Eastern Europe, the Middle East & Africa, and India. We aggregated and analysed the data within each hotel category to compare between cities and regions.

For each individual city we analysed:

1. the Global Review Index™ (GRI) per hotel per star category;
2. department indexes covering quantitative ratings in cleanliness, location, room, service, and value;
3. details of the review languages; and
4. the hotels' response rate to online reviews.

Accordingly, each city profile is made up of four charts. These charts indicate the respective key figure and show the changes from the first to the second year. We show the results for all hotels in a city and then break it down further to show the 3-, 4- and 5-star hotel sectors.

## Global Review Index

The Global Review Index™ (GRI) is an online reputation score for an individual hotel, group of hotels or chain based on review data collected from 142 online travel agencies (OTAs) and review sites in more than 45 languages. The GRI for a specific date range is the average of the daily GRI scores that have been calculated during that date range. The GRI is calculated on a daily basis for each hotel by analysing the quantitative score associated with reviews posted. It is calculated with a proprietary algorithm that was developed by ReviewPro in conjunction with input from industry experts and advisors from leading graduate programs in hospitality management. Available exclusively to ReviewPro clients, thousands of hotel worldwide use the GRI as a benchmark for reputation management efforts and to set quality objectives as well as optimize online pricing and distribution strategies.

A GRI can only be calculated if there is a minimum of ten reviews available. For this study we only evaluated data from those hotels which generate a GRI.

## Department index per category

The department indeces indicate the guest satisfaction related to single categories or departments. For every city we calculated the best- and the worst-rated feature overall and within each star category. Not every OTA or review site allows ratings per department, which is why the total number of reviews for the departments may be different to overall reviews for the city. We analysed the most commonly reviewed departments, which are: cleanliness, location, room, service, and value.

## Review languages

We analysed 42 most common review languages in each city. The results provide the total number of reviews per language as well as the average ratings of reviews written in that language. The results indicate not only the most common review languages but also allow us to assume the origin of the cities' visitors. Based on that, we can ultimately conclude which guest segment influences the hotels' average rating most.

## Response rate to online reviews

The review response rate indicates what percentage of reviews management has responded to online. ReviewPro distinguishes between positive, neutral and negative reviews. The total review response rate is consequently composed of the average of the positive, neutral and negative response rates. OTAs have varying policy models regarding the hotels' ability to respond online, which may have affected the response rates. However, since the same data collection method was used across all cities, this should not reduce the comparability of the results.

# Expert articles

# *Review response cycle*
## How hotels should respond

Online reviews have become a major force in the hotel selection process. Most travellers will use online sources to review hotels and other tourism operators during their decision making. Reviews are thought of as a trustworthy source of information and travellers can form a better picture of the property than they could by just looking at the official marketing communication or asking their direct peers.

Some hoteliers still see reviews, especially negative reviews, as a burden and are coming to terms with how to use them to improve their business. Our research suggests that hotels should embrace online reviews as an opportunity for constructive exchange. Hotels that not only monitor and respond to them, rapidly and honestly, but also improve on the root causes of the negative reviews will come out winners in the long run.

So, like it or not, for most hotels the question is not whether to monitor and respond to online reviews – this is unavoidable – but how and with which additional measures. Large hotel operators will have dedicated people, or even teams, to monitor reviews and respond directly to guests. Often, these operators will have KPIs that determine how quickly and by whom the individual property must respond. Both positive and negative comments are an opportunity to start a conversation and engage with the guest.

However, the external response to the actual comment is only one part of the smart hotel's response to online reviews. The other is the internal learning and further measures taken. To understand the need for both types of responses more easily, we frame them as part of the review response cycle.
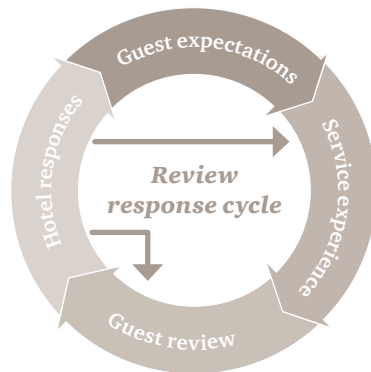


Guest expectations are the starting and end point for the cycle, because guests enter any service situation with an expectation in mind. These expectations are generated through previous experience with the product, the brand, start rating, marketing communications, word-of-mouth, price, and, of course, online reviews. Guests will book hotels that they expect to meet their need for the particular trip. The higher the expectations are, the more the hotel needs to offer in order to satisfy the guest.

During the service experience, the guest will continuously check whether the experience meets, exceeds, or fails to meet their expectations. A single bad experience during an otherwise smooth hotel experience can taint the rest of the experience and leave a negative overall impression. An unfriendly bellboy, misplaced luggage, a dirty room, a spilled espresso, or a long wait for a room-service meal can all be reason for disappointment.

This evaluation is highly subjective and is the individual guest's perception of how well the service was delivered, based on both physical and service aspects. Although the perception is very individual, the negative comments can be broken down into the following larger categories.

| Physical | Service |
| --- | --- |
| Dirty facilities | Service mistakes |
| Non-functioning facilities or equipment | Unprofessional service |
| Old facilities | Service delays |
| Missing facilities | Missing services (e.g. in room dining) |

whether they were delighted or disappointed, today's guests will want to share their experience. They might do this through word-of-mouth, online networks, or in many cases through online review sites. This is lucky for hotels, because they can tap into these reviews and respond to them.

As previously outlined, guest satisfaction is linked to how well the expectation was met. Therefore, the first question a hotelier needs to answer is: "was the dissatisfaction the consequence of an incorrect/heightened expectation based on vague communication or from a subpar service or asset?".

If it is the former the brand communication and/or webpage needs review to align communication and actual experience. If it is the latter it is vital to address the root cause of the shortcoming and to communicate this plan when addressing a negative review in order to potentially remedy the relationship.

Consequently, the response to a negative written comment needs to be swift, honest, outline the main concerns highlighted by the guest, and detail how they will be addressed in the future. However, these are negative promises, if the hotel then does not actually fix what caused the problem in the first place.

smell

facilities hotel
safe business kitchen service pool spa
entertainment food
size parking towel
bar furniture room
restaurant bed drink reception
temperature internet noise
language bathroom a/c quality
breakfast tv terrace

We have found in our work with clients around the globe that negative reviews often offer great insight into the operational or capital-related issues that a hotel may be having. So presented below are some ideas for how hoteliers can better use this valuable (and free!) resource to make the changes necessary in order to delight their guests in the future and ensure loyalty.

**Ideas on how hoteliers can make a change in service delivery**

Depending on whether the comments are asset- or service-related the necessary measures will be different. In the case of physical issues, maintenance or renovations, communication is the key, because hotels ought to make guests aware that work is going on and that they should adjust their expectations accordingly. Otherwise, disappointment is inevitable.

The service-related issues are connected to processes, systems, or people. This means that hotels need to address the granularity or content, training, or controlling of standards in addition to related operating procedures and organisational structures to determine exactly which step in the service delivery chain failed.

An awareness of why service goes wrong therefore helps hotels to improve their service recovery processes. They can anticipate issues and work on making the service failsafe at the identified key points in the delivery chain. It is vital to involve cross-departmental teams in this process to ensure that the whole organisation improves and is aligned on meeting the customers' expectations better.

**Three main learnings regarding online reviews**

The three main lessons to take away when you analyse your hotels online reviews are:

1. Online reviews are a resource, not a nuisance. Use them wisely to sustainably improve your business and improve guest loyalty.
2. A written response is good, but an internal review and a commitment to physical or service-related changes is what will keep you ahead of the game.
3. Management needs to coordinate responses across departments to ensure that employees are aligned on meeting guests' expectations now and in the future.
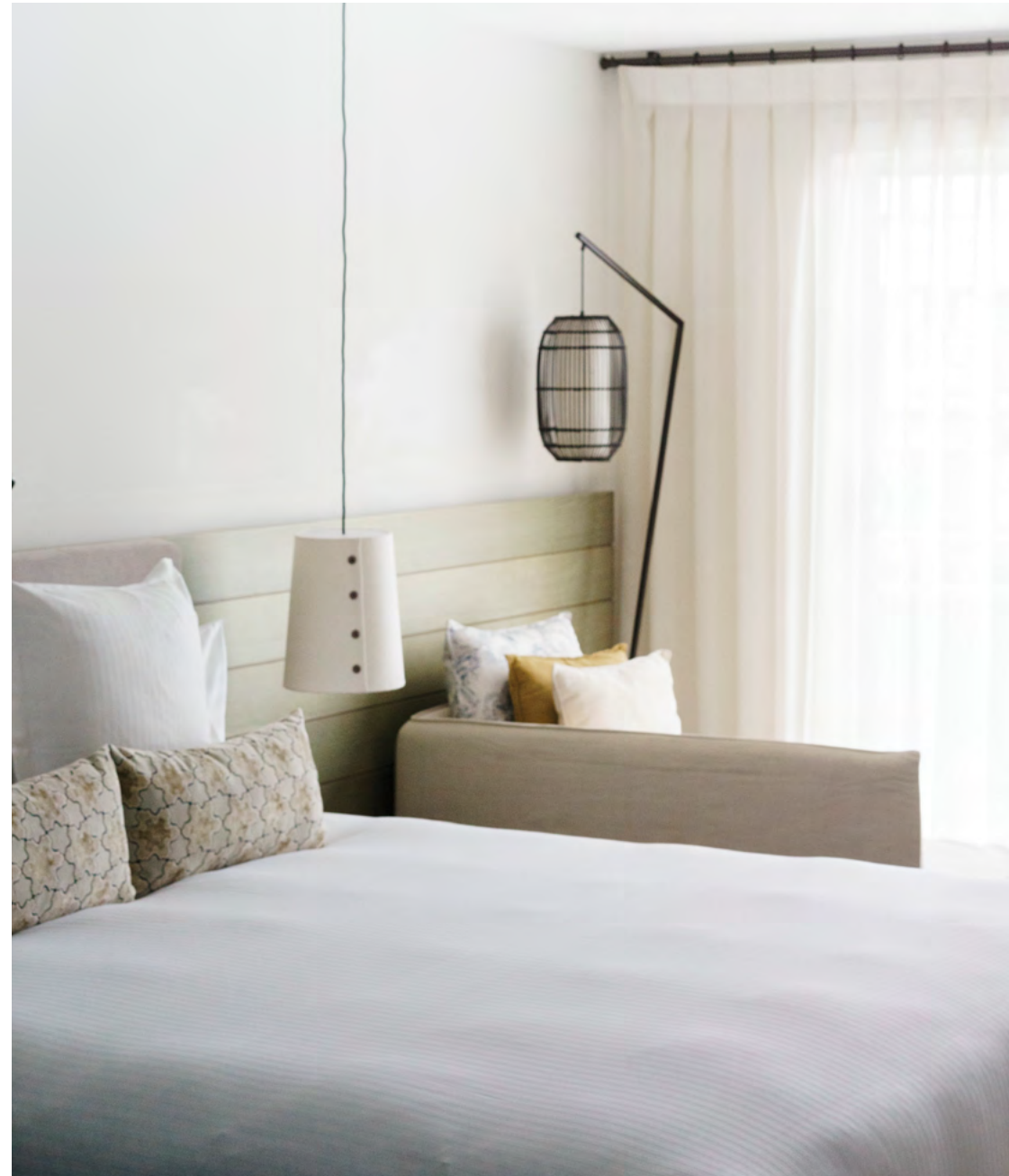
# Taking a closer look at hotel service recovery

### Taking a closer look – the worst ratings
In the context of our analysis we took a more detailed look at the bottom 20% of online ratings, those resulting in 1/10 or 1/5 scores. These ratings are the most damaging to a hotel's online reputation – both due to their influence on the overall mathematical average score and by the often detailed and scathing narratives that accompany them. These comments are the most damaging liability that operators and individual properties carry with them in their online heritage – sometimes for years.

A good sized hotel is the stage for many hundred thousand guest interactions per year: check in, valet, check out, restaurants, breakfast, banquets, etc. It is unavoidable then, that with the number of client interactions that a hotel's staff handles on a daily basis, the service delivery will not meet guest expectations at times. Sometimes the hotel fails to deliver a reasonable expectation, sometimes a guest's expectation is unfounded, based on wrong information or in some cases even unreasonable. When a service failure occurs, this is often at the origin of a negative guest comment.

Within these comments, there are of course a number of "off the wall comments" as well as some that are visibly intended to harm the property without cause. However, the majority of these comments have another common theme: guests' irritation (at times lividness) is due not so much to a failure in service delivery, but to the way that failure was handled by the hotels' staff, with the guests' feeling that no one took their problem seriously.  Guests intuitively understand that errors can happen, but they don't understand that they can't be fixed.

Indeed, many narratives include common language such as "despite promising to follow up on my complaint, nobody called", or "front office was unable to solve my problem because their policies did not allow for it" or "the employee apologised but did not provide me with the confirmed room type".

### The right training for hotel staff
The root cause of why service recovery remains such a prevalent issue in many properties lies in training programmes which do not sufficiently acknowledge the possibility of service failures. Consequently they do not provide support to their employees in learning how to act in these circumstances.

Operators have excellent training programmes for delivering according to their brand standards, but many have not incorporated situational training modules into practice behavioural patterns for handling situations where service delivery failed.  The training is focussed on "what should we do" rather on "what to do if we didn't do what the client expected us to do".  Hotel staff often understand the guests' problem, but neither have the training, the empowerment and sometimes not even the support of a supervisor to handle the situation. The response is according to the operators' Standard Operating Procedure (SOP), rather than according to the guests' specific situation.

There are, however, operators who have recognised this additional training dimension, and they have intuitively understood that situational behaviour cannot be trained by standardised schematics. Looking at these operators, as well as other customer-service-centric industries, three common constants can be identified:

### Recruiting for attitude, rather than skill
A large part of recruiting is still strongly skills- and qualification- based. Pre-screenings focus on aspects such as past experience, ability to handle Property Management Systems, or formal education. These aspects of course remain important but need to be supplemented by recruiting tools measuring a candidate's situational dexterity, i.e. ability to spontaneously and independently assess how a number of situations should be handled.

### Empower employees and teams and remove fear of retribution
Policies, Job Descriptions and SOPs are the backbone of service delivery – they are helpful orientation aids to ensure that "all goes well". However, when things do not go well, then they become a major impediment to swift service recovery. Employees who intuitively understand what would need to be done to remedy a situation and recover an unhappy guest are often constrained by rules preventing them from doing so. They might not be empowered to take decisions with financial implications for the property, or are required to refer them to a supervisor who may or may not be available. Or – in the worst of cases – they may be sanctioned by providing a solution to a guest that requires the employee to act outside their job description and may prevent them from completing other tasks.

### A note to the owners
Service delivery is an area which owners expect operators to handle as part of their contractual agreement, a core service provided by the operator. While this is true, we would like owners to acknowledge that, every now and then, a property (and thus also its owner) would benefit from a training intervention that goes above and beyond the regular training activities and costs which the owner can expect the operator to incur on its behalf.  In many instances it happens that the owner offers up financial means above their contractual obligations for capex, e.g. for a new spa, a refurbished restaurant or a special suite. It is very rare that an owner offers financial support for out-of-the ordinary training activities.

Just like an owner puts aside funds for the FF&E reserve, perhaps some might consider an RRR reserve just as beneficial – a Recruit, Retrain and Retain reserve.

# *The new management contract*
## From performance test to reputation test

Today more than at any other time in the past century, competition for good assets is strong, with more and more operators competing for the best assets across the many attractive markets where assets are being built.

As competition for prime assets heightens, the historic mechanisms used by operators to clinch the deal still fully address the hedge arrangements by which the owner ensures that his asset will be put to the best available use.

Historically, operators value proposition to owners was the control over the entire distribution and product delivery cycle, their ability to develop an attractive brand, to deliver the brand message to potential clients, to trigger their purchase decision and then to deliver an experience that resulted in return visits. It was a "one-stop", closed circuit value proposition, and one that was consistently delivered to high quality standards by many of the operators in the market.

### But today, the distribution circuit is no longer closed
The rise of the Online Travel Agencies (OTAs) has materially disrupted the operators' distribution value proposition. Having gained such prevalence and popularity with clients they have become a material, near unavoidable principal channel for the acquisition of guests, even within the largest of operators' distribution strategy. In that process, OTAs have not only disrupted the distribution strategy, but perhaps more importantly, they have done away with operators' control over how their brand and properties are presented to the market at large.

Much has been studied, researched, said and written about the reasons for their success. In the simplest of terms, OTAs have gained credibility with consumers in general and with Millennials in particular as providers of "real" information, based on real experiences of fellow travellers and communities, rather than on a corporate marketing persona.

While operators have adapted – some better than others – to the loss of sovereignty over information through innovations in social media management and through updating their own online product and distribution channels, management contracts have not reflected these changes.

### Are 20th century Management contracts fit for the 21st century?
The successful Management contract, in addition to providing a mechanism to share the appropriate level of return, historically contained provisions to assure the owner that his property would be taken well care of, and that mechanisms existed to remediate poor "stewardship" of the operator of the owner's asset. Based on the notion of the "one stop shop" value proposition, operators levied base fees for professional management, marketing and reservation fees for successful promotion and distribution and an incentive fee to participate in a successful financial outcome. These measures were – and remain – important and valuable relational mechanisms, as they protect both the financial return of the owner and the reputation of the asset.

However, management contracts to-date do not reflect an operator's ability to optimise and protect a property's online reputation – where a material part of transactions is generated outside of the operator's full control, based on this reputation and the page ranking thus attained.

### Is it time to supplement the historical "Performance Test" with a "Reputation Test?"
The delegation of parts of the historic distribution tasks of the operator to the OTAs has often benefitted both the owner and the operator, and both have shared the results if management contracts provided for a balanced alignment of interest. Even the traditionally levied marketing fees still remain very much a justified and fair compensation mechanism, as the ascent of the OTAs has not necessarily lightened the efforts required of operators – they have merely shifted them.

However, in an agency relationship, the work can be delegated, but not the responsibility – including responsibility for the online image of the property entrusted to the operator. It is in that area that management contracts have not yet evolved to ensure that operators are properly rewarded – or not – for a property's image in the online space and the resulting "sales goodwill" this generates.  It would be fair that a professional operator would back up his claim of being the "best fitting operator" with a contractual commitment for his performance in that space as well – a "Reputation Test" of his ability to outperform the competitive set in those areas of online ratings that he could rightfully be expected to control and influence.

### Are online ratings ready to serve as a basis for performance tests?
Online ratings are by no means perfect, and there are indeed reliability issues which need to be fully resolved in the years to come, should they become the basis for contractual clauses.  OTAs are well aware that this issue of credibility ultimately will make or break their business model and the current trends suggest that they work diligently towards this. Issues such as "fake" and "sabotage" reviews will remain, but decrease and quite frankly, they existed in the area of the cardboard guest comment card just the same.

Either way, and regardless of what an operator thinks about online ratings or how fair they are, the truth is that they are out there and potential guests read them.  If a potential guest consults them as part of the decision making process, then control and command of these ratings must become a measured performance indicator, by which the owner measures the operator. It may not be tomorrow or even next year, but we would bet our next vacation (booked online or otherwise) that we shall see these clauses emerge in the next five years.

# The value of online reviews for destinations

The city and regional results provide great insight into how well a city and its properties are performing in terms of customer expectations. This is interesting for hotel companies, because they can benchmark themselves and determine in which service aspects they want to improve in relation to their peers. However, this data is also a wealth of information for destination managers to see where in the destination they need to support and ensure that promises are being delivered.

Hotels make up a significant share of the tourist services offered in any city destination. They usually cover multiple market segments – business and leisure – and are a good indicator of destination performance. With review sites focusing more and more on other aspects of the tourist experience – restaurants, attractions, transport, and more – the potential for review analytics to provide destination managers with accurate and timely management information will only increase.

## So how could this information help destination managers?

Destinations managers are responsible for marketing the destination as a whole and ensuring that the operators satisfy the promises that marketing creates. The second part of this equation is more difficult than the marketing, because destination managers seldom have direct influence over the product offerings of the operators. And we all know that one bad experience on a holiday can spoil the entire trip.

Online reviews provide destination managers with information about where in their destinations guests are satisfied with the offering and where there may be room for improvement. For example, 3-star hotels in a destination are rated low on cleanliness and guests' comments on popular reviews sites mention hygiene in restaurants and maintenance in the hotel rooms as issues. Destination managers can contact the hotels in question and make suggestions as to how they can improve on these factors. Especially in relation to soft factors, like employee training, destination companies can have a positive impact by providing or arranging for training sessions on those topics that are seen as most negative by guests.

This means that although destination managers do not have a direct influence on the service offering in the destination, they can work on providing the right framework conditions for the operators to provide excellent service to guests. Destination managers essentially end up in a coaching role, where they provide feedback to operators, share analytics with them, and then support them in improving their service to guests. The destination's interventions can include legislation over certain standards (health & safety, accessibility, pricing, etc.) or support through training, marketing support, research, and other support services that individual operators may not be able to afford for themselves.

## Review data improves service quality in hotels

The basis for these interventions or support mechanisms ought to be solid and integrated destination analysis systems, including traditional destination statistics (arrivals and room nights), online reviews, and social media analytics. It is the combination of the quantitative and qualitative metrics that will allow destination managers to accurately assess the state of their destination, pass this on to operators, and then support them in taking remedial action to ensure guest satisfaction.

With the improvements in online review data and the greater availability of reviews for non-hotel operators, this will become an even more exact method in the future. The challenge that destinations face is integrating the various systems and ensuring that they have enough of the right information to make support decisions. This will require destination managers to think about their research capabilities at a much more granular level and to focus their data collection and dissemination efforts on those topics that are important to guests. The systems need to be responsive, because guests' expectations and satisfaction are constantly shifting and destinations need to be flexible to respond in an appropriate manner.

Also, different market segments will have different expectations, which is why blanket statements (or even slogans) like "we offer something for everyone" are less likely to work in the future, if they ever did. More detailed analytics will allow for more accurate targeting of segments. It is important to consider how guests use the individual service offerings in a destination and how they link their various experiences. Tracking a guest's movement through a destination provides deep insight into where potential collaborations between operators could lead to greater satisfaction. It also makes more granular research and analysis possible, which can improve service quality and delivery.

## The importance of listening to your clients

Destinations, much like the tourism operators in their destinations, need to listen to the market and find out where their current service offerings are falling short of guests' expectations. In some cases, the promises made to the market may need to be adjusted to more accurately reflect the destinations' offerings. However, in most cases destinations will need to work with their operators to alleviate those common issues that guests have with the destination and improve their performance. They can use online review data to track improvements and set measurable goals for operators to achieve. Only accurate measurement allows for management at both the destination and operator level. And both need to work together for a destination to thrive in the long-term.

# *Rankings & responses*
## Western & Central Europe

# Western & Central Europe

In online reviews from March 2014 to February 2015, guests in Western & Central Europe rated their hotels on average with a GRI of 79%. The reputation of the 3-star hotels was lowest at 77%, 5-star hotels were highest at 88%, while 4-stars were in-between at 81%. Ratings were almost identical to those of the previous year.

**Table 1** Western & Central European hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 6,626 | **79.4%** | 0.1% |
| 3-star average | 3,426 | **76.8%** | -0.1% |
| 4-star average | 2,678 | **81.2%** | 0.1% |
| 5-star average | 522 | **87.6%** | 0.3% |

European hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). Perhaps unsurprisingly, as stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 2** Western & Central European hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **85.6%** | Room | **76.8%** |
| 3-star average | Location | **84.5%** | Room | **72.4%** |
| 4-star average | Cleanliness | **85.9%** | Value | **78.3%** |
| 5-star average | Cleanliness | **92.8%** | Value | **81.4%** |

English is the primary language of online reviews for European hotels. German is used about one-third as much and French about one-quarter as much. The number of reviews in English rose by nearly one-quarter over the previous year.

**Table 3** Top 3 review languages, Western & Central Europe, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 1,487,684 | **21.1%** | 79.4% | **0.1%** |
| German | 432,830 | **6.6%** | 77.1% | **-0.5%** |
| French | 339,609 | **13.2%** | 78.3% | **-0.3%** |

Hotel management responded on average to 13% of online reviews. Response rates climbed by one-third, when compared to the previous year. Response rates varied greatly by stars: 5-stars responded 3 times as much as 3-stars, and 4-stars twice as much as 3-stars. Hotels responded to positive and negative reviews about roughly as often. Neutral reviews had about two-third the response rate of positive and negative.

**Table 4** Western & Central European hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 13.4% | **36.7%** | 14.7% | **34.1%** | 10.0% | **50.3%** | 14.2% | **31.4%** |
| 3-star average | 8.5% | **44.5%** | 9.5% | **39.6%** | 6.1% | **67.4%** | 9.7% | **41.7%** |
| 4-star average | 16.7% | **38.3%** | 18.2% | **35.9%** | 12.6% | **51.1%** | 17.2% | **30.2%** |
| 5-star average | 29.2% | **19.0%** | 30.4% | **18.0%** | 22.3% | **23.8%** | 28.6% | **13.6%** |

# *Amsterdam*

In online reviews, guests in Amsterdam rated their hotels about the same as do guests in other cities in Western and Central Europe, giving them an average GRI score of 80%. The reputation of the city's 3-star hotels (which make up 58% of the city's total hotel stock) was 77%, while 5-stars came in at 88%. Values were virtually unchanged from the previous year.

**Table 5** Amsterdam hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 209 | **79.6%** | 0.1% |
| 3-star average | 122 | **76.5%** | -0.2% |
| 4-star average | 70 | **82.9%** | 0.4% |
| 5-star average | 17 | **88.0%** | 0.9% |

Amsterdam hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 6** Amsterdam hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **85.9%** | Room | **76.6%** |
| 3-star average | Location | **84.7%** | Room | **71.4%** |
| 4-star average | Cleanliness | **87.5%** | Value | **79.8%** |
| 5-star average | Location | **93.3%** | Value | **80.8%** |

English is the primary language of online reviews for Amsterdam hotels. A distant second and third are Dutch and German. Reviews given by German speaking guests seem to be more critical than are English or Dutch speaking guests.

**Table 7** Top 3 review languages, Amsterdam, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 88,110 | *23.8%* | 80.2% | *0.3%* |
| Dutch | 20,211 | *-5.1%* | 77.8% | *-0.8%* |
| German | 17,107 | *14.2%* | 74.6% | *-0.5%* |

Hotel management responded on average to 13% of online reviews, which is in line with the regional average. Response rates almost doubled compared to the previous year. The response rate varied greatly by stars. Such with 5-stars responded more than five times as much as such with 3-stars. Positive reviews received slightly more responses than negative ones, with neutral reviews receiving less attention.

**Table 8** Amsterdam hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 12.5% | **91.6%** | 14.4% | **88.1%** | 8.6% | **102.8%** | 12.2% | **78.9%** |
| 3-star average | 5.5% | **97.3%** | 7.1% | **86.2%** | 3.7% | **121.6%** | 5.6% | **112.1%** |
| 4-star average | 19.8% | **106.0%** | 22.5% | **104.2%** | 13.4% | **116.8%** | 17.9% | **63.8%** |
| 5-star average | 32.2% | **59.5%** | 33.0% | **55.9%** | 23.8% | **64.3%** | 37.1% | **80.6%** |

# Barcelona

In online reviews, guests in Barcelona rated their hotels more positively than other cities in Western and Central Europe, giving them an average GRI score of 82%. The online reputation of the city's hotels slightly increased compared to the previous year.

**Table 9** Barcelona hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 335 | **82.2%** | 0.8% |
| 3-star average | 135 | **80.3%** | 0.7% |
| 4-star average | 171 | **82.6%** | 0.8% |
| 5-star average | 29 | **88.1%** | 1.1% |

Barcelona hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are inline with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting, as stated above, that guests who pay for more stars expect more for their money.

**Table 10** Barcelona hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **86.8%** | Value | **76.6%** |
| 3-star average | Location | **86.2%** | Room | **76.9%** |
| 4-star average | Cleanliness | **86.9%** | Value | **79.9%** |
| 5-star average | Cleanliness | **92.3%** | Value | **82.7%** |

English is the primary language of online reviews for Barcelona hotels. A distant second and third are Spanish and French. The number of Spanish reviews increased by almost one quarter from 2014 to 2015. Reviews in all languages have almost the same positive average index rating.

**Table 11** Top 3 review languages, Barcelona, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 82,410 | **19.8%** | 82.1% | **1.0%** |
| Spanish | 28,993 | **24.5%** | 80.5% | **0.0%** |
| French | 28,700 | **23.3%** | 80.1% | **0.2%** |

Hotel management responded on average to 15% of online reviews, which is slightly above the regional average of 13%. Response rates climbed by nearly two-thirds compared to the previous year. The response rates varied greatly by stars, with 5-star hotels responding more than twice as much as 3-star hotels. Positive reviews received more responses than negatives ones, with neutral reviews receiving less attention.

**Table 12** Barcelona hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 14.5% | **56.6%** | 16.3% | **54.3%** | 10.2% | **77.1%** | 14.3% | **35.0%** |
| 3-star average | 9.6% | **49.0%** | 11.5% | **47.8%** | 5.9% | **71.0%** | 9.6% | **27.7%** |
| 4-star average | 17.0% | **66.7%** | 18.9% | **63.2%** | 12.1% | **94.4%** | 16.2% | **38.6%** |
| 5-star average | 21.9% | **31.7%** | 22.6% | **31.0%** | 18.3% | **36.1%** | 23.9% | **31.3%** |

# Berlin

In online reviews, guests in Berlin rated their hotels about the same as do guests in most other cities in Western and Central Europe, giving them an average GRI score of 80%. The analysis below shows that ratings were virtually unchanged to the previous year.

**Table 13** Berlin hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 538 | 80.2% | -0.9% |
| 3-star average | 333 | 77.9% | -1.4% |
| 4-star average | 172 | 82.6% | -0.4% |
| 5-star average | 33 | 89.9% | 0.1% |

According to the online review, Berlin hotels' best features are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are the same features as in regional ratings, yet with higher percentages. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting again that guests who pay for more stars expect more for their money.

**Table 14** Berlin hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 85.9% | Room | 77.7% |
| 3-star average | Location | 84.8% | Room | 73.3% |
| 4-star average | Cleanliness | 86.6% | Value | 81.7% |
| 5-star average | Cleanliness | 94.3% | Value | 85.7% |

German is the primary language of online reviews for Berlin hotels. A distant second and third are English and Italian which both increased by almost 20%. All reviews in the top three languages were about as positive as the average for all languages.

**Table 15** Berlin hotels' three best - and three worst-rated features, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| German | 114,187 | 5.3% | 78.1% | -1.3% |
| English | 67,846 | 19.9% | 80.7% | -1.4% |
| Italian | 14,789 | 19.1% | 79.4% | -0.7% |

Hotel management responded on average to 12% of online reviews which is slightly below the regional average of 13%. Response rates climbed by nearly two-third compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about three times more often than 3-stars. Negative reviews received more responses than positives, with neutral reviews receiving a little less attention.

**Table 16** Berlin hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 11.7% | 60.0% | 12.0% | 57.3% | 10.7% | 67.9% | 13.7% | 59.9% |
| 3-star average | 8.0% | 77.0% | 8.3% | 71.0% | 7.2% | 77.0% | 9.6% | 72.8% |
| 4-star average | 15.3% | 44.5% | 15.9% | 44.1% | 14.0% | 48.4% | 17.1% | 52.9% |
| 5-star average | 23.5% | 61.4% | 23.4% | 59.3% | 22.5% | 117.2% | 29.9% | 39.0% |

# Brussels

In online reviews, guests in Brussels rated their hotels slightly less positively than most other cities in Western and Central Europe, giving them an average GRI score of 78%. The online reputation of the city's 3-star hotels (representing 53% of the city's total hotel stock) was rated at 76%, rising to 84% for the 5-stars.

**Table 17** Brussels hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 154 | 78.0% | 0.1% |
| 3-star average | 81 | 75.6% | -0.4% |
| 4-star average | 58 | 79.8% | 0.7% |
| 5-star average | 15 | 84.2% | 0.3% |

Brussels hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are room (quality) and value. These are inline with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 18** Brussels hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 82.4% | Value | 76.4% |
| 3-star average | Location | 80.5% | Room | 72.6% |
| 4-star average | Location | 83.7% | Value | 76.7% |
| 5-star average | Cleanliness | 89.2% | Value | 78.6% |

English is the primary language of online reviews for Brussels hotels. French reviews are one-third fewer, with those in Spanish far less frequent. Nevertheless Spanish reviews grew fastest with a 28% year-on-year increase. Reviews in all languages are equally positive.

**Table 19** Top 3 review languages, Brussels, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 39,800 | 20.2% | 77.1% | 0.6% |
| French | 24,574 | 8.3% | 77.5% | -0.5% |
| Spanish | 9,249 | 27.6% | 77.7% | -1.0% |

Hotel management responded on average to 12% of online reviews, which is slightly less than the regional average. Response rates climbed by nearly two-thirds compared to the previous year. Response rates varied greatly by stars, with 5-stars responding around four times as often as 3-stars. Responses to positive reviews were about equally as frequent to negative ones, with neutral reviews receiving less attention.

**Table 20** Brussels hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 11.7% | 59.0% | 12.7% | 46.3% | 9.3% | 112.0% | 13.1% | 62.0% |
| 3-star average | 6.6% | 73.0% | 7.4% | 58.9% | 5.1% | 146.6% | 8.8% | 69.2% |
| 4-star average | 15.4% | 67.0% | 16.5% | 50.0% | 12.7% | 120.0% | 16.1% | 68.7% |
| 5-star average | 25.3% | 31.8% | 26.7% | 26.0% | 18.9% | 66.1% | 24.4% | 38.5% |

# Copenhagen

In online reviews, guests in Copenhagen rated their hotels less positively than most other cities in Western and Central Europe, giving them an average GRI score of 77%. The GRI score of the city's 3-stars and 4-stars were significantly lower than the 5-stars, which make up only 7% of the city's market. Ratings for 3- and 5-stars were unchanged from the previous year, whereas 4-stars improved their GRI by 1.7%.

**Table 21** Copenhagen hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 71 | **76.5%** | 0.7% |
| 3-star average | 36 | **74.3%** | -0.1% |
| 4-star average | 30 | **77.7%** | 1.7% |
| 5-star average | 5 | **84.7%** | 0.3% |

Copenhagen hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). Both the best and worst rated features are in line with the regional ratings. As stars increase, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 22** Copenhagen hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **85.8%** | Value | **72.3%** |
| 3-star average | Location | **85.4%** | Room | **69.0%** |
| 4-star average | Location | **85.5%** | Value | **72.2%** |
| 5-star average | Cleanliness | **90.7%** | Value | **74.2%** |

English is the primary language of online reviews for Copenhagen hotels. A distant second and third are Danish and Swedish. All reviews in English, Danish and Swedish are equally positive.

**Table 23** Top 3 review languages, Copenhagen, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 25,829 | *32.0%* | 75.2% | *0.4%* |
| Danish | 9,254 | *21.3%* | 76.5% | *-0.1%* |
| Swedish | 7,574 | *39.3%* | 75.0% | *-1.5%* |

Hotel management responded on average to 10% of online reviews, below the regional average. Response rates from all hotels rose considerably with a 259% growth among 5-stars. Unlike in other cities, responses from 4-stars were almost as frequent as those from 5-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving less attention.

**Table 24** Copenhagen hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 10.4% | **106.4%** | 12.8% | **112.5%** | 7.3% | **86.3%** | 9.7% | **65.3%** |
| 3-star average | 4.9% | **37.2%** | 6.5% | **50.5%** | 2.9% | **13.8%** | 3.3% | **-28.0%** |
| 4-star average | 15.9% | **134.2%** | 19.5% | **137.6%** | 11.5% | **103.7%** | 15.5% | **117.6%** |
| 5-star average | 17.0% | **258.6%** | 18.0% | **270.8%** | 12.9% | **279.3%** | 20.9% | **192.1%** |

# Dublin

In online reviews, guests in Dublin rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 82%. The reputation of the city's 3-star hotels (which are 62% of the city's total) was lowest at 79%, rising to 91% for 5-stars.

**Table 25** Dublin hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 170 | 81.9% | 1.1% |
| 3-star average | 106 | 79.3% | 1.0% |
| 4-star average | 53 | 85.1% | 1.6% |
| 5-star average | 11 | 90.8% | 0.5% |

Dublin hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are room (quality) and value. These are in line with regional ratings. As stars increase, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 26** Dublin hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 86.6% | Room | 79.5% |
| 3-star average | Location | 85.7% | Room | 75.7% |
| 4-star average | Cleanliness | 89.7% | Value | 81.4% |
| 5-star average | Cleanliness | 95.4% | Value | 83.0% |

English is by far the primary language of online reviews for Dublin hotels. A distant second and third are German and French. All reviews in the top 3 languages rose compared to the previous year. On average, English ratings tend to be more positive than German and French ones.

**Table 27** Top 3 review languages, Dublin, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 95,476 | 29.3% | 81.9% | 1.0% |
| German | 6,474 | 17.2% | 77.1% | -0.1% |
| French | 5,886 | 28.4% | 79.1% | -0.3% |

Hotel management responded on average to 16% of online reviews, which is above the regional average. Response rates climbed compared to the previous year, but not as rapidly as the rate for the entire region. Response rates varied greatly by stars, with 5-stars responding about five times more often than 3-stars. Suprisingly, and unlike other cities, response rate of 5-stars slightly decreased. Positive reviews had about the same response as negatives, with neutral reviews receiving considerably less attention.

**Table 28** Dublin hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 15.9% | 11.5% | 17.7% | 13.0% | 10.3% | 12.4% | 16.4% | 10.7% |
| 3-star average | 9.0% | 22.1% | 10.7% | 23.4% | 5.9% | 39.8% | 8.9% | 4.4% |
| 4-star average | 23.4% | 13.2% | 25.8% | 15.1% | 13.9% | 1.3% | 23.1% | 12.3% |
| 5-star average | 43.0% | -4.5% | 43.7% | -5.8% | 33.6% | 5.4% | 53.2% | 23.2% |

# Edinburgh

In online reviews, guests in Edinburgh rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 84%. The GRI score of the city's 4-star hotels (nearly 50% of the city's total hotel stock) was ranked at 86%.

**Table 29** Edinburgh hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 268 | *83.7%* | 0.6% |
| 3-star average | 117 | *80.2%* | 0.5% |
| 4-star average | 131 | *85.7%* | 0.4% |
| 5-star average | 20 | *90.8%* | 0.7% |

Edinburgh hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 30** Edinburgh hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | *88.1%* | Value | *82.0%* |
| 3-star average | Location | *85.4%* | Room | *77.1%* |
| 4-star average | Location | *89.9%* | Value | *83.8%* |
| 5-star average | Cleanliness | *94.5%* | Value | *86.3%* |

English is the primary language of online reviews for Edinburgh hotels. A distant second and third are German and French. English reviews tend to be more positive than in other languages.

**Table 31** Top 3 review languages, Edinburgh, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 81,677 | *18.2%* | 84.0% | *-0.2%* |
| German | 4,186 | *10.9%* | 77.6% | *0.1%* |
| French | 3,278 | *7.5%* | 79.5% | *-0.5%* |

Hotel management responded on average to 16% of online reviews, which is above the regional average. Response rates climbed by 39% compared to the previous year. Response rates differ greatly by stars, with 5-stars responding more often than 4- and 3-stars. Negative reviews received more responses than positive reviews, with neutral reviews receiving less attention.

**Table 32** Edinburgh hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 16.1% | *39.2%* | 17.0% | *37.6%* | 12.3% | *56.9%* | 19.4% | *30.3%* |
| 3-star average | 13.1% | *36.6%* | 13.9% | *33.4%* | 9.4% | *53.2%* | 16.7% | *27.8%* |
| 4-star average | 18.1% | *44.7%* | 18.9% | *42.7%* | 14.4% | *77.2%* | 21.6% | *51.8%* |
| 5-star average | 23.4% | *36.2%* | 24.3% | *40.0%* | 19.1% | *21.3%* | 23.4% | *-17.7%* |

# *Frankfurt*

In online reviews, guests in Frankfurt rated their hotels less positively than most other cities in Western and Central Europe, giving them an average GRI score of 76%. The reputations of the city's 3-star hotels (64% of the city's total) were ranked at 74%. Reputations were virtually identical to the previous year.

**Table 33** Frankfurt hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 214 | 76.3% | 0.4% |
| 3-star average | 136 | 73.9% | 0.4% |
| 4-star average | 62 | 79.2% | 0.2% |
| 5-star average | 16 | 85.3% | 1.6% |

Frankfurt hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are room (quality) and value. These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 34** Frankfurt hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 81.3% | Room | 73.2% |
| 3-star average | Location | 80.5% | Room | 69.0% |
| 4-star average | Cleanliness | 83.0% | Value | 75.9% |
| 5-star average | Location | 90.1% | Value | 78.8% |

German is the primary language of online reviews for Frankfurt hotels. A close second is English, followed by Japanese in a distant third. German reviews tend to be the most critical compared to those in the two other languages.

**Table 35** Top 3 review languages, Frankfurt, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| German | 32,764 | 2.7% | 74.2% | 0.2% |
| English | 30,263 | 12.9% | 76.2% | -0.2% |
| Japanese | 3,127 | 12.6% | 76.3% | 0.0% |

Hotel management responded on average to 12% of online reviews, which is more or less in line with the regional average. Response rates climbed by almost a third compared to the previous year, except for 5-star responses, which actually declined. Response rates varied greatly by stars, with 5-stars responding about three to four times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving less attention.

**Table 36** Frankfurt hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 12.1% | 29.0% | 13.0% | 30.3% | 10.6% | 32.0% | 12.0% | 30.3% |
| 3-star average | 7.2% | 33.0% | 7.9% | 36.5% | 6.2% | 27.0% | 8.0% | 72.2% |
| 4-star average | 18.7% | 45.0% | 19.7% | 44.5% | 17.3% | 57.2% | 17.0% | 31.7% |
| 5-star average | 25.9% | -5.2% | 28.3% | -2.8% | 19.8% | -7.6% | 24.2% | -21.1% |

# Geneva

In online reviews, guests in Geneva rated their hotels about the same as do guests in most other cities in Western and Central Europe, giving them an average GRI score of 79%. The reputation of the city's 3-star hotels (48% of the city's total hotel stock) was rated at 76%. The reputations were virtually identical to the previous years.

**Table 37** Geneva hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 81 | 79.3% | 0.8% |
| 3-star average | 39 | 75.8% | 1.2% |
| 4-star average | 26 | 78.7% | 0.1% |
| 5-star average | 16 | 89.0% | 1.1% |

Geneva hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 38** Geneva hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 86.0% | Value | 73.5% |
| 3-star average | Location | 83.4% | Room | 70.2% |
| 4-star average | Cleanliness | 84.3% | Value | 72.5% |
| 5-star average | Cleanliness | 95.4% | Value | 79.5% |

English is the primary language of online reviews for Geneva hotels. French reviews numbered about one quarteras much, German reviews one-sixth so. German reviews gave lower ratings than English- and French-speaking online reviewers.

**Table 39** Top 3 review languages, Geneva, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 13,242 | 13.3% | 79.0% | 1.0% |
| French | 4,041 | 0.6% | 78.0% | 0.7% |
| German | 1,998 | 4.1% | 73.7% | 1.3% |

Hotel management responded on average to 14% of online reviews, which is more or less in-line with the regional average. Response rates rose by 50% compared to the year before, with the most noticeable growth of 122% among 3-star hotels. Response rates varied greatly by stars, with 5-stars responding about five times more often than 3-stars. Positive reviews had slightly more responses from the hotels than negative ones, with neutral reviews receiving less attention.

**Table 40** Geneva hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 14.1% | 49.0% | 15.5% | 50.9% | 10.1% | 65.7% | 13.8% | 52.2% |
| 3-star average | 7.0% | 122.1% | 8.5% | 120.4% | 4.6% | 131.1% | 7.4% | 138.5% |
| 4-star average | 10.8% | 84.6% | 11.6% | 75.4% | 8.7% | 220.6% | 8.8% | 23.8% |
| 5-star average | 35.8% | 24.4% | 37.5% | 25.5% | 25.9% | 22.1% | 35.4% | 36.6% |

# Hamburg

In online reviews, guests in Hamburg rated their hotels almost identically to the average for Western and Central Europe, giving them an average GRI score of 79%. The reputation of the city's 3-star hotels (55% of the city's total hotels) was rated at 77%. All ratings were virtually unchanged from the previous year.

**Table 41** Hamburg hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 197 | **79.5%** | 0.1% |
| 3-star average | 107 | **76.7%** | 0.2% |
| 4-star average | 77 | **81.8%** | -0.2% |
| 5-star average | 13 | **88.4%** | 0.8% |

Hamburg hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 42** Table 42 Hamburg hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | **83.2%** | Room | **76.8%** |
| 3-star average | Location | **81.6%** | Room | **71.3%** |
| 4-star average | Cleanliness | **86.5%** | Value | **79.0%** |
| 5-star average | Cleanliness | **92.2%** | Value | **83.6%** |

German is the primary language of online reviews for Hamburg hotels. A distant second and third are English and Danish. The average index rating in all languages is about the same.

**Table 43** Top 3 review languages, Hamburg, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| German | 67,061 | **8.1%** | 78.4% | **-0.2%** |
| English | 13,757 | **28.4%** | 78.7% | **-0.2%** |
| Danish | 5490 | **22.8%** | 79.6% | **-0.9%** |

Hotel management responded on average to 15% of online reviews, which is above the regional average. Response rates climbed compared to the previous year, except among 5-stars, where they declined. Unusually, response rates of 5-stars were nearly as low as those of 3-stars. Positive reviews had slightly more responses than negative and neutral ones.

**Table 44** Hamburg hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 15.0% | **31.1%** | 16.1% | **26.9%** | 13.4% | **48.3%** | 13.7% | **23.0%** |
| 3-star average | 10.4% | **31.7%** | 11.4% | **27.4%** | 10.1% | **53.8%** | 9.1% | **31.5%** |
| 4-star average | 21.5% | **38.7%** | 23.0% | **34.8%** | 18.2% | **53.5%** | 19.0% | **33.0%** |
| 5-star average | 12.1% | **-11.7%** | 12.4% | **-19.5%** | 10.3% | **-3.5%** | 17.4% | **-27.2%** |

# Lisbon

In online reviews, guests in Lisbon rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 83%. The reputation of the city's 4-star hotels (54% of the city's total hotels) was ranked at 84%. Ratings were unchanged from the previous year.

**Table 45** Lisbon hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 144 | 82.7% | -0.4% |
| 3-star average | 44 | 78.2% | -0.7% |
| 4-star average | 78 | 83.7% | -0.1% |
| 5-star average | 22 | 87.9% | -0.5% |

Lisbon hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 46** Lisbon hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 86.9% | Room | 81.2% |
| 3-star average | Location | 84.6% | Room | 74.1% |
| 4-star average | Cleanliness | 88.1% | Value | 82.6% |
| 5-star average | Cleanliness | 92.3% | Value | 83.8% |

English is the primary language of online reviews for Lisbon hotels. A close second is Portuguese and a more distant third is French, suggesting that most guests visiting Lisbon are from English- or Portuguese-speaking countries. French reviews are slightly more critical than the ones in English or Portuguese.

**Table 47** Top 3 review languages, Lisbon, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 28,780 | 33.7% | 82.6% | -0.4% |
| Portuguese | 23,554 | 34.1% | 82.9% | -0.6% |
| French | 15,226 | 55.0% | 81.1% | -0.8% |

Hotel management responded on average to 11% of online reviews, which is below the regional average. Response rates, however, increased by 67% compared to the previous year. Response rates varied by stars, with 5-stars responding about seven times more often than 3-stars. Negative reviews had a similar response rate to positive ones, with neutral reviews receiving slightly less attention.

**Table 48** Lisbon hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 10.7% | 67.3% | 11.2% | 58.7% | 10.1% | 158.7% | 11.9% | 33.2% |
| 3-star average | 3.1% | 89.8% | 3.5% | 66.2% | 2.3% | 187.3% | 3.8% | 52.4% |
| 4-star average | 12.0% | 94.2% | 12.5% | 81.8% | 13.0% | 175.6% | 14.0% | 41.6% |
| 5-star average | 21.1% | 33.0% | 21.8% | 30.3% | 15.5% | 124.9% | 20.6% | 17.6% |

# *London*

In online reviews, guests in London rated their hotels less positively than in most other cities in Western and Central Europe, giving them an average GRI score of 78%. The reputation of the city's 3-star hotels (which are the majority of the city's total) rated at only 74%. Reputation scores were unchanged from the previous year.

**Table 49** London hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 1113 | **78.3%** | 0.0% |
| 3-star average | 499 | **74.0%** | 0.0% |
| 4-star average | 478 | **80.1%** | -0.4% |
| 5-star average | 136 | **87.3%** | -0.4% |

London hotels' best feature is location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 50** London hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **86.5%** | Value | **76.5%** |
| 3-star average | Location | **83.5%** | Room | **70.5%** |
| 4-star average | Location | **87.5%** | Value | **77.4%** |
| 5-star average | Location | **94.2%** | Value | **81.9%** |

English is the primary language of online reviews for London hotels. A distant second and third are French and Italian, suggesting that most guests visiting London come from an English-speaking country. English reviews are more positive than the ones written in the two other main languages.

**Table 51** Top 3 review languages, London, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 470,517 | *25.0%* | 78.1% | *-0.3%* |
| French | 37,984 | *14.0%* | 76.2% | *-1.1%* |
| Italian | 35,735 | *9.2%* | 75.9% | *0.1%* |

Hotel management responded on average to 16% of online reviews, which is above the regional average. Response rates increased compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews had slightly more responses than negative ones, with neutral reviews receiving considerably less attention.

**Table 52** London hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 16.1% | **19.6%** | 17.6% | **20.4%** | 11.2% | **16.2%** | 16.9% | **11.6%** |
| 3-star average | 8.2% | **35.5%** | 9.1% | **34.4%** | 5.2% | **37.6%** | 11.8% | **21.4%** |
| 4-star average | 19.6% | **13.5%** | 21.8% | **15.4%** | 13.6% | **11.4%** | 19.0% | **3.8%** |
| 5-star average | 34.4% | **13.5%** | 35.6% | **13.5%** | 26.0% | **5.3%** | 29.4% | **9.9%** |

# Lyon

In online reviews, guests in Lyon rated their hotels about equally to those in most other cities in Western and Central Europe, giving them an average GRI score of 79%. The reputations of the city's 3-star hotels (which make the largest share of the city's total) were rated at 77%. Reputation scores were unchanged from the previous year.

**Table 53** Lyon hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 81 | 78.6% | -0.3% |
| 3-star average | 46 | 76.8% | -0.3% |
| 4-star average | 31 | 80.2% | 0.0% |
| 5-star average | 4 | 86.8% | -1.3% |

Lyon hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 54** Lyon hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 83.6% | Value | 75.2% |
| 3-star average | Location | 82.9% | Room | 74.4% |
| 4-star average | Cleanliness | 83.9% | Value | 74.6% |
| 5-star average | Location | 95.3% | Value | 79.0% |

French is by far the primary language of online reviews for Lyon hotels. A distant second and third language are English and German, suggesting that most guests giving online reviews come from a French-speaking country. The English reviews are, compared to the others, the most positive.

**Table 55** Top 3 review languages, Lyon, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| French | 19,594 | 8.8% | 77.6% | -0.7% |
| English | 7,067 | 10.2% | 78.9% | 0.1% |
| German | 1,723 | 20.7% | 77.2% | -1.3% |

Hotel management responded on average to 16% of online reviews, which is above the regional average. Response rates nearly doubled compared to the previous year. This increase varied by stars; the biggest increase was from 3-stars. Absolute response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews received less responses than negative ones, with neutral reviews receiving considerably less attention.

**Table 56** Lyon hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 15.8% | 91.1% | 16.9% | 80.0% | 11.9% | 174.3% | 17.9% | 66.6% |
| 3-star average | 11.5% | 134.7% | 12.8% | 135.0% | 8.6% | 194.2% | 13.0% | 155.9% |
| 4-star average | 18.0% | 74.4% | 19.0% | 56.3% | 13.9% | 164.9% | 21.1% | 27.7% |
| 5-star average | 43.6% | 56.7% | 45.5% | 48.2% | 31.9% | 154.8% | 45.2% | 91.0% |

# Madrid

In online reviews, guests in Madrid rated their hotels more positively than most cities in Western and Central Europe, giving them an average GRI score of 81%. The highest GRI score was achieved by 5-star hotels with an average of 88%. The online reputation scores were unchanged from the previous year.

**Table 57** Madrid hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 323 | **81.0%** | -0.4% |
| 3-star average | 133 | **79.6%** | -0.1% |
| 4-star average | 168 | **81.3%** | 0.0% |
| 5-star average | 22 | **87.8%** | 0.3% |

Madrid hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 58** Madrid hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **86.6%** | Room | **78.4%** |
| 3-star average | Location | **89.0%** | Room | **74.4%** |
| 4-star average | Cleanliness | **85.3%** | Value | **79.7%** |
| 5-star average | Cleanliness | **92.5%** | Value | **82.9%** |

Spanish is the primary language of online reviews for Madrid hotels. English reviews number about half as many, with Portuguese reviews just a fraction of those in Spanish, suggesting that most visitors giving online reviews come from a Spanish-speaking country. Portuguese reviewers were more positive about their hotels than English or Spanish ones.

**Table 59** Top 3 review languages, Madrid, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Spanish | 84,478 | **19.9%** | 80.3% | **-0.9%** |
| English | 47,272 | **24.6%** | 80.5% | **-0.1%** |
| Portugese | 11,043 | **46.6%** | 82.5% | **0.5%** |

Hotel management responded on average to 17% of online reviews, which is above the regional average. Response rates climbed more than half compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews had a higher response rate than negative ones, with neutral reviews receiving considerably less attention.

**Table 60** Madrid hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 17.1% | **57.1%** | 18.8% | **52.3%** | 13.1% | **89.3%** | 16.6% | **36.7%** |
| 3-star average | 10.2% | **119.5%** | 11.4% | **107.1%** | 8.2% | **170.7%** | 11.5% | **115.3%** |
| 4-star average | 19.1% | **53.1%** | 21.2% | **46.8%** | 14.4% | **91.0%** | 18.1% | **33.6%** |
| 5-star average | 41.3% | **22.8%** | 43.1% | **23.9%** | 31.8% | **32.0%** | 33.7% | **-15.2%** |

# Marseille

In online reviews, guests in Marseille rated their hotels equally to guests in other cities in Western and Central Europe, giving them an average GRI score of 80%. The reputation of the city's 3-star hotels (63% of the city's total) fell slightly over the past year by 0.5% while the 5-stars' GRI score climbed by 2%.

French is by far the primary language of online reviews for Marseille hotels. English reviews are about one-third as frequent, with German ones about one-tenth so. Italian reviews tend to be less positive than reviews in French or English.

**Table 61** Marseille hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 62 | 79.7% | 0.4% |
| 3-star average | 39 | 78.1% | -0.5% |
| 4-star average | 18 | 80.3% | 1.2% |
| 5-star average | 5 | 90.4% | 2.2% |

**Table 63** Top 3 review languages, Marseille, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| French | 14,200 | 11.3% | 78.8% | -0.1% |
| English | 4,561 | 0.8% | 78.8% | 0.4% |
| Italian | 1,280 | -2.2% | 76.7% | 0.4% |

Marseille hotels' best feature, according to the online reviews, is location. Those same online reviews say that the worst features are value and room (quality). Unusually for this region cleanliness is not rated among the best rated features. Worst rated features are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 62** Marseille hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 83.7% | Value | 76.3% |
| 3-star average | Location | 82.1% | Room | 76.5% |
| 4-star average | Location | 85.1% | Value | 75.1% |
| 5-star average | Location | 93.3% | Value | 77.7% |

Hotel management responded on average to 21% of online reviews, which is well above the regional average. Response rates more than doubled compared to the previous year. Response rates varied by star category, with 5-stars responding twice as often as 3-stars. Negative reviews received more responses than positive ones, with neutral reviews receiving less attention.

**Table 64** Marseille hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 21.4% | 113.4% | 22.5% | 88.7% | 18.7% | 230.3% | 24.5% | 101.3% |
| 3-star average | 16.1% | 196.9% | 16.9% | 147.4% | 14.6% | 435.4% | 21.5% | 193.3% |
| 4-star average | 31.0% | 91.3% | 31.1% | 69.6% | 26.1% | 184.5% | 30.2% | 86.9% |
| 5-star average | 22.1% | -7.9% | 32.9% | -7.8% | 27.5% | 14.2% | 28.3% | -43.9% |

# Milan

In online reviews, guests in Milan rated their hotels not as good as most other cities in Western and Central Europe, giving them an average GRI score of 78%. The reputations of the city's 4-star hotels (which are 52% of the city's total) were ranked at 80%. Online reputations were unchanged from the previous year.

**Table 65** Milan hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 285 | 77.9% | 0.3% |
| 3-star average | 116 | 74.4% | 0.3% |
| 4-star average | 149 | 79.5% | 0.2% |
| 5-star average | 20 | 86.4% | -0.1% |

Milan hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 66** Milan hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 82.2% | Room | 74.9% |
| 3-star average | Location | 81.1% | Room | 68.9% |
| 4-star average | Cleanliness | 84.1% | Value | 76.3% |
| 5-star average | Location | 92.3% | Value | 78.4% |

English is the primary language of online reviews for Milan hotels, followed very closely by Italian. Russian is the third most-popular review language, with about one-quarter the frequency of the top two. Russian guests tend to rate their stays considerably higher than English- or Italian-speaking guests.

**Table 67** Top 3 review languages, Milan, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 41,786 | 15.4% | 76.9% | -0.1% |
| Italian | 39,494 | 16.9% | 76.7% | 0.8% |
| Russian | 11,255 | 18.7% | 81.3% | 0.1% |

Hotel management responded on average to 11% of online reviews, which is lower than the regional average. Response rates for all hotel categories increased significantly over the period. Response rates varied greatly by stars, with 5-stars responding about six times more often than 3-stars. Positive reviews received roughly equal responses to negative ones, with neutral reviews receiving considerably less attention.

**Table 68** Milan hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 10.7% | 75.3% | 11.1% | 65.9% | 7.6% | 74.6% | 12.3% | 69.0% |
| 3-star average | 4.4% | 165.5% | 4.4% | 109.0% | 3.3% | 276.5% | 6.3% | 1396% |
| 4-star average | 13.2% | 69.7% | 13.9% | 66.5% | 9.3% | 51.1% | 15.0% | 63.1% |
| 5-star average | 28.0% | 42.8% | 29.5% | 38.1% | 19.8% | 79.0% | 27.1% | 31.5% |

# Oslo

In online reviews, guests in Oslo rated their hotels the same as guests do in most other cities in Western and Central Europe, giving them an average GRI score of 80%. The reputation of the city's 4-star hotels (51% of the city's total hotels) was ranked at 80%. Online reputation scores were slightly better than they were in the previous year.

**Table 69** Oslo hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 70 | **80.0%** | 0.4% |
| 3-star average | 29 | **78.4%** | 0.8% |
| 4-star average | 36 | **80.3%** | 0.0% |
| 5-star average | 5 | **86.9%** | 0.2% |

Oslo hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 70** Oslo hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **85.3%** | Room | **76.5%** |
| 3-star average | Location | **85.8%** | Room | **73.3%** |
| 4-star average | Cleanliness | **84.1%** | Value | **77.3%** |
| 5-star average | Location | **91.8%** | Value | **79.0%** |

English is the primary language of online reviews for Oslo hotels. Reviews in Norwegian are about three-quarter as common, and in German about one-fifth as frequent. Reviews in English are slightly more positive compared to Norwegian or German.

**Table 71** Top 3 review languages, Oslo, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 14,305 | *32.2%* | 79.8% | *1.2%* |
| Norwegian | 11,156 | *22.2%* | 78.1% | *-0.6%* |
| German | 2,926 | *30.7%* | 78.1% | *1.3%* |

Hotel management responded on average to 17% of online reviews, which is above the regional average. Response rates increased considerably. Bucking the trend the 5-stars' response rate was not much different to that of 4-stars and 3-stars. Positive reviews received more responses as negative ones, with neutral reviews receiving considerably less attention.

**Table 72** Oslo hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 16.7% | **83.0%** | 18.9% | **77.1%** | 12.4% | **110.1%** | 16.0% | **89.9%** |
| 3-star average | 15.0% | **157.8%** | 17.0% | **126.7%** | 11.4% | **238.1%** | 12.8% | **279.9%** |
| 4-star average | 17.4% | **55.0%** | 20.0% | **55.5%** | 12.4% | **61.0%** | 17.1% | **54.0%** |
| 5-star average | 22.3% | **45.3%** | 22.8% | **47.5%** | 18.8% | **96.3%** | 26.7% | **34.1%** |

# Paris

In online reviews, guests in Paris rated their hotels just like most other cities in Western and Central Europe, giving them an average GRI score of 79%. Online reputation scores of the city's 3-star hotels (which are 66% of the city's total) were rated at 77%. Ratings were virtually unchanged from the previous year.

**Table 73** Paris hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 1,095 | 78.9% | 0.9% |
| 3-star average | 720 | 77.1% | 0.8% |
| 4-star average | 317 | 81.6% | 1.0% |
| 5-star average | 58 | 86.2% | -0.4% |

Paris hotels' best feature, say the online reviews, is location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 74** Paris hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 87.7% | Room | 74.3% |
| 3-star average | Location | 86.4% | Room | 71.4% |
| 4-star average | Location | 89.2% | Value | 75.8% |
| 5-star average | Location | 94.9% | Value | 78.9% |

English is the primary language of online reviews for Paris hotels. Reviews in French are about one-third less frequent; Italian reviews are about one-fifth as many. English reviews are written most positively and Italian ones most critically.

**Table 75** Top 3 review languages, Paris, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 156,923 | 14.6% | 78.8% | 1.0% |
| French | 101,648 | 8.7% | 77.4% | 0.3% |
| Italian | 28,884 | 12.7% | 76.8% | 1.2% |

Hotel management responded on average to 17% of online reviews, which is above the regional average. Response rates climbed by more than half compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about three times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving considerably less attention.

**Table 76** Paris hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 17.2% | 54.7% | 19.2% | 46.6% | 12.0% | 81.2% | 16.3% | 47.6% |
| 3-star average | 12.3% | 60.4% | 13.9% | 48.0% | 8.6% | 92.7% | 12.4% | 65.6% |
| 4-star average | 24.8% | 55.6% | 27.4% | 49.5% | 17.4% | 83.8% | 22.3% | 36.9% |
| 5-star average | 37.3% | 35.4% | 39.8% | 30.6% | 25.4% | 41.4% | 31.5% | 20.8% |

# Rome

In online reviews, guests in Rome rated their hotels slightly less positively than most other cities in Western and Central Europe, giving them an average GRI score of 78%. The online reputation of the city's 3-star hotels (which are 53% of the city's total) was ranked at 77%. Rankings were virtually unchanged from the previous year.

**Table 77** Rome hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 658 | 78.0% | 0.2% |
| 3-star average | 346 | 76.8% | -0.1% |
| 4-star average | 279 | 78.5% | 0.5% |
| 5-star average | 33 | 86.5% | 1.2% |

Rome hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 78** Rome hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 82.3% | Room | 74.8% |
| 3-star average | Location | 83.2% | Room | 72.5% |
| 4-star average | Cleanliness | 83.1% | Room | 76.3% |
| 5-star average | Location | 92.1% | Value | 78.9% |

English is the primary language of online reviews for Rome hotels. Italian reviews are about one-third less frequent, and those in French are slightly less than one-quarters as frequent. Reviews in Spanish are the most positive, followed closely by English and then Italian.

**Table 79** Top 3 review languages, Rome, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 91,493 | 10.0% | 77.6% | 0.2% |
| Italian | 61,940 | 8.7% | 76.8% | 0.8% |
| Spanish | 19,158 | 18.7% | 78.0% | 0.0% |

Hotel management responded on average to 12% of online reviews, which is less than the regional average. Response rates climbed by as much as 50% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about three times more often than 3-stars. Positive reviews received less responses than negative ones, with neutral reviews receiving even less attention.

**Table 80** Rome hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 12.2% | 54.3% | 12.9% | 49.9% | 9.6% | 86.0% | 14.3% | 49.5% |
| 3-star average | 10.2% | 73.4% | 10.9% | 68.8% | 7.6% | 160.4% | 12.1% | 57.8% |
| 4-star average | 12.7% | 57.9% | 13.3% | 51.8% | 10.5% | 75.3% | 14.9% | 51.2% |
| 5-star average | 29.5% | 1.1% | 30.7% | -0.9% | 22.2% | 2.7% | 31.5% | 19.1% |

# Stockholm

In online reviews, guests in Stockholm rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 81%. The reputation of the city's 4-star hotels (which make up more than half of the city's total) was 82%. Online reputation scores were almost unchanged from the previous year.

**Table 81** Stockholm hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 116 | **80.9%** | 0.1% |
| 3-star average | 50 | **78.9%** | 0.3% |
| 4-star average | 61 | **82.0%** | -0.1% |
| 5-star average | 5 | **87.3%** | 0.4% |

Stockholm hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more value for their money.

**Table 82** Stockholm hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | **86.1%** | Value | **77.0%** |
| 3-star average | Cleanliness | **84.7%** | Room | **74.9%** |
| 4-star average | Location | **87.8%** | Value | **76.4%** |
| 5-star average | Location | **97.3%** | Value | **80.8%** |

Swedish is the primary language of online reviews for Stockholm hotels. English reviews numbered around 20% less while German reviews counted about one-quarter as many. Comparing the reviews shows that the English ones are the most positive with the highest average index rating followed closely by Swedish reviews. German reviewers were the most critical.

**Table 83** Top 3 review languages, Stockholm, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Swedish | 27,445 | **13.4%** | 79.9% | **-0.4%** |
| English | 21,087 | **26.9%** | 80.2% | **0.7%** |
| German | 7,035 | **15.8%** | 78.5% | **0.6%** |

Hotel management responded on average to 9% of online reviews, which is below the regional average. Response rates climbed by 72% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding abou seven times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving considerably less attention.

**Table 84** Stockholm hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 8.5% | **72.3%** | 9.9% | **67.5%** | 5.4% | **75.9%** | 9.4% | **88.7%** |
| 3-star average | 3.9% | **63.6%** | 4.9% | **52.6%** | 2.2% | **80.9%** | 3.6% | **45.4%** |
| 4-star average | 10.3% | **72.1%** | 11.8% | **70.3%** | 6.8% | **84.2%** | 12.4% | **100.3%** |
| 5-star average | 29.8% | **86.1%** | 33.4% | **80.1%** | 17.9% | **75.1%** | 26.1% | **98.6%** |

# Vienna

In online reviews, guests in Vienna rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 82%. Reputation of the city's 4-star hotels (which are more than half of the city's total) was rated at 83%. Values were unchanged from the previous year.

**Table 85** Vienna hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 342 | 81.7% | -0.2% |
| 3-star average | 138 | 79.2% | -0.4% |
| 4-star average | 175 | 82.7% | -0.3% |
| 5-star average | 29 | 88.2% | 0.2% |

Vienna hotels' best feature, according to the online reviews, is location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 86** Vienna hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 86.7% | Room | 79.9% |
| 3-star average | Location | 84.4% | Room | 74.8% |
| 4-star average | Location | 86.9% | Room | 82.2% |
| 5-star average | Location | 94.7% | Value | 83.2% |

English is the primary language of online reviews for Vienna hotels, with German reviewers numbering only slightly fewer. Reviews in Russian were the third most numerous with around one-third of the reviews compared to the first two. In general Russian reviews were slightly more positive according to the average index rating.

**Table 87** Top 3 review languages, Vienna, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 49,017 | 14.3% | 81.6% | -0.6% |
| German | 47,236 | 7.8% | 80.1% | -0.7% |
| Russian | 13,932 | 12.3% | 84.6% | 0.2% |

Hotel management responded on average to 12% of online reviews, which is below the regional average. Response rates climbed by almost two-thirds compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Negative reviews received more responses than positives, with neutral reviews receiving less attention.

**Table 88** Vienna hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 11.6% | 61.8% | 12.0% | 53.8% | 10.5% | 96.1% | 13.8% | 53.4% |
| 3-star average | 6.6% | 92.8% | 6.7% | 69.2% | 6.1% | 170.8% | 9.6% | 171.7% |
| 4-star average | 13.1% | 66.5% | 13.6% | 60.8% | 11.9% | 98.8% | 15.1% | 37.3% |
| 5-star average | 25.6% | 29.2% | 26.7% | 27.2% | 22.7% | 45.2% | 26.0% | 15.4% |

# *Zurich*

In online reviews, guests in Zurich rated their hotels more positively than most other cities in Western and Central Europe, giving them an average GRI score of 82%. The reputation of the city's 3-star hotels (which are 54% of the city's total) ranked at 80%. Online reputation scores were almost unchanged compared to the previous year.

**Table 89** Zurich hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 105 | 82.2% | 0.3% |
| 3-star average | 57 | 79.8% | 0.3% |
| 4-star average | 38 | 84.2% | 0.4% |
| 5-star average | 10 | 87.6% | 0.2% |

Zurich hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 90** Zurich hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 89.2% | Value | 78.4% |
| 3-star average | Location | 87.6% | Room | 77.4% |
| 4-star average | Cleanliness | 91.1% | Value | 78.3% |
| 5-star average | Cleanliness | 93.7% | Value | 79.3% |

English is the primary language of online reviews for Zurich hotels. German reviews are about half as common, with French ones numbering only one-seventh as many. The analysis shows that English reviews are the most positive with German and French following closely.

**Table 91** Top 3 review languages, Zurich, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 16,466 | 16.6% | 82.0% | 0.6% |
| German | 7,559 | 7.5% | 81.2% | 0.2% |
| French | 2,411 | 17.0% | 81.3% | -0.4% |

Hotel management responded on average to 21% of online reviews, which is well above the regional average. Response rates climbed by more than a half compared to the previous year. Response rates varied by stars. Surprisingly, 4-stars hotels responded more frequently to reviews than 5-stars did. Positive reviews received about the same response as negative ones, with neutral reviews receiving considerably less attention.

**Table 92** Zurich hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 20.9% | 53.7% | 22.6% | 47.1% | 16.2% | 93.5% | 21.3% | 59.7% |
| 3-star average | 15.6% | 70.8% | 17.3% | 57.5% | 12.7% | 179.4% | 13.6% | 60.1% |
| 4-star average | 28.1% | 54.0% | 30.0% | 48.7% | 21.1% | 73.9% | 30.1% | 71.9% |
| 5-star average | 22.6% | 13.1% | 23.1% | 13.4% | 16.2% | 11.3% | 29.7% | 16.7% |

# *Rankings & responses*
## Eastern Europe

# Eastern Europe

In online reviews from March 2014 to February 2015, guests in Eastern Europe rated their hotels on average with a GRI of 82%. The reputation of the 3-star hotels was lowest at 79%, 5-star hotels were highest at 86%, while 4-stars were in-between at 83%. Ratings were almost identical to those of the previous year.

**Table 93** Eastern European hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 2,199 | 81.5% | 0.6% |
| 3-star average | 1,103 | 79.3% | 0.7% |
| 4-star average | 885 | 83.2% | 0.9% |
| 5-star average | 211 | 86.3% | 0.1% |

Eastern European hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are room (quality) and value. Perhaps unsurprisingly, as stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 94** Eastern European hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 86.6% | Room | 79.4% |
| 3-star average | Location | 85.0% | Room | 74.6% |
| 4-star average | Location | 87.8% | Room | 81.7% |
| 5-star average | Cleanliness | 91.7% | Value | 84.1% |

English is the primary language of online reviews for Eastern European hotels. Russian is used about one-half as much, and German about one-quarter as much. The number of reviews in Russian rose by 52% over the previous year.

**Table 95** Top 3 review languages, Eastern European, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 251,321 | 24.1% | 81.2% | 0.6% |
| Russian | 131,663 | 52.1% | 84.0% | 0.3% |
| German | 59,664 | 15.3% | 79.7% | 0.7% |

Hotel management responded on average to 9% of online reviews. Although relatively low in absolute terms, response rates climbed 25% from the previous year. Response rates varied greatly by stars: 5-stars responded six times more often than 3-stars, and 4-stars three times as much as 3-stars. Hotels responded more often to positive than to negative reviews. Neutral reviews received about half the response rate of positive ones.

**Table 96** Eastern European hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 9.4% | 24.5% | 10.8% | 24.7% | 5.2% | 17.0% | 7.3% | 17.0% |
| 3-star average | 3.9% | 22.9% | 4.8% | 21.3% | 2.1% | 27.5% | 3.5% | 13.5% |
| 4-star average | 11.0% | 29.3% | 12.7% | 29.6% | 5.7% | 19.9% | 8.4% | 22.6% |
| 5-star average | 24.1% | 16.6% | 26.7% | 18.1% | 14.9% | 7.5% | 18.1% | 10.4% |

# Budapest

In online reviews, guests in Budapest rated their hotels almost identically to the average in Eastern Europe, giving them an average GRI score of 81%. The reputation of the city's 3-star hotels (which are 62% of the city's total) came in at 79%. The 5-stars, which constitute only 6% of the total, came in at 90%. Overall, online reputation almost stayed the same compared to the year before.

**Table 97** Budapest hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 |
|---|---|---|---|
| All hotels | 258 | 81.3% | -0.2% |
| 3-star average | 160 | 79.4% | -0.2% |
| 4-star average | 82 | 83.2% | -0.1% |
| 5-star average | 16 | 90.1% | 0.2% |

Budapest hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). Perhaps unsurprisingly, as stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 98** Budapest hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 85.8% | Room | 78.7% |
| 3-star average | Location | 85.0% | Room | 75.4% |
| 4-star average | Cleanliness | 85.9% | Room | 81.6% |
| 5-star average | Cleanliness | 93.1% | Value | 88.5% |

English is the primary language of online reviews for Budapest hotels. A distant second and third language is Italian and Russian. Hungarian, Budapest's official language, is not in the top three. In general Russian reviews are the most positive with an average index rating of 84%.

**Table 99** Top 3 review languages, Budapest, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 44,490 | 27.8% | 81.2% | 0.1% |
| Italian | 10,519 | 7.1% | 79.1% | 0.0% |
| Russian | 9,153 | 52.2% | 84.1% | -0.2% |

Hotel management responded on average to 12% of online reviews, which is higher than the regional average. Although relatively low in absolute terms, response rates climbed by one-fifth compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about five times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving less attention. All three categories increased their responses to positive, negative and neutral reviews.

**Table 100** Budapest hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 11.5% | 21.5% | 13.0% | 21.4% | 7.0% | 28.4% | 10.0% | 24.9% |
| 3-star average | 5.9% | 29.3% | 7.3% | 27.1% | 3.0% | 37.6% | 6.0% | 47.0% |
| 4-star average | 17.7% | 23.1% | 19.4% | 23.1% | 11.1% | 26.7% | 14.0% | 35.1% |
| 5-star average | 32.2% | 14.4% | 33.7% | 15.3% | 22.6% | 31.5% | 24.9% | -14.0% |

# Istanbul

In online reviews, guests in Istanbul rated their hotels less positively than the average for other cities in Eastern Europe, giving them an average GRI score of 80%. The reputation of the city's 3-star and 4-star hotels (which are 83% of the city's total) came in at 78% and 80%. All GRI scores were virtually unchanged from the previous year.

**Table 101** Istanbul hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 587 | **79.5%** | -0.4 |
| 3-star average | 222 | **77.7%** | -0.8 |
| 4-star average | 265 | **79.7%** | -0.2 |
| 5-star average | 100 | **82.8%** | -0.2 |

Istanbul hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. Surprisingly, the best rating of 3-stars is higher than that of 4-star and 5-stars, and the worst rating for 3-stars is also lower. This suggests that there might be a large variation in customer type between the categories.

**Table 102** Istanbul hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **88.0%** | Room | **78.0%** |
| 3-star average | Location | **89.6%** | Room | **73.9%** |
| 4-star average | Location | **89.2%** | Room | **78.3%** |
| 5-star average | Cleanliness | **89.3%** | Value | **81.2%** |

English is by far the primary language of online reviews for Istanbul hotels. A distant second and third language is Arabic and Turkish. Reviews in Arabic increased the most over last year, which might reflect the growing number of Arab visitors in the city. Nevertheless the Arabic reviews were the most critical.

**Table 103** Top 3 review languages, Istanbul, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 74,659 | **25.0%** | 79.4% | **-0.3%** |
| Arabic | 15,279 | **87.4%** | 77.8% | **-0.3%** |
| Turkish | 12,482 | **41.4%** | 79.5% | **-1.0%** |

Hotel management responded on average to 9% of online reviews, which is the regional average. Response rates varied greatly by stars, with 5-stars responding about five times more often than 3-stars. Positive reviews had considerably more responses than negative ones, with neutral reviews receiving only half of the attention that positive ones do.

**Table 104** Istanbul hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 9.4% | **16.4%** | 11.3% | **16.7%** | 4.8% | **13.5%** | 6.5% | **17.7%** |
| 3-star average | 3.9% | **2.9%** | 4.8% | **2.7%** | 1.7% | **3.5%** | 3.1% | **-11.9%** |
| 4-star average | 9.2% | **16.9%** | 11.4% | **17.8%** | 4.0% | **9.3%** | 5.4% | **18.1%** |
| 5-star average | 21.3% | **13.8%** | 24.6% | **14.5%** | 13.5% | **11.4%** | 16.0% | **28.2%** |

# Moscow

In online reviews, guests in Moscow rated their hotels less positively than most other cities in Eastern Europe, giving them an average GRI score of 79%. The online reputation of the city's 3-star hotels (which are 59% of the city's total) rose over the past year by 3%, helping to pull the overall hotel average up.

**Table 105** Moscow hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 |
|---|---|---|---|
| All hotels | 260 | 79.1% | 2.1% |
| 3-star average | 154 | 76.2% | 2.6% |
| 4-star average | 83 | 82.0% | 2.8% |
| 5-star average | 23 | 88.0% | 1.5% |

Moscow hotels' best feature, according to the online reviews, is cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 106** Moscow hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Cleanliness | 85.5% | Value | 78.8% |
| 3-star average | Cleanliness | 80.5% | Room | 73.6% |
| 4-star average | Cleanliness | 87.7% | Value | 80.4% |
| 5-star average | Cleanliness | 93.7% | Value | 83.1% |

Russian is the primary language of online reviews for Moscow hotels. English reviews are about one-quarter as common, and those in German are a distant third. Reviews in Russian were more positive than in the other top three languages.

**Table 107** Top 3 review languages, Moscow, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Russian | 46,528 | 92.4% | 79.4% | 0.9% |
| English | 12,053 | -3.1% | 76.7% | 1.6% |
| German | 1,894 | -6.1% | 76.8% | 2.7% |

Hotel management responded on average to 12% of online reviews, higher than the regional average. Although relatively low in absolute terms, response rates climbed by 16% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about seven times more often than 3-stars, and three times more often than 4-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving considerably less attention.

**Table 108** Moscow hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 11.6% | 16.4% | 13.2% | 13.8% | 6.5% | 9.9% | 8.7% | 8.7% |
| 3-star average | 4.9% | 5.4% | 5.7% | -2.7% | 2.9% | -11.6% | 4.0% | 37.5% |
| 4-star average | 12.0% | 18.9% | 13.8% | 14.6% | 6.7% | 20.7% | 9.5% | 24.4% |
| 5-star average | 33.0% | 37.1% | 36.6% | 41.2% | 18.2% | 28.4% | 23.0% | -2.6% |

# Prague

In online reviews, guests in Prague rated their hotels more positively than the average for cities in Eastern Europe, giving them an average GRI score of 83%. The reputation of the city's 3-star hotels (which are 52% of the city's total) was 81%, while 5-stars came in at 89%. Values increased slightly compared to the previous year.

**Table 109** Prague hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 837 | **83.4%** | 1.1% |
| 3-star average | 435 | **80.9%** | 1.4% |
| 4-star average | 356 | **85.6%** | 1.1% |
| 5-star average | 46 | **89.5%** | 0.7% |

Prague hotels' best features, say the online reviews, are location and cleanliness. The same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 110** Prague hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **86.5%** | Room | **80.4%** |
| 3-star average | Location | **84.3%** | Room | **74.4%** |
| 4-star average | Cleanliness | **88.4%** | Room | **84.5%** |
| 5-star average | Location | **93.5%** | Value | **87.1%** |

English is the primary language of online reviews for Prague hotels. About one-third as many reviews are given in Russian and German. Reviews in Russian increased more than 40% from the previous year. German reviews rate Prague's hotels lower than those in English or Russian.

**Table 111** Top 3 review languages, Prague, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 83,810 | **28.3%** | 83.6% | **1.0%** |
| Russian | 30,081 | **41.4%** | 85.2% | **0.8%** |
| German | 29,402 | **21.5%** | 79.7% | **1.1%** |

Hotel management responded on average to 9% of online reviews, which is the same as the regional average. Response rates varied greatly by stars, with 5-stars responding about eight times more than 3-stars and two times more than 4-stars. Positive reviews received more response than negatives, with neutral reviews receiving less attention.

**Table 112** Prague hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 9.2% | **31.5%** | 10.4% | **33.8%** | 5.1% | **14.1%** | 7.3% | **10.7%** |
| 3-star average | 3.4% | **42.2%** | 4.1% | **44.8%** | 2.1% | **51.5%** | 2.5% | **-12.6%** |
| 4-star average | 12.2% | **36.9%** | 13.7% | **39.4%** | 6.1% | **13.1%** | 10.2% | **21.5%** |
| 5-star average | 25.6% | **12.7%** | 27.2% | **12.9%** | 16.5% | **-1.8%** | 17.9% | **7.4%** |

# Riga

In online reviews, guests in Riga rated their hotels slightly higher than the average for all cities in Eastern Europe, giving them an average GRI score of 83%. The reputation of the city's hotels, across all categories, ranged from 79 - 88%. 5-star hotels were rated 4% worse compared to the previous year.

**Table 113** Riga hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 89 | 82.6% | -0.1% |
| 3-star average | 49 | 79.3% | -0.9% |
| 4-star average | 34 | 86.5% | 1.4% |
| 5-star average | 6 | 87.9% | -4.1% |

Riga hotels' best features, say the online reviews, are location, cleanliness and value. The same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 114** Riga hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 85.7% | Room | 78.8% |
| 3-star average | Value | 81.8% | Room | 74.2% |
| 4-star average | Location | 90.2% | Room | 82.7% |
| 5-star average | Location | 95.6% | Value | 88.4% |

Russian is the primary language of online reviews for Riga hotels. English is a close second; German a distant third. Latvian, the country's official language, does not make the top three. Russian reviews rate the city's hotels higher than those in English or German.

**Table 115** Top 3 review languages, Riga, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Russian | 11,720 | 20.2% | 85.4% | 0.0% |
| English | 10,061 | 25.6% | 81.1% | -0.1% |
| German | 3,330 | 44.7% | 78.8% | -0.2% |

Hotel management responded on average to 5% of online reviews, which is below the regional average of 9%. Although relatively low in absolute terms, response rates climbed by 66% compared to the previous year. This was due to an increasein 3-star and 4-star responses. Response rates varied greatly by stars, with 5-stars responding about ten times more often than 3-stars. Positive reviews received less responses than negative ones, with neutral reviews receiving less attention.

**Table 116** Riga hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 4.6% | 66.4% | 5.1% | 67.4% | 2.6% | 34.2% | 5.7% | 67.7% |
| 3-star average | 1.9% | 67.0% | 2.4% | 61.5% | 1.0% | 121.8% | 1.7% | 99.4% |
| 4-star average | 5.8% | 143.7% | 6.1% | 147.5% | 4.2% | 142.9% | 7.6% | 42.9% |
| 5-star average | 18.7% | 6.0% | 19.2% | 7.1% | 3.8% | -71.8% | 25.3% | 102.7% |

# Tallinn

In online reviews, guests in Tallinn rated their hotels equally to the average for all cities in Eastern Europe, giving them an average GRI score of 82%. The online reputation of the city's 4-star hotels (which are more than half of the city's total) rated 83%, with 3-stars slightly lower at 78% and 5-stars the highest at 92%. Ratings were unchanged compared to the previous year.

**Table 117** Tallinn hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 51 | 82.1% | 0.6% |
| 3-star average | 17 | 78.4% | 0.0% |
| 4-star average | 29 | 82.6% | 0.7% |
| 5-star average | 5 | 92.1% | 1.5% |

Tallinn hotels' best feature, according to the online reviews, is location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 118** Tallinn hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 88.9% | Room | 78.7% |
| 3-star average | Location | 85.4% | Room | 71.8% |
| 4-star average | Location | 89.6% | Room | 80.5% |
| 5-star average | Location | 96.0% | Value | 87.5% |

Russian is the primary language of online reviews for Tallinn hotels. Not far behind are English and Finnish. Russian reviews are considerably more positive than those in English or Finnish.

**Table 119** Top 3 review languages, Tallinn, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Russian | 8,475 | 15.2% | 85.4% | 0.3% |
| English | 8,106 | 19.2% | 80.0% | 0.0% |
| Finnish | 6,765 | 19.7% | 78.4% | 0.1% |

Hotel management responded on average to 7% of online reviews, which is less than the regional average. Remarkably, 3-star responses decreased by one-fifth, while those of 4-stars and 5-stars increased. Response rates varied greatly by stars, with 5-stars responding about seven times more often than 3-stars. Responses to positive reviews were twice as frequent as to negative ones, with neutral reviews receiving less attention.

**Table 120** Tallinn hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 7.0% | 74.6% | 8.2% | 71.8% | 3.4% | 29.1% | 4.5% | -4.2% |
| 3-star average | 2.0% | -22.0% | 2.6% | -25.1% | 1.5% | 7.1% | 2.3% | -7.4% |
| 4-star average | 8.7% | 121.3% | 10.3% | 118.9% | 3.8% | 70.8% | 4.7% | -0.5% |
| 5-star average | 14.2% | 51.2% | 15.1% | 56% | 7.7% | -16.9% | 11.2% | -10.0% |

# Vilnius

In online reviews, guests in Vilnius rated their hotels more positively than the average for all cities in Eastern Europe, giving them an average GRI score of 85%. The reputation of the city's 3-star hotels (which are more than 50% of the city's total) rose slightly to 84%, while the other categories were virtually unchanged.

**Table 121** Vilnius hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 61 | 84.6% | 0.9% |
| 3-star average | 34 | 83.6% | 1.4% |
| 4-star average | 22 | 84.7% | 0.3% |
| 5-star average | 5 | 91.0% | 0.2% |

Vilnius hotels' best features, say the online reviews, are location and service. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 122** Vilnius hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 87.6% | Room | 81.0% |
| 3-star average | Service | 85.9% | Room | 78.9% |
| 4-star average | Location | 88.8% | Room | 81.6% |
| 5-star average | Location | 98.1% | Value | 89.0% |

Russian is the primary language of online reviews for Vilnius hotels. English is not far behind, with German as a distant third. Russian reviews gave a higher average rating than those in English or German. Reviews in the countries' language Lithuanian are not in the top three of the ranking.

**Table 123** Top 3 review languages, Vilnius, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Russian | 9,688 | 37.3% | 86.6% | 0.6% |
| English | 6,184 | 15.7% | 82.8% | 1.0% |
| German | 1,041 | 12.1% | 79.5% | 0.5% |

Hotel management responded on average to 4% of online reviews, which is far below the regional average of 9%. Although relatively low in absolute terms, response rates climbed by 29% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about six times more often than 3-stars. Positive reviews had less response than negative ones, with neutral reviews receiving less attention.

**Table 124** Vilnius hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 4.4% | 29.4% | 4.7% | 26.8% | 3.1% | 44.8% | 6.1% | 35.8% |
| 3-star average | 2.4% | 106.9% | 2.7% | 109.9% | 1.4% | 146.3% | 5.7% | 185.8% |
| 4-star average | 4.6% | 11.3% | 4.8% | 3.6% | 3.5% | 58.7% | 5.7% | -17.7% |
| 5-star average | 14.9% | 24.0% | 16.2% | 24.6% | 11.8% | 14.0% | 11.3% | 14.8% |

# Warsaw

In online reviews, guests in Warsaw rated their hotels better as the average of all cities in Eastern Europe, giving them a GRI score of 83%. The reputation of the city's 3-star hotels (which are 57% of the city's total) increased by 1% to a GRI of 80%. Ratings slightly increased compared to the previous year.

**Table 125** Warsaw hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 56 | 83.0% | 1.0% |
| 3-star average | 32 | 79.7% | 1.2% |
| 4-star average | 14 | 85.4% | 1.2% |
| 5-star average | 10 | 89.9% | 0.1% |

Warsaw hotels' best feature, say the online reviews, is cleanliness. Those same online reviews say that the worst features are location and value. Location, in most other Eastern European cities, is cited as a best feature or not at all. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 126** Warsaw hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 89.9% | Location | 82.6% |
| 3-star average | Cleanliness | 86.2% | Location | 78.3% |
| 4-star average | Cleanliness | 89.2% | Value | 82.6% |
| 5-star average | Cleanliness | 94.6% | Value | 88.1% |

English is the primary language of online reviews for Warsaw hotels. A close second and distant third are Polish and Russian. Russian ratings are more positive than those in English or Polish.

**Table 127** Top 3 review languages, Warsaw, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 11,958 | 19.7% | 82.1% | 0.9% |
| Polish | 11,632 | 40.1% | 81.2% | 0.4% |
| Russian | 4,034 | 28.8% | 85.5% | -1.1% |

Hotel management responded on average to 9% of online reviews, which is the regional average. Although relatively low in absolute terms, response rates climbed by 28% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about eight times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving less attention.

**Table 128** Warsaw hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 8.9% | 27.7% | 10.1% | 32.4% | 4.7% | 7.3% | 7.8% | 26.8% |
| 3-star average | 3.0% | 41.7% | 3.7% | 35.8% | 1.9% | 29.6% | 2.8% | 130.0% |
| 4-star average | 7.5% | 55.2% | 9.0% | 65.6% | 4.2% | 107.0% | 6.4% | 50.0% |
| 5-star average | 25.5% | 19.7% | 27.7% | 24.3% | 12.5% | -13.8% | 21.8% | 6.4% |

# Rankings & responses
## Middle East & Africa

# Middle East & Africa

In online reviews from March 2014 to February 2015, guests in the Middle East and Africa rated their hotels on average with a GRI of 80%. The reputation of the 3-star hotels was lowest with 73%, 5-star hotels were highest with 86%, while 4-stars were in-between with a GRI score of 80%. Ratings for 3-stars and 4-stars decreased compared to the previous year while 5-stars remained steady.

**Table 129** Middle East & Africa hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 1,429 | 80.0% | -1.0% |
| 3-star average | 370 | 73.1% | -2.4% |
| 4-star average | 620 | 80.0% | -0.7% |
| 5-star average | 439 | 85.8% | 0.3% |

Middle East and Africa hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are room (quality) and value. Unsurprisingly, as stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 130** Middle East & Africa hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 85.8% | Value | 81.8% |
| 3-star average | Location | 81.8% | Room | 75.8% |
| 4-star average | Cleanliness | 85.0% | Value | 81.6% |
| 5-star average | Cleanliness | 91.1% | Value | 83.7% |

English is the primary language of online reviews for Middle East and Africa hotels. Arabic is used about one-third as much, and German about one-ninth as much. In general French reviews were the most positive, while the Arabic reviewers were more critical in their responses.

**Table 131** Top 3 review languages, Middle East &Africa, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 269,479 | 40.5% | 79.5% | -0.8% |
| Arabic | 100,727 | 75.4% | 75.5% | -2.0% |
| French | 32,194 | 31.3% | 81.8% | 0.1% |

Hotel management responded on average to 18% of online reviews. Response rates slightly increased, by 7%, compared to the previous year. Response rates varied greatly by stars: 5-stars responded more than twice as much as 3-stars, and 4-stars two third as much as 3-stars. Hotels responded more often to positive than to negative reviews. Neutral reviews had about half the response rate of positive ones.

**Table 132** Middle East & Africa hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 18.2% | 7.2% | 20.5% | 8.6% | 12.0% | 4.8% | 15.1% | 2.6% |
| 3-star average | 10.5% | 5.1% | 12.0% | 7.2% | 7.8% | 19.2% | 9.0% | -2.3% |
| 4-star average | 16.1% | 7.8% | 18.5% | 8.9% | 11.0% | 8.2% | 13.9% | 3.5% |
| 5-star average | 25.4% | 6.9% | 28.2% | 8.3% | 15.9% | -2.0% | 20.2% | 2.8% |

# Abu Dhabi

In online reviews, guests in Abu Dhabi rated their hotels higher than those in other cities in the Middle East and Africa, giving them an average GRI score of 82%. The reputation of the city's 5-star hotels (which are 40% of the city's total, and the largest share) was 89%. Rankings were unchanged from the previous year.

**Table 133** Abu Dhabi hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 72 | 82.3% | -0.2% |
| 3-star average | 19 | 75.0% | -0.6% |
| 4-star average | 24 | 80.2% | -1.1% |
| 5-star average | 29 | 88.9% | 0.6% |

Abu Dhabi hotels' best features are cleanliness and location. Those same online reviews say that the worst features are location and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 134** Abu Dhabi hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 87.8% | Location | 84.5% |
| 3-star average | Location | 82.6% | Room | 76.6% |
| 4-star average | Cleanliness | 85.3% | Location | 82.4% |
| 5-star average | Cleanliness | 93.6% | Location | 87.0% |

English is the primary language of online reviews for Abu Dhabi hotels. A distant second and third are Arabic and German. Arabic reviews rose by two-thirds compared to the previous year, while English ones grew by nearly one-third. However, German reviews were by far the most positive ones according to the data.

**Table 135** Top 3 review languages, Abu Dhabi, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 27,970 | 30.5% | 81.8% | 0.7% |
| Arabic | 7,059 | 66.3% | 80.2% | -2.3% |
| German | 3,883 | 21.5% | 85.4% | 0.7% |

Hotel management responded on average to 21% of online reviews, which is above the regional average. Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews received more responses than negative ones, with neutral reviews receiving less attention.

**Table 136** Abu Dhabi hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 21.0% | 21.2% | 24.4% | 21.4% | 11.2% | 13.6% | 14.7% | 9.7% |
| 3-star average | 8.6% | 31.7% | 11.8% | 40.5% | 4.3% | 28.5% | 3.7% | 13.4% |
| 4-star average | 17.1% | 23.0% | 21.5% | 18.7% | 7.5% | 24.1% | 9.8% | -0.6% |
| 5-star average | 30.6% | 18.5% | 33.3% | 19.9% | 17.8% | 8.0% | 24.5% | 13.3% |

# Amman

In online reviews, guests in Amman rated their hotels lower than those in other cities in the region, giving them an average GRI score of 73%. The online reputation score of the city's 3-star hotels (which make up almost half of the city's total) was lowest at 70%, with 4-stars at 72% and 5-stars at 79%.

**Table 137** Amman hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 71 | 72.6% | 0.0% |
| 3-star average | 34 | 69.9% | -3.4% |
| 4-star average | 21 | 71.7% | 3.1% |
| 5-star average | 16 | 79.3% | 3.4% |

Amman hotels' best features, according to the online reviews, are cleanliness and service. Those same online reviews say that the worst features are location, value and room (quality). These findings are only partially in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests also expect more for their money.

**Table 138** Amman hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Service | 76.2% | Value | 73.6% |
| 3-star average | Service | 74.1% | Room | 70.9% |
| 4-star average | Service | 71.1% | Location | 67.1% |
| 5-star average | Cleanliness | 85.7% | Value | 80.0% |

English is the primary language of online reviews for hotels in Amman. Arabic reviews are about a third as common, with French a distant third. French reviews give a higher average rating than the other two languages.

**Table 139** Top 3 review languages, Amman, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 6,346 | 24.2% | 71.0% | 0.1% |
| Arabic | 2,840 | 71.0% | 74.7% | -1.1% |
| French | 391 | 21.4% | 79.3% | -1.2% |

Hotel management responded on average to 16% of online reviews, which is 2% below the regional average Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews received considerably more responses than negative and neutral reviews. Unusually, neutral reviews received more attention than negative ones.

**Table 140** Amman hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 15.7% | 48.1% | 20.0% | 56.4% | 10.2% | 30.4% | 8.8% | 2.5% |
| 3-star average | 8.3% | 68.1% | 11.4% | 66.7% | 5.0% | 132.7% | 4.6% | -10.5% |
| 4-star average | 9.6% | 466.5% | 12.9% | 422.7% | 8.3% | 486.8% | 6.6% | 315.0% |
| 5-star average | 31.3% | 15.0% | 37.6% | 23.2% | 18.3% | -15.1% | 16.2% | -21.0% |

# Beirut

Guests in Beirut rated their hotels better than most other cities in in the Middle East and Africa, giving them an average GRI score of 80%. The reputations of the city's 4-star hotels (which are 53% of the city's total) were ranked at 80%. 3-stars improved their rating, while 4-stars declined and 5-stars remained steady.

**Table 141** Beirut hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 83 | 79.8% | -1.3% |
| 3-star average | 11 | 69.8% | 1.6% |
| 4-star average | 44 | 79.6% | -1.0% |
| 5-star average | 28 | 84.2% | 0.1% |

Beirut hotels' best feature, say the online reviews, is location. Those same online reviews say that the worst features are value and room (quality). These are only partially in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 142** Beirut hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 89.3% | Room | 83.6% |
| 3-star average | Location | 99.5% | Room | 67.0% |
| 4-star average | Location | 87.1% | Room | 80.4% |
| 5-star average | Location | 91.7% | Value | 85.9% |

English is the primary language of online reviews for Beirut hotels. A distant second and third are Arabic and French. Arabic reviews more than doubled in number from the previous year, while English ones rose 48%. Ratings in French tend to be more positive compared to the other two languages.

**Table 143** Top 3 review languages, Beirut, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 6,910 | 47.6% | 79.3% | 0.0% |
| Arabic | 1,528 | 125.4% | 78.6% | -2.6% |
| French | 535 | 31.8% | 84.9% | 7.1% |

Hotel management responded on average to 19% of online reviews, which is just above the regional average. Response rates fell in almost all categories. Only the 5-star responses to negative reviews improved from year to year.

**Table 144** Beirut hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 18.6% | -17.1% | 21.9% | -15.2% | 8.0% | -44.0% | 12.3% | -14.6% |
| 3-star average | 0.0% | -100.0% | 0.0% | 0.0%* | 0.0% | 0.0%* | 0.0% | -100.0% |
| 4-star average | 10.9% | -25.7% | 13.3% | -20.7% | 5.6% | -40.7% | 6.8% | -50.7% |
| 5-star average | 29.5% | -12.4% | 34.2% | -12.4% | 11.6% | -45.7% | 19.9% | 27.0% |

*no changes can be calculated for neutral and positive reviews of the 3-star hotels because in the previous period the indices amounted to 0%

# Cairo

Guests in Cairo rated their hotels less positively than most other cities in the Middle East and Africa region, giving them an average GRI score of 76%. The reputation of the city's 5-star hotels (which make up 49% of the city's total) decreased by 3%. Likewise the GRI scores for 3-stars and 4-stars decreased significantly, resulting in an average decline of 6% for all hotels.

**Table 145** Cairo hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 72 | 75.5% | -5.9% |
| 3-star average | 16 | 69.7% | -10.5% |
| 4-star average | 21 | 72.2% | -6.4% |
| 5-star average | 35 | 80.1% | -2.8% |

Cairo hotels' best features are cleanliness and location. These same online reviews say that the worst features are value, service and room (quality). The worst ratings are only partially in alignment with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value, suggesting that visitors to Cairo also expect more from their 5-star hotels.

**Table 146** Cairo hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 84.3% | Value | 80.3% |
| 3-star average | Location | 86.4% | Room | 75.7% |
| 4-star average | Location | 79.2% | Service | 77.6% |
| 5-star average | Cleanliness | 86.5% | Value | 81.4% |

English is the primary language of online reviews for Cairo hotels. A distant second and third are Arabic and French. Nevertheless Arabic reviews more than tripled in number from the previous year, while the two other languages also increased significantly. Ratings in French tend to be more positive than in other languages of the top three.

**Table 147** Top 3 review languages, Cairo, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 10,236 | 78.9% | 75.3% | -3.3% |
| Arabic | 6,444 | 333.9% | 74.8% | -5.5% |
| French | 548 | 74.0% | 80.7% | -1.0% |

Hotel management responded on average to 20% of online reviews, which is 2% above the regional average. In contrast to the regional trend, review responses declined sharply by 12%. Response rates varied greatly by stars, with 5-stars responding the most. Positive reviews received more responses than negative and neutral ones.

**Table 148** Cairo hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 20.4% | -12.1% | 25.3% | -6.3% | 11.6% | -16.3% | 12.9% | -21.9% |
| 3-star average | 0.6% | -88.1% | 0.9% | -91.4% | 0.0% | 0.0%* | 0.6% | -91.0% |
| 4-star average | 13.8% | -43.2% | 20.0% | -24.3% | 6.8% | -65.3% | 6.7% | -67.8% |
| 5-star average | 27.8% | -4.0% | 33.1% | -0.3% | 16.3% | 4.9% | 18.4% | 9.9% |

*no changes can be calculated for neutral and positive reviews of the 3-star hotels because in the previous period the indices amounted to 0%

# Cape Town

In online reviews, guests in Cape Town rated their hotels more positively than most other cities in the Middle East and Africa, giving them an average GRI score of 86%. The online reputation of the city's 4-star hotels (which are 56% of the city's total) decreased over the past year by 1%, pulling the overall hotel average down.

**Table 149** Cape Town hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 |
|---|---|---|---|
| All hotels | 267 | 86.0% | -1.6% |
| 3-star average | 66 | 80.5% | -2.9% |
| 4-star average | 150 | 86.4% | -1.4% |
| 5-star average | 51 | 92.0% | -0.5% |

Cape Town hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 150** Cape Town hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 90.2% | Value | 86.4% |
| 3-star average | Location | 87.2% | Room | 80.6% |
| 4-star average | Cleanliness | 90.4% | Value | 86.8% |
| 5-star average | Cleanliness | 95.5% | Value | 89.0% |

English is the primary language of online reviews for Cape Town hotels. A distant second and third are German and French. Ratings in French are the least positive while the ones written in English and German are the same with a score of 86%.

**Table 151** Top 3 review languages, Cape Town, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 29,085 | 27.2% | 86.0% | -1.8% |
| German | 3,383 | 27.3% | 86.2% | 0.4% |
| French | 1,165 | 34.7% | 84.0% | -2.5% |

Hotel management responded on average to 22% of online reviews, which is 2% above the regional average. Consistent with the regional trend, responses were up slightly by 4% compared to the previous year. Unusually, response rates only slightly varied by stars, with 5-stars responding about one-third more than 3-stars and 4-stars. Negative reviews received less responses than positive ones, with neutral reviews receiving the least attention.

**Table 152** Cape Town hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 21.7% | 3.8% | 22.5% | 1.8% | 17.6% | 6.2% | 24.4% | 2.3% |
| 3-star average | 21.5% | -1.0% | 22.7% | -6.3% | 17.4% | 29.0% | 20.8% | -1.9% |
| 4-star average | 19.8% | 5.2% | 20.5% | 4.1% | 15.9% | 7.5% | 22.4% | 2.0% |
| 5-star average | 27.5% | 6.3% | 27.9% | 6.3% | 22.4% | -11.8% | 34.2% | 2.6% |

# Doha

In online reviews, guests in Doha rated their hotels less positively than most other cities in the Middle East and Africa, giving them an average GRI score of 78%. The online reputation of the city's 5-star hotels (which are almost 50% of the city's total) came in at 85%, with 4-stars and 3-stars ranking considerably lower. Ratings decreased throughout all categories compared to the previous year.

**Table 153** Doha hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 70 | 78.0% | -2.3% |
| 3-star average | 15 | 67.1% | -3.5% |
| 4-star average | 22 | 75.4% | -1.9% |
| 5-star average | 33 | 84.6% | -1.2% |

Doha hotels' best features, due to the online reviews, are value and cleanliness. Those same online reviews say that the worst features are value and room (quality). These ratings are in line with regional rankings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 154** Doha hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 86.0% | Value | 80.5% |
| 3-star average | Value | 79.3% | Room | 69.7% |
| 4-star average | Cleanliness | 81.2% | Value | 76.9% |
| 5-star average | Cleanliness | 91.1% | Value | 82.6% |

English is the main language of online reviews for Doha hotels. A close second is Arabic, with German as a distant third. Online reviews in Arabic increased in volume by 42% over the previous year. Ratings in English are the most critical compared to the ones written in Arabic or German.

**Table 155** Top 3 review languages, Doha, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 11,799 | 30.9% | 76.7% | -2.5% |
| Arabic | 9,069 | 41.8% | 77.3% | -4.1% |
| German | 459 | -4.0% | 81.0% | -2.8% |

Hotel management responded on average to 15% of online reviews, which is below the regional average. The response rate from 5-stars decreased while 3-star responses increased by almost 400%. Response rates varied greatly by stars, 5-star hotels responding around six times more often than hotels with 3-star hotels. Positive reviews received more responses than negative and neutral reviews which both received the same attention.

**Table 156** Doha hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 14.6% | 1.1% | 18.0% | 8.2% | 8.6% | -1.4% | 8.7% | -19.0% |
| 3-star average | 2.6% | 389.4% | 3.6% | 338.9% | 2.3% | 0.0%* | 1.1% | 126.7% |
| 4-star average | 14.7% | 9.7% | 19.7% | 16.3% | 9.1% | 6.4% | 7.8% | -18.7% |
| 5-star average | 16.7% | -8.0% | 19.5% | -1.4% | 9.3% | -12.2% | 10.7% | -22.6% |

*no changes can be calculated for neutral and positive reviews of the the 3-star hotels because in the previous period the indexes amounted to 0%

# *Dubai*

In online reviews, guests in Dubai rated their hotels like guests of most other cities in the Middle East and Africa, giving them an average GRI score of 79%. The online reputation scores of the city's 4-star hotels held steady, whereas 3-stars decreased by 2% and 5-stars increased by 1%.

**Table 157** Dubai hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 249 | 78.4% | 0.1% |
| 3-star average | 65 | 67.7% | -1.8% |
| 4-star average | 92 | 77.1% | 0.4% |
| 5-star average | 92 | 87.3% | 1.1% |

Dubai hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 158** Dubai hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Cleanliness | 84.3% | Value | 79.4% |
| 3-star average | Location | 78.2% | Room | 68.8% |
| 4-star average | Cleanliness | 81.9% | Value | 77.3% |
| 5-star average | Cleanliness | 93.6% | Value | 85.3% |

English is the primary language of online reviews for Dubai hotels. Arabic reviews are one-third as frequent, with German a distant third. Reviews in German tend to rate Dubai's hotels higher than reviews in English or Arabic.

**Table 159** Top 3 review languages, Dubai, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 122,302 | 48.3% | 77.7% | 0.0% |
| Arabic | 42,649 | 69.4% | 76.4% | -0.7% |
| German | 8,166 | 7.3% | 81.4% | 0.7% |

Hotel management responded on average to 16% of online reviews, which is 2% below the regional average. The overall response rate increased by 12% compared to the previous year, with 3-stars confirming that trend with a 114% jump. Response rates varied greatly by stars. 5-star hotels responded around seven times more often than 3-stars. Positive reviews received significantly more responses than negative oness, with neutral reviews receiving the least attention.

**Table 160** Dubai hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 16.4% | 12.0% | 19.4% | 14.0% | 8.2% | 3.2% | 10.1% | -4.4% |
| 3-star average | 4.0% | 113.7% | 5.9% | 129.2% | 2.3% | 186.4% | 2.0% | 35.3% |
| 4-star average | 13.7% | 13.1% | 17.1% | 11.5% | 8.0% | 12.9% | 8.4% | 1.9% |
| 5-star average | 26.7% | 8.5% | 29.9% | 10.4% | 12.1% | -7.6% | 16.7% | -8.2% |

# Jeddah

In online reviews, guests in Jeddah rated their hotels less positively than most other cities in the region, giving them an average GRI score of 71%. The reputation of the city's 5-star hotels (which make up 37% of the city's total) remained almost steady, while 4-stars and 3-stars declined, pulling the overall hotel average down by 1%.

**Table 161** Jeddah hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 35 | 70.6% | -1.1% |
| 3-star average | 13 | 66.2% | -1.7% |
| 4-star average | 9 | 69.0% | -1.6% |
| 5-star average | 13 | 76.1% | -0.4% |

Jeddah hotels' best feature, according to the online reviews is location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 162** Jeddah hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Location | 78.4% | Value | 66.1% |
| 3-star average | Location | 71.4% | Room | 62.1% |
| 4-star average | Location | 74.5% | Value | 64.5% |
| 5-star average | Location | 82.4% | Value | 66.7% |

Arabic is the primary language of online reviews for Jeddah hotels. English reviews are about two-thirds as common and French a distant third. The amount of reviews in Arabic increased the most over the last year. Ratings overall are quite critical with those written in French being the most critical with a score of 63%.

**Table 163** Top 3 review languages, Jeddah, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Arabic | 5,518 | 54.8% | 69.6% | -1.6% |
| English | 3,147 | 29.5% | 66.3% | -1.7% |
| French | 79 | 33.9% | 63.3% | 12.7% |

Hotel management responded on average to 8% of online reviews, which is much lower than the regional average of 18%. Response rates for 4-stars and 5-stars increased whereas those for 3-stars declined over the last year. Response rates varied by stars, with 5-star hotels responding around three times more often than 4-star hotels. Unusually in comparison to the regional trend, management of 4-stars responded less to reviews than it did in 3-stars. Positive reviews received more responses than neutral ones, with negative reviews receiving considerably less attention.

**Table 164** Jeddah hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 8.3% | 5.4% | 11.9% | 5.3% | 7.3% | 14.6% | 4.5% | -24.7% |
| 3-star average | 9.6% | -12.6% | 15.9% | -2.3% | 7.4% | -32.3% | 4.9% | -2.1% |
| 4-star average | 2.9% | 21.0% | 4.3% | 16.5% | 2.9% | 51.2% | 1.7% | 13.1% |
| 5-star average | 10.5% | 6.9% | 14.0% | 2.7% | 9.4% | 33.9% | 5.8% | -36.2% |

# Johannesburg

In online reviews, guests in Johannesburg rated their hotels more positively than most other cities in the Middle East and Africa, giving them an average GRI score of 84%. The online reputation of the city's 4-star hotels (which are almost 50% of the city's total) decreased slightly over the past year but was compensated by an increase in the 3- and 5-star hotel ratings, so the overall ranking remained unchanged.

**Table 165** Johannesburg hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 95 | 84.2% | -0.2% |
| 3-star average | 22 | 79.9% | 1.3% |
| 4-star average | 46 | 83.5% | -0.5% |
| 5-star average | 27 | 89.1% | 0.7% |

Johannesburg hotels' best feature, according to the online reviews, is cleanliness. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 166** Johannesburg hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 90.3% | Value | 84.8% |
| 3-star average | Cleanliness | 87.2% | Room | 82.8% |
| 4-star average | Cleanliness | 89.6% | Value | 84.6% |
| 5-star average | Cleanliness | 93.4% | Value | 86.2% |

English is the primary language of online reviews for Johannesburg hotels. A distant second and third are Portuguese and German reviews. Ratings in English and German tend to be slightly more positive compared to the ones written in Portuguese.

**Table 167** Top 3 review languages, Johannesburg, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 9,424 | 53.5% | 84.4% | -0.3% |
| Portuguese | 440 | 37.1% | 82.7% | -0.2% |
| German | 398 | 46.9% | 84.1% | -0.3% |

Hotel management responded on average to 38% of online reviews, which is more than twice as much as the regional norm. Response rates varied relatively little by stars, with 5-stars responding two-third as often as 3-stars. Negative reviews had about the same response rate as positive ones, with neutral reviews receiving less attention.

**Table 168** Johannesburg hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 38.1% | 0.8% | 39.3% | -1.0% | 26.7% | 7.9% | 40.2% | 27.0% |
| 3-star average | 28.3% | -13.2% | 29.7% | -3.2% | 20.1% | -22.4% | 29.6% | -7.5% |
| 4-star average | 34.5% | 0.2% | 35.6% | -5.6% | 23.5% | 8.4% | 39.9% | 62.7% |
| 5-star average | 50.5% | 8.2% | 51.8% | 5.5% | 36.9% | 29.8% | 47.5% | 7.1% |

# Kuwait City

In online reviews, guests in Kuwait City rated their hotels lower than those in other regional cities, giving them an average GRI score of 76%. The online reputation of the city's 4-star hotels (which account for 40% of the city's total) stood at 74%. Rankings were largely unchanged from the previous year.

**Table 169** Kuwait City hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 42 | 75.7% | 0.3% |
| 3-star average | 10 | 68.9% | 1.5% |
| 4-star average | 17 | 74.2% | 0.7% |
| 5-star average | 15 | 81.8% | -0.7% |

Kuwait City hotels' best features, say the online reviews, are cleanliness and location. Those same online reviews say that the worst features are value and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 170** Kuwait City hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 85.1% | Value | 80.1% |
| 3-star average | Location | 80.4% | Room | 68.3% |
| 4-star average | Cleanliness | 83.5% | Value | 78.9% |
| 5-star average | Cleanliness | 91.0% | Value | 82.0% |

Arabic is the primary language of online reviews for Kuwait City hotels. English reviews are about one-third less frequent, and those in Italian are a distant third. Ratings in Italian tend to be significantly more positive than in the other two languages.

**Table 171** Top 3 review languages, Kuwait City, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Arabic | 5,578 | 48.7% | 74.2% | 2.1% |
| English | 3,993 | 22.1% | 73.5% | 0.1% |
| Italian | 106 | 26.2% | 81.2% | -5.1% |

Hotel management responded on average to 19% of online reviews, which is just above the regional average. Response rates decreased by 4% compared to the previous year. Response rates varied greatly by stars, with 5-stars responding about five times more often than 3-stars. Positive reviews received more responses than neutral ones and, surprisingly, negative reviews received the least attention.

**Table 172** Kuwait City hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 18.7% | -4.1% | 21.9% | -10.5% | 12.1% | 46.0% | 11.0% | 70.3% |
| 3-star average | 3.8% | -5.1% | 5.2% | -12.1% | 2.5% | 2.8% | 1.3% | -1.0% |
| 4-star average | 27.5% | 3.8% | 30.0% | -3.8% | 17.1% | 34.5% | 11.5% | 9.9% |
| 5-star average | 19.4% | -15.5% | 23.7% | -20.0% | 13.1% | 56.1% | 15.1% | 134.0% |

# Manama

In online reviews, guests in Manama rated their hotels lower than those in other cities in Middle East and Africa, giving them an average GRI score of 74%. The online reputation of the city's 4-star hotels (which make up 61% of the city's total) stood at 74%. GRI rankings decreased considerably for all hotels, pulling the overall average down by 4%.

**Table 173** Manama hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 61 | **73.5%** | -3.7% |
| 3-star average | 9 | **57.7%** | -5.9% |
| 4-star average | 37 | **73.5%** | -2.8% |
| 5-star average | 15 | **83.1%** | -1.3% |

Manama hotels' best features, say the online reviews, are location, service and cleanliness. Those same online reviews say that the worst features are value, service and cleanliness. These are only partially in line with regional ratings. While cleanliness is rated the best rated feature among 5-stars, it is rated worst rated among 3-stars. As stars increased, so did the percentage of guests who gave a 'worst' rating to value.

**Table 174** Manama hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | **83.9%** | Service | **80.5%** |
| 3-star average | Service | **71.6%** | Cleanliness | **64.3%** |
| 4-star average | Location | **81.3%** | Service | **78.0%** |
| 5-star average | Cleanliness | **89.5%** | Value | **81.1%** |

Note: no data available for "location" and "value" feature for the 3-star hotels

English is the main language of online reviews for Manama hotels. A close second is Arabic, followed by French. Reviews in French were overall more positive than in the other top languages.

**Table 175** Top 3 review languages, Manama, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 10,479 | **54.8%** | 72.4% | **-4.1%** |
| Arabic | 10,061 | **108.8%** | 72.4% | **-2.5%** |
| French | 150 | **38.9%** | 87.3% | **-2.1%** |

Hotel management responded on average to 12% of online reviews, which is below the regional average of 18%. Response rates increased by 36% for 4-star hotels, but decreased by 4% at 5-star level. Positive reviews received more responses than neutral and negative reviews.

**Table 176** Manama hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 12.1% | **9.5%** | 15.8% | **24.3%** | 5.7% | **-4.5%** | 5.6% | **4.3%** |
| 3-star average | 0.0% | **0.0%*** | 0.0% | **0.0%*** | 0.0% | **0.0%*** | 0.0% | **0.0%*** |
| 4-star average | 11.1% | **35.8%** | 15.0% | **54.0%** | 5.7% | **84.8%** | 4.9% | **80.6%** |
| 5-star average | 15.7% | **-4.4%** | 19.4% | **6.5%** | 6.4% | **-41.0%** | 7.6% | **-23.2%** |

*no changes can be calculated for neutral and positive reviews of the the 3-star hotels because in the previous period the indexes amounted to 0%

# Marrakesh

In online reviews, guests in Marrakesh rated their hotels more positively than most other cities in the Middle East and Africa, giving them an average GRI score of 84%. The reputation of the city's 4-star hotels (which are 43% of the city's total) increased slightly over the past year by 1%. 5-stars also improved their rating, while 3-stars declined.

**Table 177** Marrakesh hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 197 | 83.5% | 0.9% |
| 3-star average | 53 | 79.0% | -0.7% |
| 4-star average | 84 | 83.8% | 0.9% |
| 5-star average | 60 | 87.2% | 2.1% |

Marrakesh hotels' best features, according to the online reviews, are value and cleanliness. Those same online reviews say that the worst features are value and room (quality). These are the same features as in regional ratings, yet with higher percentages. As stars increased, so did the percentage of guests who rated "value" as the worst feature.

**Table 178** Marrakesh hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 85.9% | Value | 82.7% |
| 3-star average | Value | 81.9% | Room | 79.1% |
| 4-star average | Cleanliness | 86.4% | Value | 83.2% |
| 5-star average | Cleanliness | 89.2% | Value | 82.6% |

French is the primary language of online reviews for Marrakesh hotels. A close second is English, followed by Spanish. All reviews in the top three languages were slightly less positive than the average for all languages.

**Table 179** Top 3 review languages, Marrakesh, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| French | 19,892 | 28.9% | 82.1% | 0.6% |
| English | 16,722 | 20.8% | 83.5% | 0.5% |
| Spanish | 1,932 | 10.3% | 76.7% | 0.4% |

Hotel management responded on average to 11% of online reviews, which is 6% below the regional average. Response rates climbed by 26% compared to the previous year. Overall response rates varied greatly between stars, with 5-stars responding about four times more often than 3-stars. Positive reviews were given as much attention as negative ones, with neutral reviews having fewer responses.

**Table 180** Marrakesh hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 10.6% | 25.5% | 11.7% | 32.2% | 8.5% | 10.3% | 11.9% | -17.7% |
| 3-star average | 4.4% | 6.0% | 4.8% | 18.0% | 3.5% | -3.6% | 5.7% | -18.0% |
| 4-star average | 9.6% | 36.5% | 11.0% | 45.5% | 7.5% | 30.8% | 11.3% | -16.0% |
| 5-star average | 17.4% | 22.7% | 18.8% | 26.0% | 14.6% | 1.5% | 17.7% | -19.5% |

# Muscat

In online reviews, guests in Muscat rated their hotels less positively than most other cities in the region, giving them an average GRI score of 75%. The reputation of the city's 4-star hotels (which represent 44% of the city's total hotel stock) fell by 1%. Likewise 3-stars were ranked down. Only 5-stars improved their GRI score.

**Table 181** Muscat hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 36 | 75.2% | -0.8% |
| 3-star average | 15 | 71.5% | -2.0% |
| 4-star average | 16 | 74.8% | -1.1% |
| 5-star average | 5 | 87.4% | 3.2% |

Muscat hotels' best feature, say the online reviews, is cleanliness. Those same online reviews say that the worst features are value and location. These are only partially in line with regional ratings. As stars increased, so did the percentage of guests who rated "value" as the worst feature.

**Table 182** Muscat hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | 82.6% | Value | 75.5% |
| 3-star average | Cleanliness | 78.0% | Value | 74.6% |
| 4-star average | Cleanliness | 82.0% | Location | 74.6% |
| 5-star average | Cleanliness | 91.6% | Value | 78.0% |

English is the main language of online reviews for Muscat hotels. Arabic and German are a distant second and third. German reviews tend to be less critical than those in the two other languages of the top three.

**Table 183** Top 3 review languages, Muscat, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 5,881 | 39.1% | 74.3% | -0.8% |
| Arabic | 856 | 104.3% | 71.2% | -4.4% |
| German | 547 | -5.0% | 79.9% | 1.0% |

Hotel management responded on average to 18% of online reviews, the same as the regional average. Response rates increased by 11% compared to the previous year. In general response rates varied by stars, with 5-stars responding about six times more often than 3-stars. Positive reviews had a higher response rate than negative and neutral ones which both were given about the same attention.

**Table 184** Muscat hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 18.4% | 10.6% | 22.4% | 10.3% | 14.1% | 14.3% | 13.1% | 21.8% |
| 3-star average | 7.1% | -41.6% | 9.6% | -32.5% | 5.1% | -26.3% | 3.8% | -52.8% |
| 4-star average | 17.1% | 23.4% | 22.8% | 17.3% | 9.4% | 1.4% | 8.3% | 48.0% |
| 5-star average | 42.7% | 24.7% | 44.5% | 26.0% | 43.2% | 34.6% | 43.6% | 36.1% |

# Riyadh

In online reviews, guests in Riyadh rated their hotels less positively than most other cities in the region, giving them an average GRI score of 75%. The reputation of the city's 4-star hotels (which are 47% of the city's total) decreased over the past year by 2%, pulling the overall average down by over 2%.

**Table 185** Riyadh hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 79 | **74.7%** | -2.1% |
| 3-star average | 22 | **71.3%** | -3.5% |
| 4-star average | 37 | **73.8%** | -2.0% |
| 5-star average | 20 | **80.2%** | -0.4% |

Riyadh hotels' best features, according to the online reviews, are location and cleanliness. The same online reviews say that the worst features are value, service and room (quality). Unusually for this region service is rated among the worst rated features. Best rated features are in-line with regional ratings. Suprisingly for the regional trend, as stars increased, the percentage of guests who gave a 'worst' rating to value declined.

**Table 186** Riyadh hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Cleanliness | **81.8%** | Value | **75.7%** |
| 3-star average | Location | **82.0%** | Service | **76.9%** |
| 4-star average | Location | **85.2%** | Room | **72.6%** |
| 5-star average | Cleanliness | **85.1%** | Value | **74.4%** |

Arabic is the primary language of online reviews for Riyadh hotels. English reviews are about two-thirds as common, and those in Italian are a distant third. Reviews in Arabic were more positive than in the other top three languages.

**Table 187** Top 3 review languages, Riyadh, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| Arabic | 8,620 | **76.7%** | 74.8% | **-1.7%** |
| English | 5,185 | **34.6%** | 73.1% | **1.0%** |
| Italian | 121 | **24.7%** | 72.2% | ***** |

* Table languages: no index available in previous period

Hotel management responded on average to 12% of online reviews, which is lower than the regional average of 18%. Response rates climbed by 11% compared to the previous year. Response rates varied only slightly by stars, with 5-stars responding about 50% more often than 3-stars. Positive reviews received more responses than neutral ones, with negative reviews receiving even less attention.

**Table 188** Riyadh hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 12.2% | **10.6%** | 14.4% | **17.6%** | 9.8% | **24.2%** | 7.0% | **4.2%** |
| 3-star average | 9.7% | **35.9%** | 10.7% | **62.4%** | 9.9% | **39.8%** | 6.3% | **-24.3%** |
| 4-star average | 10.9% | **-4.1%** | 13.3% | **8.8%** | 8.3% | **11.6%** | 4.7% | **-21.9%** |
| 5-star average | 14.0% | **18.4%** | 16.4% | **18.5%** | 11.2% | **30.8%** | 9.3% | **35.6%** |

# *Rankings & responses*
India

# India

In online reviews from March 2014 to February 2015 guests in India rated their hotels on average with a GRI of 76%. The online reputation of the 3-star hotels was lowest at 74%, 5-star hotels were highest at 84%, while 4-stars were in-between at 79%. Ratings decreased for 4-stars and 5-stars while 3-stars improved their GRI scores.

**Table 189** India hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 747 | 76.1% | -0.4% |
| 3-star average | 482 | 73.5% | 0.6% |
| 4-star average | 165 | 78.8% | -1.0% |
| 5-star average | 100 | 84.4% | -1.0% |

India hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst features are service and value. Perhaps unsurprisingly, as hotel stars increased, so did the percentage of guests who gave a 'worst' rating to value - suggesting that guests who pay for more stars expect more value for their money.

**Table 190** India hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 80.6% | Value | 77.3% |
| 3-star average | Location | 79.7% | Value | 75.5% |
| 4-star average | Cleanliness | 83.5% | Value | 78.7% |
| 5-star average | Cleanliness | 88.5% | Value | 82.1% |

English is the main language of online reviews for India hotels. French and German are a very distant second and third. Ratings in German are the most positive while the English ones are more critical.

**Table 191** Top 3 review languages, India, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 107,612 | 42.0% | 76.8% | 0.2% |
| French | 2,694 | 10.0% | 79.2% | -1.3% |
| German | 1,812 | -10.1% | 81.5% | 0.6% |

Hotel management responded on average to 27% of online reviews. Response rates in total fell compared to the previous year. Response rates varied greatly by stars: 5-stars responded three times as much as 3-stars and 4-stars more than twice as much as 3-stars. Hotels responded more often to positive than to negative and neutral reviews which both received the same attention by hotel management.

**Table 192** India hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 27.4% | -9.0% | 31.2% | -4.7% | 21.2% | -8.5% | 21.1% | -14.9% |
| 3-star average | 16.8% | -14.2% | 19.9% | -9.3% | 12.9% | -10.7% | 12.5% | -8.7% |
| 4-star average | 43.8% | -3.1% | 49.1% | 1% | 33.2% | -1.4% | 32.5% | -20.9% |
| 5-star average | 56.9% | 2.2% | 59.9% | 4.8% | 42.4% | -8.2% | 46.0% | 4.8% |

# *Chennai*

In online reviews, guests in Chennai rated their hotels slightly less positively than most other cities in India, giving them an average GRI score of 75%. The reputation of the city's 3-star hotels (which are 60% of the city's total) grew over the past year by 2%, pushing the overall hotel average slightly up by 0.7%.

**Table 193** Chennai hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 110 | 75.3% | 0.7% |
| 3-star average | 66 | 71.3% | 1.5% |
| 4-star average | 31 | 79.4% | 0.4% |
| 5-star average | 13 | 85.8% | -1.2% |

Chennai hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst feature is value. These are in line with regional ratings for India. As hotel stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 194** Chennai hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 81.5% | Value | 75.0% |
| 3-star average | Location | 79.5% | Value | 70.7% |
| 4-star average | Location | 83.7% | Value | 79.1% |
| 5-star average | Cleanliness | 90.1% | Value | 84.3% |

English is by far the main language of online reviews for Chennai hotels, a distant second and third language are French and German. English-speaking guests seem to be the most critical when reviewing their stays.

**Table 195** Top 3 review languages, Chennai, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 15,483 | 35.8% | 75.2% | 0.9% |
| French | 333 | 3.4% | 80.9% | 0.0% |
| German | 143 | -18.8% | 84.4% | -3.5% |

Hotel management responded on average to 33% of online reviews, which is well above the regional average of 27%. Response rates fell by 10% compared to the previous year. Overall response rates varied greatly between stars, with 5-stars responding about three times more often than 3-stars. Positive reviews received more responses than negative and neutral reviews.

**Table 196** Chennai hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 32.7% | -9.7% | 37.7% | -2.5% | 23.9% | -19.8% | 24.2% | -20.6% |
| 3-star average | 21.4% | -11.9% | 26.0% | -1.1% | 16.0% | -17.8% | 15.3% | -15.4% |
| 4-star average | 48.8% | -3.8% | 54.0% | -0.1% | 35.0% | -17.3% | 36.9% | -11.2% |
| 5-star average | 56.8% | -14.9% | 59.9% | -12.1% | 39.6% | -30.6% | 41.4% | -35.6% |

# Hyderabad

In online reviews, guests in Hyderabad rated their hotels slightly more positively than the average in India, giving them an average GRI score of 77%. The reputation of the city's 3-star hotels (which are 63% of the city's total) fell by 3% which resulted in an overall decline of more than 3%.

**Table 197** Hyderabad hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 81 | 76.9% | -3.3% |
| 3-star average | 51 | 73.8% | -2.7% |
| 4-star average | 17 | 81.4% | -2.4% |
| 5-star average | 13 | 83.3% | -2.8% |

Hyderabad hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are service and value. These are in line with regional ratings. As stars increased, so did the percentage of guests who gave rated "value" as the worst feature – suggesting that guests who pay for a higher star hotel expect more for their money.

**Table 198** Hyderabad hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 82.3% | Service | 79.0% |
| 3-star average | Location | 80.9% | Service | 76.3% |
| 4-star average | Cleanliness | 85.2% | Value | 81.6% |
| 5-star average | Cleanliness | 86.8% | Value | 81.3% |

English is the main language of online reviews for Hyderabad hotels. English reviews tend to be slightly more critical than those in Arabic.

**Table 199** Top 3 review languages, Hyderabad, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 11,760 | 50.3% | 76.5% | -2.9% |
| Arabic | 102 | 117.0% | 77.0% | 0.0%* |
| French | 54 | -12.9% | 0.0% | 0.0%* |

\* Table languages: no index available in previous period

Hotel management responded on average to 30% of online reviews, which is 3% above the regional average. Response rates climbed for 4-stars and 5-stars, but fell in 3-stars, resulting in an overall decline. Response rates varied greatly between stars, with 5-stars responding about four times more often than 3-stars. Positive reviews received more responses than negative and neutral ones.

**Table 200** Hyderabad hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 29.8% | -17.3% | 33.8% | -11.2% | 22.7% | -14.8% | 24.3% | -18.8% |
| 3-star average | 16.0% | -37.3% | 19.3% | -29.5% | 12.8% | -27.8% | 10.3% | -54.6% |
| 4-star average | 48.3% | 1.6% | 53.9% | 6.9% | 29.9% | -3.2% | 39.8% | 8.9% |
| 5-star average | 62.6% | 12.1% | 65.1% | 15.3% | 52.9% | 10.3% | 59.6% | 36.9% |

# Mumbai

In online reviews, guests in Mumbai rated their hotels less positively than most other cities in India, giving them an average GRI score of 75%. The reputation of the city's 3-star hotels (which are the largest segment of the city's total) was unchanged at 71%; that of the 4-stars rose while those of 5-stars declined.

**Table 201** Mumbai hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 169 | 75.0% | -0.6% |
| 3-star average | 108 | 71.2% | 0.0% |
| 4-star average | 35 | 79.2% | 0.7% |
| 5-star average | 26 | 84.9% | -2.4% |

Mumbai hotels' best features, according to the online reviews, are location and cleanliness. Those same online reviews say that the worst feature is value. These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value.

**Table 202** Mumbai hotels' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews % | Worst rated feature | As % of reviews % |
|---|---|---|---|---|
| All hotels | Location | 81.8% | Value | 75.5% |
| 3-star average | Location | 80.3% | Value | 72.0% |
| 4-star average | Cleanliness | 83.8% | Value | 78.4% |
| 5-star average | Cleanliness | 89.5% | Value | 82.8% |

English is by far the primary language of online reviews for Mumbai hotels. A distant second and third are French and German. Mumbai's official language, Marathi, is not in the top three.

**Table 203** Top 3 review languages, Mumbai, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 31,628 | 52.2% | 75.0% | 0.0% |
| French | 674 | 19.5% | 80.3% | -1.3% |
| German | 549 | -9.3% | 79.7% | -2.0% |

Hotel management responded on average to 30% of online reviews, which is above the regional average of 27%. Response rates declined slightly compared to the previous year. Overall response rates varied greatly by stars, with 5-stars responding about three times more often than 3-stars. Positive reviews received more responses than negative and neutral reviews.

**Table 204** Mumbai hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 30.2% | -5.1% | 35.1% | -0.2% | 21.8% | -8.1% | 22.1% | -8.8% |
| 3-star average | 19.9% | 4.0% | 25.4% | 13.4% | 13.3% | -7.9% | 13.6% | 8.7% |
| 4-star average | 43.2% | -13.1% | 48.0% | -11.2% | 32.8% | -9.7% | 31.0% | -27.5% |
| 5-star average | 52.4% | -10.0% | 54.9% | -9.5% | 38.9% | -11.7% | 43.0% | -5.3% |

# New Delhi

In online reviews, guests in New Delhi rated their hotels slightly higher than the norm in India, giving them an average GRI score of 77%. The reputation of the city's 3-star hotels (which are 66% of the city's total) rose slightly over the past year by 1%, compensating the 2% decline for the 4-stars and resulting in an unchanged overall hotel average.

**Table 205** New Delhi hotels' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 387 | 76.7% | 0.0% |
| 3-star average | 257 | 75.0% | 1.0% |
| 4-star average | 82 | 77.9% | -1.8% |
| 5-star average | 48 | 84.0% | 0.3% |

New Delhi hotels' best features, say the online reviews, are location and cleanliness. Those same online reviews say that the worst features are value, service and room (quality). These are in line with regional ratings. As stars increased, so did the percentage of guests who gave a 'worst' rating to value – suggesting that guests who pay for more stars expect more for their money.

**Table 206** New Delhi' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Best rated feature | As % of reviews | Worst rated feature | As % of reviews |
|---|---|---|---|---|
| All hotels | Cleanliness | 79.5% | Service | 77.9% |
| 3-star average | Location | 79.3% | Room | 76.0% |
| 4-star average | Cleanliness | 83.3% | Value | 78.0% |
| 5-star average | Cleanliness | 87.9% | Value | 81.4% |

English is by far the toplanguage for online reviews for New Delhi hotels. A distant second and third are French and German. New Delhi's official language, Hindi, is not in the top three. Nevertheless ratings in English tend to be more critical than in the other two languages.

**Table 207** Top 3 review languages, New Delhi, March 2014 – February 2015

| | Total # of reviews | Difference from previous year | Average index rating | Difference from previous year |
|---|---|---|---|---|
| English | 48,741 | 36.2% | 76.4% | 0.5% |
| French | 1,633 | 8.9% | 78.2% | -1.9% |
| German | 1,082 | -8.1% | 82.3% | 2.5% |

Hotel management responded on average to 25% of online reviews, which is below the regional average of 27%. Response rates fell in 3-stars, yet climbed in 4-stars and 5-stars. Response rates varied greatly by stars, with 5-stars responding about four times more often than 3-stars. Positive reviews received more responses than negative and neutral reviews.

**Table 208** New Delhi hotels' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change from 2013-14 | Response rate, to positive reviews | Change from 2013-14 | Response rate, to neutral reviews | Change from 2013-14 | Response rate, to negative reviews | Change from 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 24.7% | -7.7% | 27.6% | -5.1% | 20.0% | -2.2% | 19.3% | -14.1% |
| 3-star average | 14.9% | -15.2% | 16.9% | -14.8% | 11.9% | -3.9% | 11.9% | 1.7% |
| 4-star average | 41.3% | 1.1% | 46.7% | 6.2% | 33.5% | 11.1% | 30.0% | -27.2% |
| 5-star average | 57.9% | 12.6% | 61.4% | 16.3% | 42.3% | -3.5% | 45.2% | -3.1% |

# General results

# Results for all cities

The overall GRI score for all 11,006 hotels in the sample is nearly 80% and has risen only slightly over the previous year. The average of the 3- to 5-star hotels follows a familiar pattern, with 5-star properties rated higher than 4- and 3-stars.

**Table 209** all cities results' GRI™, March 2014 – February 2015

| Hotel type | Number of hotels | GRI Score | GRI Score change from 2013-14 % |
|---|---|---|---|
| All hotels | 11,006 | **79.8%** | 0.5% |
| 3-star average | 5,384 | **76.9%** | 0.0% |
| 4-star average | 4,348 | **81.4%** | 0.2% |
| 5-star average | 1,274 | **86.5%** | 0.2% |

For the whole sample, location is the best rated feature and rooms tend to be the worst rated. However, in the higher star categories, value is the worst rated feature. We suggest that people staying in 5-star hotels expect higher value for their money. What is interesting to note is that guests still rate the value of 5-star hotels higher than in 4-stars.

**Table 210** all cities results' three best- and three worst-rated features, March 2014 – February 2015

| Hotel type | Feature rated best | As % of reviews | Feature rated worst | By % of reviews |
|---|---|---|---|---|
| All hotels | Location | **85.3%** | Room | **78.2%** |
| 3-star average | Location | **83.9%** | Room | **73.3%** |
| 4-star average | Cleanliness | **85.8%** | Value | **79.6%** |
| 5-star average | Cleanliness | **91.6%** | Value | **82.7%** |

English is by far the most common review language, with over two million reviews counted in our sample. German and French post a much lower review volume and the number of reviews has also not grown at the same rate as English reviews. This makes sense, because many guests leave comments in English, even if it is not necessarily their native language.

**Table 211** Top 3 review languages, all cities results, March 2014 – February 2015

| | Total # of reviews | Difference to previous year | Average index rating | Difference to previous year |
|---|---|---|---|---|
| English | 2,116,096 | **24.6%** | 79.46% | **0.1%** |
| German | 514,095 | **7.7%** | 78.04% | **-0.1%** |
| French | 406,340 | **14.2%** | 79.08% | **-0.2%** |

The response rates increase with the star category, which makes sense, because these hotels tend to have higher staff numbers and dedicated people or teams to respond. The fact that the response rates have increased across all review types and star categories is an indicator that hotels are starting to take online reviews more seriously.

**Table 212** all cities results' response rate to online reviews, March 2014 – February 2015

| Hotel type | Response rate, all reviews | Change to 2013-14 | Response rate, to positive reviews | Change to 2013-14 | Response rate, to neutral reviews | Change to 2013-14 | Response rate, to negative reviews | Change to 2013-14 |
|---|---|---|---|---|---|---|---|---|
| All hotels | 14.4% | **21.9%** | 16.0% | **21.7%** | 10.3% | **27.2%** | 13.7% | **19.0%** |
| 3-star average | 8.8% | **24.3%** | 10.0% | **23.3%** | 6.2% | **37.5%** | 8.9% | **27.6%** |
| 4-star average | 16.7% | **26.4%** | 18.5% | **26.0%** | 11.9% | **33.2%** | 15.8% | **19.5%** |
| 5-star average | 29.3% | **11.8%** | 31.5% | **12.5%** | 20.6% | **7.6%** | 25.5% | **6.8%** |

# City rankings

The city rankings show that there is some fluctuation in the top spots in different categories and in relation to different departments. Cape Town is very well represented throughout, taking the top spot in GRI, service, location and value. Edinburgh and Lisbon are the only two Western European cities to make it onto the top 10 list in terms of GRI.

When we look at the 3-star category, we see a slightly different constellation. Vilnius takes first place in the 3-star rankings for GRI and Service. The Middle East, Africa, and Eastern Europe regions are very well represented in all of the top 10 rankings.

**Table 213** All hotels – top 10 cities in GRI and departments

| | GRI ranking | | | Service ranking | | | Room ranking | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Cape Town | 86.0% | 1 | Cape Town | 88.7% | 1 | Johannesburg | 87.3% |
| 2 | Vilnius | 84.6% | 2 | Vilnius | 86.7% | 2 | Cape Town | 87.3% |
| 3 | Johannesburg | 84.2% | 3 | Johannesburg | 86.7% | 3 | Abu Dhabi | 85.9% |
| 4 | Edinburgh | 83.7% | 4 | Edinburgh | 85.8% | 4 | Marrakesh | 84.3% |
| 5 | Marrakesh | 83.5% | 5 | Warsaw | 85.7% | 5 | Doha | 83.8% |
| 6 | Prague | 83.4% | 6 | Abu Dhabi | 85.4% | 6 | Warsaw | 83.7% |
| 7 | Warsaw | 83.0% | 7 | Marrakesh | 85.2% | 7 | Beirut | 83.6% |
| 8 | Lisbon | 82.7% | 8 | Zurich | 85.1% | 8 | Edinburgh | 82.1% |
| 9 | Riga | 82.6% | 9 | Lisbon | 84.8% | 9 | Cairo | 82.0% |
| 10 | Abu Dhabi | 82.3% | 10 | Riga | 84.4% | 10 | Dubai | 81.8% |

| | Location ranking | | | Cleanliness ranking | | | Value ranking | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Cape Town | 90.2% | 1 | Johannesburg | 90.3% | 1 | Cape Town | 86.4% |
| 2 | Beirut | 89.3% | 2 | Cape Town | 90.1% | 2 | Prague | 84.9% |
| 3 | Tallinn | 88.9% | 3 | Zurich | 89.2% | 3 | Budapest | 84.9% |
| 4 | Edinburgh | 88.1% | 4 | Warsaw | 88.9% | 4 | Abu Dhabi | 84.9% |
| 5 | Istanbul | 88.0% | 5 | Vilnius | 87.5% | 5 | Johannesburg | 84.8% |
| 6 | Johannesburg | 87.9% | 6 | Edinburgh | 86.9% | 6 | Vilnius | 84.7% |
| 7 | Paris | 87.7% | 7 | Lisbon | 86.9% | 7 | Riga | 83.9% |
| 8 | Vilnius | 87.6% | 8 | Barcelona | 86.4% | 8 | Beirut | 83.6% |
| 9 | Zurich | 87.3% | 9 | Stockholm | 86.1% | 9 | Warsaw | 82.8% |
| 10 | Barcelona | 86.8% | 10 | Doha | 86.0% | 10 | Marrakesh | 82.7% |

**Table 214** 3-star category – top 10 cities in GRI and departments

| | GRI ranking | | | Service ranking | | | Room ranking | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Vilnius | 83.6% | 1 | Vilnius | 88.7% | 1 | Johannesburg | 87.3% |
| 2 | Prague | 80.9% | 2 | Cape Town | 86.7% | 2 | Cape Town | 87.3% |
| 3 | Cape Town | 80.5% | 3 | Warsaw | 86.7% | 3 | Warsaw | 85.9% |
| 4 | Barcelona | 80.3% | 4 | Johannesburg | 85.8% | 4 | Riyadh | 84.3% |
| 5 | Edinburgh | 80.2% | 5 | Edinburgh | 85.7% | 5 | Marrakesh | 83.8% |
| 6 | Johannesburg | 79.9% | 6 | Budapest | 85.4% | 6 | Vilnius | 83.7% |
| 7 | Zurich | 79.8% | 7 | Dublin | 85.2% | 7 | Hyderabad | 83.6% |
| 8 | Warsaw | 79.7% | 8 | Zurich | 85.1% | 8 | Zurich | 82.1% |
| 9 | Madrid | 79.6% | 9 | Marrakesh | 84.8% | 9 | Edinburgh | 82.0% |
| 10 | Budapest | 79.4% | 10 | Barcelona | 84.4% | 10 | Madrid | 81.8% |

| | Location ranking | | | Cleanliness ranking | | | Value ranking | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Beirut | 99.5% | 1 | Johannesburg | 87.2% | 1 | Beirut | 90.2% |
| 2 | Istanbul | 89.6% | 2 | Zurich | 87.1% | 2 | Budapest | 84.9% |
| 3 | Madrid | 89.0% | 3 | Warsaw | 86.2% | 3 | Vilnius | 84.9% |
| 4 | Zurich | 87.6% | 4 | Vilnius | 85.8% | 4 | Johannesburg | 83.3% |
| 5 | Cape Town | 87.2% | 5 | Stockholm | 84.7% | 5 | Prague | 83.2% |
| 6 | Paris | 86.4% | 6 | Barcelona | 84.5% | 6 | Cape Town | 83.1% |
| 7 | Cairo | 86.4% | 7 | Cape Town | 84.3% | 7 | Marrakesh | 81.9% |
| 8 | Barcelona | 86.2% | 8 | Dublin | 82.9% | 8 | Riga | 81.8% |
| 9 | Oslo | 85.8% | 9 | Edinburgh | 82.9% | 9 | Vienna | 81.5% |
| 10 | Dublin | 85.7% | 10 | Madrid | 82.1% | 10 | Tallinn | 81.2% |

The same is true of the 4- and 5-star categories.

So why is it that the traditional European destinations and also some of the better known destinations in other regions do not feature in these top rankings? It all comes down to expectations. Some destinations have managed to create a very positive image for themselves, which the service delivered can simply not match. This leads to disappointment and negative (or at least less positive) guest reviews.

Overall, this supports the point that destination managers need to analyse their operators performance at a more granular level to see where the guests' expectations are being met and where this is not the case. This can then help managers to put the right support mechanisms in place to raise the level of service performance. Where does your destination rank?

**Table 215** 4-star category – top 10 cities in GRI and departments

| GRI ranking | | | Service ranking | | | Room ranking | | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Riga | 86.5% | 1 | Cape Town | 89.0% | 1 | Cape Town | 87.4% |
| 2 | Cape Town | 86.4% | 2 | Edinburgh | 87.9% | 2 | Johannesburg | 86.3% |
| 3 | Edinburgh | 85.7% | 3 | Zurich | 87.7% | 3 | Edinburgh | 85.9% |
| 4 | Prague | 85.6% | 4 | Dublin | 87.2% | 4 | Warsaw | 84.9% |
| 5 | Warsaw | 85.4% | 5 | Riga | 86.9% | 5 | Prague | 84.5% |
| 6 | Dublin | 85.1% | 6 | Vilnius | 86.4% | 6 | Hyderabad | 84.4% |
| 7 | Vilinius | 84.7% | 7 | Johannesburg | 86.2% | 7 | Marrakesh | 84.3% |
| 8 | Zurich | 84.2% | 8 | Prague | 85.9% | 8 | Abu Dhabi | 84.2% |
| 9 | Marrakesh | 83.8% | 9 | Lisbon | 85.9% | 9 | Dublin | 84.1% |
| 10 | Lisbon | 83.7% | 10 | Amsterdam | 85.8% | 10 | Zurich | 83.9% |

| Location ranking | | | Cleanliness ranking | | | Value ranking | | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Riga | 90.2% | 1 | Zurich | 91.1% | 1 | Cape Town | 86.8% |
| 2 | Edinburgh | 89.9% | 2 | Cape Town | 90.4% | 2 | Prague | 86.1% |
| 3 | Cape Town | 89.8% | 3 | Edinburgh | 89.9% | 3 | Riga | 85.3% |
| 4 | Tallinn | 89.6% | 4 | Dublin | 89.7% | 4 | Johannesburg | 84.6% |
| 5 | Paris | 89.2% | 5 | Johannesburg | 89.6% | 5 | Budapest | 84.1% |
| 6 | Istanbul | 89.2% | 6 | Riga | 89.5% | 6 | Edinburgh | 83.8% |
| 7 | Vilnius | 88.8% | 7 | Warsaw | 89.2% | 7 | Abu Dhabi | 83.7% |
| 8 | Stockholm | 87.8% | 8 | Prague | 88.4% | 8 | Vilnius | 83.3% |
| 9 | London | 87.5% | 9 | Lisbon | 88.1% | 9 | Marrakesh | 83.2% |
| 10 | Prague | 87.3% | 10 | Vilnius | 87.8% | 10 | Warsaw | 82.6% |

**Table 216** 5-star category – top 10 cities in GRI and departments

| GRI ranking | | | Service ranking | | | Room ranking | | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Tallinn | 92.0% | 1 | Tallinn | 94.0% | 1 | Cape Town | 94.2% |
| 2 | Cape Town | 92.0% | 2 | Riga | 93.4% | 2 | Dublin | 92.4% |
| 3 | Vilnius | 91.0% | 3 | Vilnius | 93.4% | 3 | Tallinn | 92.3% |
| 4 | Edinburgh | 90.8% | 4 | Cape Town | 93.1% | 4 | Abu Dhabi | 92.2% |
| 5 | Dublin | 90.8% | 5 | Edinburgh | 92.6% | 5 | Johannesburg | 91.9% |
| 6 | Marseille | 90.4% | 6 | Zurich | 92.0% | 6 | Edinburgh | 91.8% |
| 7 | Budapest | 90.1% | 7 | Geneva | 91.9% | 7 | Warsaw | 91.7% |
| 8 | Warsaw | 89.9% | 8 | Dublin | 91.8% | 8 | Budapest | 91.6% |
| 9 | Berlin | 89.9% | 9 | Budapest | 91.8% | 9 | Berlin | 91.5% |
| 10 | Lisbon | 89.9% | 10 | Prague | 91.5% | 10 | Dubai | 91.4% |

| Location ranking | | | Cleanliness ranking | | | Value ranking | | |
|---|---|---|---|---|---|---|---|---|
| Rank | City | Rating | Rank | City | Rating | Rank | City | Rating |
| 1 | Vilnius | 98.1% | 1 | Tallinn | 95.7% | 1 | Vilnius | 89.0% |
| 2 | Stockholm | 97.3% | 2 | Cape Town | 95.5% | 2 | Cape Town | 89.0% |
| 3 | Tallinn | 96.0% | 3 | Dublin | 95.4% | 3 | Budapest | 88.5% |
| 4 | Riga | 95.6% | 4 | Geneva | 95.4% | 4 | Riga | 88.4% |
| 5 | Lyon | 95.3% | 5 | Vilnius | 95.4% | 5 | Warsaw | 88.1% |
| 6 | Paris | 94.9% | 6 | Riga | 95.1% | 6 | Abu Dhabi | 87.6% |
| 7 | Vienna | 94.7% | 7 | Warsaw | 94.6% | 7 | Tallinn | 87.5% |
| 8 | Edinburgh | 94.4% | 8 | Edinburgh | 94.5% | 8 | Prague | 87.1% |
| 9 | Cape Town | 94.3% | 9 | Berlin | 94.3% | 9 | Edinburgh | 86.3% |
| 10 | London | 94.2% | 10 | Zurich | 93.7% | 10 | Johannesburg | 86.2% |

# *Appendices*

# *Appendix A*
# Glossary

### Global Review Index™
The GRI was the industry's first academically-tested general online reputation score for an individual hotel, group of hotels or chain based on data taken from all major online travel agencies and review sites. It can be calculated for any given point in time (day, week, month, year, etc.). All review sites require the consumer to give a general evaluation of their experience. This quantitative assessment is normally based on a rating scale of 1-5 or 1-10, but varies by review site.

The GRI™ is calculated by analysing the quantitative scores associated with reviews posted using a proprietary algorithm developed with industry experts, statisticians and academic researchers. The GRI is used to benchmark hotels, groups of hotels or chains, make comparisons between properties, compare results with their competitors and track the evolution of a hotel's performance over time.

### Review volume
The review volume shows the number of reviews a hotel has received over the time period selected. It can be split up to show the total positive, neutral and negative reviews.

### Department indeces
The department indeces are benchmarks for the performance on different aspects of a hotel operation, such as service, room, value, location and cleanliness.

### Source indeces
The source indeces show the quantitative ratings a hotel has received on online travel agencies and review sites.

### Language Indeces
The language indeces show the quantitative ratings a hotel received in each language used.

# Appendix B
# Hotels in the sample per category

Overview of the total number of hotels per city, per category and per region.

| | 3-stars | 4-stars | 5-stars | Total |
|---|---|---|---|---|
| Total Sample | 5384 | 4348 | 1274 | 11006 |

| | 3-stars | 4-stars | 5-stars | Total |
|---|---|---|---|---|
| Western & Central Europe | 3426 | 2678 | 522 | 6631 |
| Amsterdam | 122 | 70 | 17 | 209 |
| Barcelona | 135 | 171 | 29 | 335 |
| Berlin | 333 | 172 | 33 | 538 |
| Brussels | 81 | 58 | 15 | 154 |
| Copenhagen | 36 | 30 | 5 | 71 |
| Dublin | 106 | 53 | 11 | 170 |
| Edinburgh | 117 | 131 | 20 | 268 |
| Frankfurt | 136 | 62 | 16 | 214 |
| Geneva | 39 | 26 | 16 | 81 |
| Hamburg | 107 | 77 | 13 | 197 |
| Lisbon | 44 | 78 | 22 | 144 |
| London | 499 | 478 | 136 | 1113 |
| Lyon | 46 | 31 | 4 | 81 |
| Madrid | 133 | 168 | 22 | 323 |
| Marseille | 39 | 18 | 5 | 62 |
| Milan | 116 | 149 | 20 | 285 |
| Oslo | 29 | 36 | 5 | 70 |
| Paris | 720 | 317 | 58 | 1095 |
| Rome | 346 | 279 | 33 | 658 |
| Stockholm | 50 | 61 | 5 | 116 |
| Vienna | 138 | 175 | 29 | 342 |
| Zurich | 57 | 38 | 10 | 105 |

| | 3-stars | 4-stars | 5-stars | Total |
|---|---|---|---|---|
| Eastern Europe | 1103 | 885 | 211 | 2199 |
| Budapest | 160 | 82 | 16 | 258 |
| Istanbul | 222 | 265 | 100 | 587 |
| Moscow | 154 | 83 | 23 | 260 |
| Prague | 435 | 356 | 46 | 837 |
| Riga | 49 | 34 | 6 | 89 |
| Tallinn | 17 | 29 | 5 | 51 |
| Vilnius | 34 | 22 | 5 | 61 |
| Warsaw | 32 | 14 | 10 | 56 |
| Middle East & Africa | 370 | 620 | 439 | 1429 |
| Abu Dhabi | 19 | 24 | 29 | 72 |
| Amman | 34 | 21 | 16 | 71 |
| Beirut | 11 | 44 | 28 | 83 |
| Cairo | 16 | 21 | 35 | 72 |
| Cape Town | 66 | 150 | 51 | 267 |
| Doha | 15 | 22 | 33 | 70 |
| Dubai | 65 | 92 | 92 | 249 |
| Jeddah | 13 | 9 | 13 | 35 |
| Johannesburg | 22 | 46 | 27 | 95 |
| Kuwait City | 10 | 17 | 15 | 61 |
| Manama | 9 | 37 | 15 | 61 |
| Marrakesh | 53 | 84 | 60 | 197 |
| Muscat | 15 | 16 | 5 | 36 |
| Riyadh | 22 | 37 | 20 | 79 |
| India | 482 | 165 | 100 | 747 |
| Chennai | 66 | 31 | 13 | 110 |
| Hyderabad | 51 | 17 | 13 | 81 |
| Mumbai | 108 | 35 | 26 | 169 |
| New Delhi | 257 | 82 | 48 | 387 |

# *Appendix C*
## Full city rankings

The tables show the rankings of all hotels on their GRI and department indeces.

### *GRI Ranking – all categories*

#### *Ranking within region*

| Rank | City | Rating |
|---|---|---|
| | **Western & Central Europe** | |
| 1 | Edinburgh | 83.66% |
| 2 | Lisbon | 82.66% |
| 3 | Zurich | 82.17% |
| 4 | Barcelona | 82.17% |
| 5 | Dublin | 81.87% |
| 6 | Vienna | 81.71% |
| 7 | Madrid | 81.01% |
| 8 | Stockholm | 80.93% |
| 9 | Berlin | 80.17% |
| 10 | Oslo | 79.99% |
| 11 | Marseille | 79.72% |
| 12 | Amsterdam | 79.59% |
| 13 | Hamburg | 79.46% |
| 14 | Geneva | 79.33% |
| 15 | Lyon | 78.61% |
| 16 | London | 78.27% |
| 17 | Paris | 78.27% |
| 18 | Brussels | 78.02% |
| 19 | Rome | 78.01% |
| 20 | Milan | 77.92% |
| 21 | Copenhagen | 76.48% |
| 22 | Frankfurt | 76.30% |

| Rank | City | Rating |
|---|---|---|
| | **Eastern Europe** | |
| 1 | Vilnius | 84.58% |
| 2 | Prague | 83.35% |
| 3 | Warsaw | 82.97% |
| 4 | Riga | 82.61% |
| 5 | Tallinn | 82.11% |
| 6 | Budapest | 81.29% |
| 7 | Istanbul | 79.48% |
| 8 | Moscow | 79.08% |
| | **Middle East & Africa** | |
| 1 | Cape Town | 86.01% |
| 2 | Johannesburg | 84.24% |
| 3 | Marrakesh | 83.52% |
| 4 | Abu Dhabi | 82.32% |
| 5 | Beiruth | 79.84% |
| 6 | Dubai | 78.43% |
| 7 | Doha | 77.97% |
| 8 | Kuwait City | 75.66% |
| 9 | Cairo | 75.48% |
| 10 | Muscat | 75.15% |
| 11 | Riyadh | 74.72% |
| 12 | Manama | 73.51% |
| 13 | Amman | 72.57% |
| 14 | Jeddah | 70.58% |
| | **India** | |
| 1 | Hyderabad | 76.90% |
| 2 | New Delhi | 76.72% |
| 3 | Chennai | 75.31% |
| 4 | Mumbai | 74.97% |

#### *Ranking all cities*

| Rank | City | Rating |
|---|---|---|
| 1 | Cape Town | 86.01% |
| 2 | Vilnius | 84.58% |
| 3 | Johannesburg | 84.24% |
| 4 | Edinburgh | 83.66% |
| 5 | Marrakesh | 83.52% |
| 6 | Prague | 83.35% |
| 7 | Warsaw | 82.97% |
| 8 | Lisbon | 82.66% |
| 9 | Riga | 82.61% |
| 10 | Abu Dhabi | 82.32% |
| 11 | Zurich | 82.17% |
| 12 | Barcelona | 82.17% |
| 13 | Tallinn | 82.11% |
| 14 | Dublin | 81.87% |
| 15 | Vienna | 81.71% |
| 16 | Budapest | 81.29% |
| 17 | Madrid | 81.01% |
| 18 | Stockholm | 80.93% |
| 19 | Berlin | 80.17% |
| 20 | Oslo | 79.99% |
| 21 | Beiruh | 79.84% |
| 22 | Marseille | 79.72% |

| Rank | City | Rating |
|---|---|---|
| 23 | Amsterdam | 79.59% |
| 24 | Istanbul | 79.48% |
| 25 | Hamburg | 79.46% |
| 26 | Geneva | 79.33% |
| 27 | Moscow | 79.08% |
| 28 | Lyon | 78.61% |
| 29 | Dubai | 78.43% |
| 30 | London | 78.27% |
| 31 | Paris | 78.27% |
| 32 | Brussels | 78.02% |
| 33 | Rome | 78.01% |
| 34 | Doha | 77.97% |
| 35 | Milan | 77.92% |
| 36 | Hyderabad | 76.90% |
| 37 | New Delhi | 76.72% |
| 38 | Copenhagen | 76.48% |
| 39 | Frankfurt | 76.30% |
| 40 | Kuwait City | 75.66% |
| 41 | Cairo | 75.48% |
| 42 | Chennai | 75.31% |
| 43 | Muscat | 75.15% |
| 44 | Mumbai | 74.97% |
| 45 | Riyadh | 74.72% |
| 46 | Manama | 73.51% |
| 47 | Amman | 72.57% |
| 48 | Jeddah | 70.58% |

The tables show the rankings of all hotels on their GRI and department indeces.

## GRI Ranking – 3-star

### Ranking with region

| Rank | City | Rating |
|---|---|---|
| **Western & Central Europe** | | |
| 1 | Barcelona | 80.31% |
| 2 | Edinburgh | 80.15% |
| 3 | Zurich | 79.84% |
| 4 | Madrid | 79.59% |
| 5 | Dublin | 79.33% |
| 6 | Vienna | 79.15% |
| 7 | Stockholm | 78.93% |
| 8 | Oslo | 78.38% |
| 9 | Lisbon | 78.15% |
| 10 | Marseille | 78.05% |
| 11 | Berlin | 77.93% |
| 12 | Lyon | 76.85% |
| 13 | Rome | 76.84% |
| 14 | Hamburg | 76.69% |
| 15 | Paris | 76.52% |
| 16 | Amsterdam | 76.51% |
| 17 | Geneva | 75.77% |
| 18 | Brussels | 75.60% |
| 19 | Milan | 74.38% |
| 20 | Copenhagen | 74.35% |
| 21 | London | 74.02% |
| 22 | Frankfurt | 73.91% |

| Rank | City | Rating |
|---|---|---|
| **Eastern Europe** | | |
| 1 | Vilnius | 83.55% |
| 2 | Prague | 80.86% |
| 3 | Warsaw | 79.72% |
| 4 | Budapest | 79.44% |
| 5 | Riga | 79.25% |
| 6 | Tallinn | 78.39% |
| 7 | Istanbul | 77.72% |
| 8 | Moscow | 76.17% |
| **Middle East & Africa** | | |
| 1 | Cape Town | 80.46% |
| 2 | Johannesburg | 79.88% |
| 3 | Marrakesh | 78.97% |
| 4 | Abu Dhabi | 75.01% |
| 5 | Muscat | 71.50% |
| 6 | Riyadh | 71.32% |
| 7 | Amman | 69.92% |
| 8 | Beirut | 69.83% |
| 9 | Cairo | 69.66% |
| 10 | Kuwait City | 68.91% |
| 11 | Dubai | 67.70% |
| 12 | Doha | 67.08% |
| 13 | Jeddah | 66.17% |
| 14 | Manama | 57.74% |
| **India** | | |
| 1 | New Delhi | 75.00% |
| 2 | Hyderabad | 73.77% |
| 3 | Chennai | 71.33% |
| 4 | Mumbai | 71.21% |

### Ranking all cities

| Rank | City | Rating |
|---|---|---|
| 1 | Vilnius | 83.55% |
| 2 | Prague | 80.86% |
| 3 | Cape Town | 80.46% |
| 4 | Barcelona | 80.31% |
| 5 | Edinburgh | 80.15% |
| 6 | Johannesburg | 79.88% |
| 7 | Zurich | 79.84% |
| 8 | Warsaw | 79.72% |
| 9 | Madrid | 79.59% |
| 10 | Budapest | 79.44% |
| 11 | Dublin | 79.33% |
| 12 | Riga | 79.25% |
| 13 | Vienna | 79.15% |
| 14 | Marrakesh | 78.97% |
| 15 | Stockholm | 78.93% |
| 16 | Tallinn | 78.39% |
| 17 | Oslo | 78.38% |
| 18 | Lisbon | 78.15% |
| 19 | Marseille | 78.05% |
| 20 | Berlin | 77.93% |
| 21 | Istanbul | 77.72% |
| 22 | Lyon | 76.85% |
| 23 | Rome | 76.84% |
| 24 | Hamburg | 76.69% |
| 25 | Paris | 76.52% |
| 26 | Amsterdam | 76.51% |
| 27 | Moscow | 76.17% |
| 28 | Geneva | 75.77% |
| 29 | Brussels | 75.60% |
| 30 | Abu Dhabi | 75.01% |
| 31 | New Delhi | 75.00% |
| 32 | Milan | 74.38% |
| 33 | Copenhagen | 74.35% |
| 34 | London | 74.02% |
| 35 | Frankfurt | 73.91% |
| 36 | Hyderabad | 73.77% |
| 37 | Muscat | 71.50% |
| 38 | Chennai | 71.33% |
| 39 | Riyadh | 71.32% |
| 40 | Mumbai | 71.21% |
| 41 | Amman | 69.92% |
| 42 | Beirut | 69.83% |
| 43 | Cairo | 69.66% |
| 44 | Kuwait City | 68.91% |
| 45 | Dubai | 67.70% |
| 46 | Doha | 67.08% |
| 47 | Jeddah | 66.17% |
| 48 | Manama | 57.74% |

The tables show the rankings of all hotels on their GRI and department indeces.

## GRI Ranking – 4-star

### Ranking with region

| Rank | City | Rating |
|---|---|---|
| **Western & Central Europe** | | |
| 1 | Edinburgh | 85.72% |
| 2 | Dublin | 85.08% |
| 3 | Zurich | 84.24% |
| 4 | Lisbon | 83.73% |
| 5 | Amsterdam | 82.93% |
| 6 | Vienna | 82.66% |
| 7 | Berlin | 82.64% |
| 8 | Barcelona | 82.63% |
| 9 | Stockholm | 82.05% |
| 10 | hamburg | 81.79% |
| 11 | Madrid | 81.26% |
| 12 | Paris | 80.77% |
| 13 | Marseille | 80.35% |
| 14 | Oslo | 80.34% |
| 15 | Lyon | 80.17% |
| 16 | London | 80.12% |
| 17 | Brussels | 79.81% |
| 18 | Milan | 79.53% |
| 19 | Frankfurt | 79.23% |
| 20 | Geneva | 78.75% |
| 21 | Rome | 78.47% |
| 22 | Copenhagen | 77.67% |

| Rank | City | Rating |
|---|---|---|
| **Eastern Europe** | | |
| 1 | Riga | 86.51% |
| 2 | Prague | 85.60% |
| 3 | Warsaw | 85.43% |
| 4 | Vilnius | 84.72% |
| 5 | Budapest | 83.18% |
| 6 | Tallinn | 82.59% |
| 7 | Moscow | 82.03% |
| 8 | Istanbul | 79.71% |
| **Middle East & Africa** | | |
| 1 | Cape Town | 86.43% |
| 2 | Marrakesh | 83.78% |
| 3 | Johannesburg | 83.47% |
| 4 | Abu Dhabi | 80.17% |
| 5 | Beirut | 79.58% |
| 6 | Dubai | 77.11% |
| 7 | Doha | 75.39% |
| 8 | Muscat | 74.75% |
| 9 | Kuwait City | 74.20% |
| 10 | Riyadh | 73.79% |
| 11 | Manama | 73.47% |
| 12 | Cairo | 72.24% |
| 13 | Amman | 71.71% |
| 14 | Jeddah | 69.02% |
| **India** | | |
| 1 | Hyderabad | 81.41% |
| 2 | Chennai | 79.41% |
| 3 | Mumbai | 79.18% |
| 4 | New Delhi | 77.86% |

### Ranking all cities

| Rank | City | Rating |
|---|---|---|
| 1 | Riga | 86.51% |
| 2 | Cape Town | 86.43% |
| 3 | Edinburgh | 85.72% |
| 4 | Prague | 85.60% |
| 5 | Warsaw | 85.43% |
| 6 | Dublin | 85.08% |
| 7 | Vilnius | 84.72% |
| 8 | Zurich | 84.24% |
| 9 | Marrakesh | 83.78% |
| 10 | Lisbon | 83.73% |
| 11 | Johannesburg | 83.47% |
| 12 | Budapest | 83.18% |
| 13 | Amsterdam | 82.93% |
| 14 | Vienna | 82.66% |
| 15 | Berlin | 82.64% |
| 16 | Barcelona | 82.63% |
| 17 | Tallinn | 82.59% |
| 18 | Stockholm | 82.05% |
| 19 | Moscow | 82.03% |
| 20 | Hamburg | 81.79% |
| 21 | Hyderabad | 81.41% |
| 22 | Madrid | 81.26% |

| Rank | City | Rating |
|---|---|---|
| 23 | Paris | 80.77% |
| 24 | Marseille | 80.35% |
| 25 | Oslo | 80.34% |
| 26 | Abu Dhabi | 80.17% |
| 27 | Lyon | 80.17% |
| 28 | London | 80.12% |
| 29 | Brussels | 79.81% |
| 30 | Istanbul | 79.71% |
| 31 | Beirut | 79.58% |
| 32 | Milan | 79.53% |
| 33 | Chennai | 79.41% |
| 34 | Frankfurt | 79.23% |
| 35 | Mumbai | 79.18% |
| 36 | Geneva | 78.75% |
| 37 | Rome | 78.47% |
| 38 | New Delhi | 77.86% |
| 39 | Copenhagen | 77.67% |
| 40 | Dubai | 77.11% |
| 41 | Doha | 75.39% |
| 42 | Muscat | 74.75% |
| 43 | Kuwait City | 74.20% |
| 44 | Riyadh | 73.79% |
| 45 | Manama | 73.47% |
| 46 | Cairo | 72.24% |
| 47 | Amman | 71.71% |
| 48 | Jeddah | 69.02% |

The tables show the rankings of all hotels on their GRI and department indeces.

## GRI Ranking – 5-star

### Ranking with region

| Rank | City | Rating |
|---|---|---|
| **Western & Central Europe** | | |
| 1 | Edinburgh | **90.79%** |
| 2 | Dublin | **90.76%** |
| 3 | Marseille | **90.43%** |
| 4 | Berlin | **89.86%** |
| 5 | Geneva | **88.95%** |
| 6 | hamburg | **88.43%** |
| 7 | Vienna | **88.17%** |
| 8 | Barcelona | **88.15%** |
| 9 | Amsterdam | **87.95%** |
| 10 | Lisbon | **87.88%** |
| 11 | Madrid | **87.80%** |
| 12 | Zurich | **87.55%** |
| 13 | Stockholm | **87.35%** |
| 14 | London | **87.35%** |
| 15 | Oslo | **86.89%** |
| 16 | Lyon | **86.82%** |
| 17 | Rome | **86.52%** |
| 18 | Paris | **86.50%** |
| 19 | Milan | **86.42%** |
| 20 | Frankfurt | **85.26%** |
| 21 | Copenhagen | **84.72%** |
| 22 | Brussels | **84.18%** |

| Rank | City | Rating |
|---|---|---|
| **Eastern Europe** | | |
| 1 | Tallinn | **92.05%** |
| 2 | Vilnius | **91.00%** |
| 3 | Budapest | **90.14%** |
| 4 | Warsaw | **89.92%** |
| 5 | Prague | **89.52%** |
| 6 | Moscow | **87.97%** |
| 7 | Riga | **87.94%** |
| 8 | Istanbul | **82.80%** |
| **Middle East & Africa** | | |
| 1 | Cape Town | **91.96%** |
| 2 | Johannesburg | **89.13%** |
| 3 | Abu Dhabi | **88.89%** |
| 4 | Muscat | **87.36%** |
| 5 | Dubai | **87.32%** |
| 6 | Marrakesh | **87.18%** |
| 7 | Doha | **84.63%** |
| 8 | Beirut | **84.17%** |
| 9 | Manama | **83.06%** |
| 10 | Kuwait City | **81.80%** |
| 11 | Riyadh | **80.20%** |
| 12 | Cairo | **80.09%** |
| 13 | Amman | **79.33%** |
| 14 | Jeddah | **76.08%** |
| **India** | | |
| 1 | Chennai | **85.76%** |
| 2 | Mumbai | **84.91%** |
| 3 | New Delhi | **84.02%** |
| 4 | Hyderabad | **83.25%** |

### Ranking all cities

| Rank | City | Rating |
|---|---|---|
| 1 | Tallinn | **92.05%** |
| 2 | Cape Town | **91.96%** |
| 3 | Vilnius | **91.00%** |
| 4 | Edinburgh | **90.79%** |
| 5 | Dublin | **90.76%** |
| 6 | Marseille | **90.43%** |
| 7 | Budapest | **90.14%** |
| 8 | Warsaw | **89.92%** |
| 9 | Berlin | **89.86%** |
| 10 | Prague | **89.52%** |
| 11 | Johannesburg | **89.13%** |
| 12 | Geneva | **88.95%** |
| 13 | Abu Dhabi | **88.89%** |
| 14 | Hamburg | **88.43%** |
| 15 | Vienna | **88.17%** |
| 16 | Barcelona | **88.15%** |
| 17 | Moscow | **87.97%** |
| 18 | Amsterdam | **87.95%** |
| 19 | Riga | **87.94%** |
| 20 | Lisbon | **87.88%** |
| 21 | Madrid | **87.80%** |
| 22 | Zurich | **87.55%** |

| Rank | City | Rating |
|---|---|---|
| 23 | Muscat | **87.36%** |
| 24 | Stockholm | **87.35%** |
| 25 | London | **87.35%** |
| 26 | Dubai | **87.32%** |
| 27 | Marrakesh | **87.18%** |
| 28 | Oslo | **86.89%** |
| 29 | Lyon | **86.82%** |
| 30 | Rome | **86.52%** |
| 31 | Paris | **86.50%** |
| 32 | Milan | **86.42%** |
| 33 | Chennai | **85.76%** |
| 34 | Frankfurt | **85.26%** |
| 35 | Mumbai | **84.91%** |
| 36 | Copenhagen | **84.72%** |
| 37 | Doha | **84.63%** |
| 38 | Brussels | **84.18%** |
| 39 | Beirut | **84.17%** |
| 40 | New Delhi | **84.02%** |
| 41 | Hyderabad | **83.25%** |
| 42 | Manama | **83.06%** |
| 43 | Istanbul | **82.80%** |
| 44 | Kuwait City | **81.80%** |
| 45 | Riyadh | **80.20%** |
| 46 | Cairo | **80.09%** |
| 47 | Amman | **79.33%** |
| 48 | Jeddah | **76.08%** |

Department index ranking
Feature: Service

## All categories

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 88.68% | 23 | Berlin | 82.10% |
| 2 | Vilnius | 86.75% | 24 | Istanbul | 82.07% |
| 3 | Johannesburg | 86.67% | 25 | Amsterdam | 82.02% |
| 4 | Edinburgh | 85.85% | 26 | Oslo | 81.84% |
| 5 | Warsaw | 85.74% | 27 | Dubai | 81.31% |
| 6 | Abu Dhabi | 85.37% | 28 | Moscow | 81.16% |
| 7 | Marrakesh | 85.23% | 29 | Geneva | 81.09% |
| 8 | Zurich | 85.06% | 30 | Madrid | 80.91% |
| 9 | Lisbon | 84.78% | 31 | London | 80.88% |
| 10 | Riga | 84.37% | 32 | Marseille | 80.66% |
| 11 | Dublin | 84.26% | 33 | Manama | 80.45% |
| 12 | Vienna | 83.81% | 34 | Copenhagen | 80.26% |
| 13 | Beirut | 83.75% | 35 | Lyon | 80.10% |
| 14 | Budapest | 83.72% | 36 | Muscat | 80.03% |
| 15 | Stockholm | 83.68% | 37 | Paris | 79.98% |
| 16 | Barcelona | 83.63% | 38 | Rome | 79.56% |
| 17 | Prague | 83.50% | 39 | Hyderabad | 79.02% |
| 18 | Kuwait City | 83.26% | 40 | Frankfurt | 78.23% |
| 19 | Hamburg | 83.02% | 41 | Riyadh | 78.10% |
| 20 | Tallinn | 82.52% | 42 | Milan | 78.04% |
| 21 | Doha | 82.15% | 43 | Mumbai | 78.03% |
| 22 | Cairo | 82.12% | 44 | New Delhi | 77.88% |
| | | | 45 | Brussels | 77.73% |
| | | | 46 | Chennai | 76.81% |
| | | | 47 | Amman | 76.22% |
| | | | 48 | Jeddah | 72.36% |

## 3-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Vilnius | 85.88% | 23 | Tallinn | 78.46% |
| 2 | Cape Town | 84.19% | 24 | Riyadh | 78.36% |
| 3 | Warsaw | 83.96% | 25 | Geneva | 78.35% |
| 4 | Johannesburg | 83.27% | 26 | London | 78.10% |
| 5 | Edinburgh | 82.84% | 27 | New Delhi | 77.99% |
| 6 | Budapest | 82.22% | 28 | Hyderabad | 77.72% |
| 7 | Dublin | 81.95% | 29 | Moscow | 76.98% |
| 8 | Zurich | 81.92% | 30 | Brussels | 76.92% |
| 9 | Marrakesh | 81.70% | 31 | Muscat | 76.88% |
| 10 | Barcelona | 81.63% | 32 | Frankfurt | 76.57% |
| 11 | Stockholm | 81.54% | 33 | Mumbai | 76.31% |
| 12 | Riga | 81.16% | 34 | Milan | 76.29% |
| 13 | Vienna | 81.10% | 35 | Amman | 76.01% |
| 14 | Hamburg | 80.19% | 36 | Chennai | 75.76% |
| 15 | Istanbul | 80.18% | 37 | Manama | 75.76% |
| 16 | Lisbon | 80.14% | 38 | Dubai | 75.75% |
| 17 | Cairo | 80.11% | 39 | Kuwait City | 74.64% |
| 18 | Marseille | 79.77% | 40 | Doha | 74.38% |
| 19 | Berlin | 79.67% | 41 | Beirut | 74.10% |
| 20 | Prague | 79.63% | 42 | Jeddah | 72.49% |
| 21 | Oslo | 79.35% | 43 | Istanbul | 71.59% |
| 22 | Amsterdam | 78.74% | 44 | Kuwait City | 70.81% |
| | | | 45 | Riyadh | 70.37% |
| | | | 46 | Cairo | 70.20% |
| | | | 47 | Amman | 68.64% |
| | | | 48 | Jeddah | 65.23% |

## 4-stars

| Rank | City | Rating | Rank | City | Rating |
|------|------|--------|------|------|--------|
| 1 | Cape Town | 88.99% | 23 | Hyderabad | 83.07% |
| 2 | Edinburgh | 87.90% | 24 | London | 82.86% |
| 3 | Zurich | 87.70% | 25 | Paris | 82.65% |
| 4 | Dublin | 87.16% | 26 | Istanbul | 82.42% |
| 5 | Riga | 86.87% | 27 | Kuwait City | 82.23% |
| 6 | Vilnius | 86.36% | 28 | Chennai | 81.87% |
| 7 | Johannesburg | 86.20% | 29 | Copenhagen | 81.74% |
| 8 | Prague | 85.94% | 30 | Marseille | 81.62% |
| 9 | Lisbon | 85.86% | 31 | Madrid | 81.47% |
| 10 | Amsterdam | 85.75% | 32 | Mumbai | 81.40% |
| 11 | Marrakesh | 85.59% | 33 | Lyon | 81.21% |
| 12 | Hamburg | 85.48% | 34 | Frankfurt | 80.95% |
| 13 | Vienna | 84.93% | 35 | Beirut | 80.75% |
| 14 | Warsaw | 84.91% | 36 | Geneva | 80.38% |
| 15 | Budapest | 84.80% | 37 | Rome | 79.95% |
| 16 | Stockholm | 84.74% | 38 | Milan | 79.64% |
| 17 | Berlin | 84.35% | 39 | Muscat | 79.20% |
| 18 | Barcelona | 84.06% | 40 | New Delhi | 79.14% |
| 19 | Moscow | 83.86% | 41 | Doha | 79.03% |
| 20 | Tallinn | 83.79% | 42 | Brussels | 78.66% |
| 21 | Abu Dhabi | 83.23% | 43 | Dubai | 78.12% |
| 22 | Oslo | 83.13% | 44 | Manama | 77.96% |
| | | | 45 | Cairo | 77.62% |
| | | | 46 | Riyadh | 76.36% |
| | | | 47 | Amman | 71.07% |
| | | | 48 | Jeddah | 70.23% |

## 5-stars

| Rank | City | Rating | Rank | City | Rating |
|------|------|--------|------|------|--------|
| 1 | Tallinn | 94.01% | 23 | Muscat | 90.03% |
| 2 | Riga | 93.44% | 24 | Johannesburg | 89.78% |
| 3 | Vilnius | 93.40% | 25 | Vienna | 89.70% |
| 4 | Cape Town | 93.11% | 26 | Moscow | 89.65% |
| 5 | Edinburgh | 92.56% | 27 | Kuwait City | 89.46% |
| 6 | Zurich | 91.99% | 28 | Paris | 88.76% |
| 7 | Geneva | 91.93% | 29 | Chennai | 88.72% |
| 8 | Dublin | 91.85% | 30 | Rome | 88.66% |
| 9 | Budapest | 91.78% | 31 | Beirut | 88.39% |
| 10 | Prague | 91.53% | 32 | Marrakesh | 87.81% |
| 11 | Warsaw | 91.38% | 33 | Copenhagen | 87.69% |
| 12 | Abu Dhabi | 91.09% | 34 | Oslo | 87.53% |
| 13 | Berlin | 90.94% | 35 | Frankfurt | 87.51% |
| 14 | Dubai | 90.89% | 36 | Milan | 87.42% |
| 15 | Hamburg | 90.78% | 37 | Mumbai | 86.61% |
| 16 | London | 90.47% | 38 | Doha | 86.31% |
| 17 | Madrid | 90.38% | 39 | Manama | 86.17% |
| 18 | Amsterdam | 90.20% | 40 | New Delhi | 85.90% |
| 19 | Lyon | 90.18% | 41 | Marseille | 85.33% |
| 20 | Lisbon | 90.06% | 42 | Istanbul | 85.20% |
| 21 | Stockholm | 90.04% | 43 | Hyderabad | 85.00% |
| 22 | Barcelona | 90.03% | 44 | Amman | 84.81% |
| | | | 45 | Cairo | 84.72% |
| | | | 46 | Brussels | 84.72% |
| | | | 47 | Riyadh | 79.99% |
| | | | 48 | Jeddah | 76.39% |

Department index ranking
Feature: Room

## All categories

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Johannesburg | 87.27% | 23 | Muscat | 78.76% |
| 2 | Cape Town | 87.27% | 24 | Budapest | 78.75% |
| 3 | Abu Dhabi | 85.91% | 25 | Tallinn | 78.75% |
| 4 | Marrakesh | 84.27% | 26 | Madrid | 78.37% |
| 5 | Doha | 83.81% | 27 | New Delhi | 78.24% |
| 6 | Warsaw | 83.73% | 28 | Marseille | 78.13% |
| 7 | Beirut | 83.57% | 29 | Mumbai | 78.11% |
| 8 | Edinburgh | 82.09% | 30 | Istanbul | 78.01% |
| 9 | Cairo | 82.00% | 31 | Chennai | 77.95% |
| 10 | Dubai | 81.80% | 32 | Berlin | 77.68% |
| 11 | Kuwait City | 81.57% | 33 | Stockholm | 77.64% |
| 12 | Lisbon | 81.24% | 34 | Riyadh | 77.22% |
| 13 | Manama | 81.16% | 35 | Hamburg | 76.79% |
| 14 | Vilnius | 81.03% | 36 | Geneva | 76.76% |
| 15 | Zurich | 80.91% | 37 | Amsterdam | 76.63% |
| 16 | Hyderabad | 80.56% | 38 | London | 76.59% |
| 17 | Barcelona | 80.44% | 39 | Oslo | 76.48% |
| 18 | Prague | 80.41% | 40 | Brussels | 76.41% |
| 19 | Moscow | 79.99% | 41 | Lyon | 76.39% |
| 20 | Vienna | 79.88% | 42 | Milan | 74.95% |
| 21 | Dublin | 79.50% | 43 | Rome | 74.83% |
| 22 | Riga | 78.82% | 44 | Paris | 74.31% |
| | | | 45 | Amman | 74.13% |
| | | | 46 | Frankfurt | 73.24% |
| | | | 47 | Copenhagen | 73.21% |
| | | | 48 | Jeddah | 71.48% |

## 3-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Johannesburg | 82.78% | 23 | Mumbai | 74.35% |
| 2 | Cape Town | 80.62% | 24 | Riga | 74.22% |
| 3 | Warsaw | 79.71% | 25 | Chennai | 74.13% |
| 4 | Riyadh | 79.35% | 26 | Lisbon | 74.09% |
| 5 | Marrakesh | 79.13% | 27 | Istanbul | 73.90% |
| 6 | Vilnius | 78.90% | 28 | Moscow | 73.60% |
| 7 | Hyderabad | 78.02% | 29 | Oslo | 73.34% |
| 8 | Zurich | 77.37% | 30 | Berlin | 73.30% |
| 9 | Edinburgh | 77.09% | 31 | Brussels | 72.56% |
| 10 | Barcelona | 76.91% | 32 | Rome | 72.53% |
| 11 | Abu Dhabi | 76.60% | 33 | Tallinn | 71.84% |
| 12 | Marseille | 76.55% | 34 | Paris | 71.40% |
| 13 | New Delhi | 76.01% | 35 | Amsterdam | 71.36% |
| 14 | Muscat | 75.91% | 36 | Hamburg | 71.31% |
| 15 | Dublin | 75.74% | 37 | Amman | 70.85% |
| 16 | Cairo | 75.73% | 38 | London | 70.46% |
| 17 | Budapest | 75.41% | 39 | Geneva | 70.21% |
| 18 | Stockholm | 74.92% | 40 | Doha | 69.67% |
| 19 | Vienna | 74.79% | 41 | Copenhagen | 69.01% |
| 20 | Madrid | 74.44% | 42 | Frankfurt | 68.98% |
| 21 | Prague | 74.40% | 43 | Milan | 68.85% |
| 22 | Lyon | 74.36% | 44 | Dubai | 68.82% |
| | | | 45 | Kuwait City | 68.31% |
| | | | 46 | Beirut | 67.03% |
| | | | 47 | Manama | 65.98% |
| | | | 48 | Jeddah | 62.07% |

## 4-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 87.39% | 23 | New Delhi | 81.08% |
| 2 | Johannesburg | 86.33% | 24 | Tallinn | 80.47% |
| 3 | Edinburgh | 85.87% | 25 | Beirut | 80.42% |
| 4 | Warsaw | 84.94% | 26 | Madrid | 80.02% |
| 5 | Prague | 84.51% | 27 | London | 79.90% |
| 6 | Hyderabad | 84.43% | 28 | Marseille | 79.77% |
| 7 | Marrakesh | 84.25% | 29 | Kuwait City | 79.59% |
| 8 | Abu Dhabi | 84.17% | 30 | Brussels | 79.53% |
| 9 | Dublin | 84.10% | 31 | Dubai | 79.52% |
| 10 | Zurich | 83.95% | 32 | Manama | 79.30% |
| 11 | Moscow | 83.22% | 33 | Stockholm | 78.93% |
| 12 | Lisbon | 83.15% | 34 | Doha | 78.83% |
| 13 | Amsterdam | 82.94% | 35 | Frankfurt | 78.80% |
| 14 | Riga | 82.72% | 36 | Paris | 78.72% |
| 15 | Chennai | 82.23% | 37 | Lyon | 78.32% |
| 16 | Vienna | 82.17% | 38 | Istanbul | 78.27% |
| 17 | Berlin | 82.15% | 39 | Cairo | 78.15% |
| 18 | Mumbai | 81.93% | 40 | Milan | 77.94% |
| 19 | Hamburg | 81.87% | 41 | Oslo | 77.71% |
| 20 | Barcelona | 81.70% | 42 | Muscat | 77.57% |
| 21 | Vilnius | 81.59% | 43 | Geneva | 76.97% |
| 22 | Budapest | 81.56% | 44 | Rome | 76.25% |
| | | | 45 | Copenhagen | 76.11% |
| | | | 46 | Riyadh | 72.59% |
| | | | 47 | Jeddah | 70.28% |
| | | | 48 | Amman | 69.86% |

## 5-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 94.24% | 23 | Kuwait City | 88.53% |
| 2 | Dublin | 92.42% | 24 | Amsterdam | 88.53% |
| 3 | Tallinn | 92.27% | 25 | Beirut | 88.46% |
| 4 | Abu Dhabi | 92.16% | 26 | Doha | 88.40% |
| 5 | Johannesburg | 91.92% | 27 | Lisbon | 88.26% |
| 6 | Edinburgh | 91.77% | 28 | Milan | 87.92% |
| 7 | Warsaw | 91.70% | 29 | Madrid | 87.91% |
| 8 | Budapest | 91.60% | 30 | Mumbai | 87.08% |
| 9 | Berlin | 91.47% | 31 | New Delhi | 86.74% |
| 10 | Dubai | 91.36% | 32 | Manama | 86.67% |
| 11 | Vilnius | 90.73% | 33 | Muscat | 86.62% |
| 12 | Riga | 90.53% | 34 | Marseille | 86.60% |
| 13 | Geneva | 90.35% | 35 | Stockholm | 86.41% |
| 14 | Moscow | 90.09% | 36 | Oslo | 86.40% |
| 15 | Vienna | 89.97% | 37 | Paris | 86.40% |
| 16 | Prague | 89.88% | 38 | Rome | 86.38% |
| 17 | Hamburg | 89.80% | 39 | Frankfurt | 86.36% |
| 18 | Zurich | 88.87% | 40 | Copenhagen | 85.97% |
| 19 | Barcelona | 88.84% | 41 | Hyderabad | 85.87% |
| 20 | Marrakesh | 88.77% | 42 | Istanbul | 85.85% |
| 21 | London | 88.77% | 43 | Cairo | 85.19% |
| 22 | Chennai | 88.70% | 44 | Brussels | 85.06% |
| | | | 45 | Lyon | 83.29% |
| | | | 46 | Amman | 82.73% |
| | | | 47 | Riyadh | 80.32% |
| | | | 48 | Jeddah | 76.42% |

Department index ranking
Feature: Location

## All categories

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 90.17% | 23 | Moscow | 84.59% |
| 2 | Beirut | 89.28% | 24 | Marrakesh | 84.52% |
| 3 | Tallinn | 88.91% | 25 | Lisbon | 84.51% |
| 4 | Edinburgh | 88.15% | 26 | Abu Dhabi | 84.46% |
| 5 | Istanbul | 87.99% | 27 | Cairo | 84.30% |
| 6 | Johannesburg | 87.95% | 28 | Riga | 84.15% |
| 7 | Paris | 87.66% | 29 | Manama | 83.91% |
| 8 | Vilnius | 87.61% | 30 | Marseille | 83.71% |
| 9 | Zurich | 87.33% | 31 | Lyon | 83.64% |
| 10 | Barcelona | 86.82% | 32 | Kuwait City | 83.60% |
| 11 | Vienna | 86.69% | 33 | Dubai | 83.24% |
| 12 | Madrid | 86.59% | 34 | Hamburg | 82.86% |
| 13 | Dublin | 86.56% | 35 | Warsaw | 82.63% |
| 14 | London | 86.49% | 36 | Doha | 82.51% |
| 15 | Prague | 86.45% | 37 | Brussels | 82.39% |
| 16 | Geneva | 85.97% | 38 | Rome | 82.27% |
| 17 | Amsterdam | 85.92% | 39 | Hyderabad | 82.25% |
| 18 | Berlin | 85.88% | 40 | Mumbai | 81.76% |
| 19 | Copenhagen | 85.82% | 41 | Milan | 81.72% |
| 20 | Budapest | 85.80% | 42 | Chennai | 81.47% |
| 21 | Stockholm | 85.37% | 43 | Frankfurt | 81.25% |
| 22 | Oslo | 85.32% | 44 | Riyadh | 81.10% |
| | | | 45 | New Delhi | 79.54% |
| | | | 46 | Jeddah | 78.39% |
| | | | 47 | Muscat | 77.60% |
| | | | 48 | Amman | 73.94% |

## 3-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Beirut | 99.51% | 23 | Geneva | 83.37% |
| 2 | Istanbul | 89.63% | 24 | Rome | 83.18% |
| 3 | Madrid | 88.95% | 25 | Lyon | 82.91% |
| 4 | Zurich | 87.57% | 26 | Abu Dhabi | 82.60% |
| 5 | Cape Town | 87.22% | 27 | Marseille | 82.06% |
| 6 | Paris | 86.37% | 28 | Riyadh | 81.97% |
| 7 | Cairo | 86.36% | 29 | Marrakesh | 81.62% |
| 8 | Barcelona | 86.21% | 30 | Hamburg | 81.58% |
| 9 | Oslo | 85.79% | 31 | Milan | 81.07% |
| 10 | Dublin | 85.70% | 32 | Hyderabad | 80.88% |
| 11 | Edinburgh | 85.40% | 33 | Stockholm | 80.86% |
| 12 | Copenhagen | 85.39% | 34 | Frankfurt | 80.54% |
| 13 | Tallinn | 85.36% | 35 | Moscow | 80.49% |
| 14 | Johannesburg | 85.04% | 36 | Brussels | 80.47% |
| 15 | Budapest | 84.98% | 37 | Kuwait City | 80.41% |
| 16 | Berlin | 84.78% | 38 | Mumbai | 80.33% |
| 17 | Amsterdam | 84.71% | 39 | Chennai | 79.46% |
| 18 | Vilnius | 84.70% | 40 | New Delhi | 79.31% |
| 19 | Lisbon | 84.61% | 41 | Warsaw | 78.26% |
| 20 | Vienna | 84.40% | 42 | Dubai | 78.23% |
| 21 | Prague | 84.27% | 43 | Riga | 76.98% |
| 22 | London | 83.53% | 44 | Muscat | 76.35% |
| | | | 45 | Doha | 76.18% |
| | | | 46 | Amman | 73.14% |
| | | | 47 | Jeddah | 71.43% |
| | | | 48 | Manama | *% |

* Manama: no data available for feature 'location' and 'value' for the 3-star hotels

## 4-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Riga | 90.16% | 23 | Marseille | 85.13% |
| 2 | Edinburgh | 89.90% | 24 | Madrid | 84.42% |
| 3 | Cape Town | 89.83% | 25 | Marrakesh | 84.21% |
| 4 | Tallinn | 89.63% | 26 | Geneva | 84.05% |
| 5 | Paris | 89.23% | 27 | Oslo | 84.01% |
| 6 | Istanbul | 89.20% | 28 | Lisbon | 83.75% |
| 7 | Vilnius | 88.76% | 29 | Warsaw | 83.74% |
| 8 | Stockholm | 87.80% | 30 | Brussels | 83.70% |
| 9 | London | 87.51% | 31 | Chennai | 83.66% |
| 10 | Prague | 87.30% | 32 | Hyderabad | 83.11% |
| 11 | Johannesburg | 87.12% | 33 | Lyon | 83.11% |
| 12 | Beirut | 87.09% | 34 | Hamburg | 82.94% |
| 13 | Dublin | 86.94% | 35 | Abu Dhabi | 82.37% |
| 14 | Vienna | 86.91% | 36 | Mumbai | 82.14% |
| 15 | Barcelona | 86.70% | 37 | Kuwait City | 81.29% |
| 16 | Zurich | 86.66% | 38 | Manama | 81.26% |
| 17 | Amsterdam | 86.18% | 39 | Milan | 80.92% |
| 18 | Berlin | 85.88% | 40 | Dubai | 80.83% |
| 19 | Budapest | 85.64% | 41 | Rome | 80.01% |
| 20 | Moscow | 85.59% | 42 | Frankfurt | 79.99% |
| 21 | Copenhagen | 85.51% | 43 | Cairo | 79.22% |
| 22 | Riyadh | 85.21% | 44 | New Delhi | 78.85% |
| | | | 45 | Doha | 78.53% |
| | | | 46 | Muscat | 74.57% |
| | | | 47 | Jeddah | 74.50% |
| | | | 48 | Amman | 67.12% |

## 5-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Vilnius | 98.12% | 23 | Hamburg | 91.59% |
| 2 | Stockholm | 97.33% | 24 | Johannesburg | 91.23% |
| 3 | Tallinn | 96.04% | 25 | Warsaw | 91.14% |
| 4 | Riga | 95.59% | 26 | Copenhagen | 90.61% |
| 5 | Lyon | 95.30% | 27 | Barcelona | 90.18% |
| 6 | Paris | 94.95% | 28 | Frankfurt | 90.11% |
| 7 | Vienna | 94.74% | 29 | Madrid | 89.47% |
| 8 | Edinburgh | 94.40% | 30 | Zurich | 88.55% |
| 9 | Cape Town | 94.27% | 31 | Dubai | 88.37% |
| 10 | London | 94.25% | 32 | Muscat | 88.09% |
| 11 | Geneva | 94.05% | 33 | Marrakesh | 87.42% |
| 12 | Berlin | 93.52% | 34 | Manama | 87.33% |
| 13 | Prague | 93.50% | 35 | Brussels | 87.07% |
| 14 | Moscow | 93.47% | 36 | Abu Dhabi | 86.96% |
| 15 | Marseille | 93.34% | 37 | Lisbon | 86.94% |
| 16 | Amsterdam | 93.31% | 38 | Hyderabad | 86.82% |
| 17 | Budapest | 92.91% | 39 | Mumbai | 86.48% |
| 18 | Dublin | 92.44% | 40 | Chennai | 86.47% |
| 19 | Milan | 92.32% | 41 | Cairo | 86.08% |
| 20 | Rome | 92.15% | 42 | Kuwait City | 85.61% |
| 21 | Oslo | 91.78% | 43 | Doha | 85.14% |
| 22 | Beirut | 91.70% | 44 | Amman | 82.54% |
| | | | 45 | Jeddah | 82.43% |
| | | | 46 | New Delhi | 82.09% |
| | | | 47 | Istanbul | 81.73% |
| | | | 48 | Riyadh | 77.75% |

Department index ranking
Feature: Cleanliness

## All categories

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Johannesburg | 90.29% | 23 | Budapest | 83.92% |
| 2 | Cape Town | 90.07% | 24 | London | 83.88% |
| 3 | Zurich | 89.22% | 25 | Istanbul | 83.61% |
| 4 | Warsaw | 88.86% | 26 | Oslo | 83.37% |
| 5 | Vilnius | 87.49% | 27 | Berlin | 83.24% |
| 6 | Edinburgh | 86.90% | 28 | Hamburg | 83.19% |
| 7 | Lisbon | 86.86% | 29 | Cairo | 83.19% |
| 8 | Barcelona | 86.44% | 30 | Manama | 83.13% |
| 9 | Stockholm | 86.14% | 31 | Amsterdam | 82.92% |
| 10 | Doha | 86.03% | 32 | Marseille | 82.86% |
| 11 | Marrakesh | 85.87% | 33 | Lyon | 82.84% |
| 12 | Dublin | 85.85% | 34 | Muscat | 82.62% |
| 13 | Beirut | 85.76% | 35 | Paris | 82.55% |
| 14 | Riga | 85.75% | 36 | Rome | 82.26% |
| 15 | Vienna | 85.52% | 37 | Milan | 82.21% |
| 16 | Moscow | 85.48% | 38 | Riyadh | 81.81% |
| 17 | Tallin | 85.46% | 39 | Hyderabad | 81.52% |
| 18 | Kuwait City | 85.12% | 40 | Brussels | 80.81% |
| 19 | Prague | 84.81% | 41 | Copenhagen | 80.41% |
| 20 | Madrid | 84.57% | 42 | New Delhi | 79.51% |
| 21 | Geneva | 84.52% | 43 | Abu Dhabi | 79.31% |
| 22 | Dubai | 84.30% | 44 | Mumbai | 79.28% |
| | | | 45 | Frankfurt | 78.94% |
| | | | 46 | Chennai | 77.11% |
| | | | 47 | Amman | 76.00% |
| | | | 48 | Jeddah | 75.42% |

## 3-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Johannesburg | 87.18% | 23 | Paris | 80.53% |
| 2 | Zurich | 87.12% | 24 | Moscow | 80.52% |
| 3 | Warsaw | 86.24% | 25 | Istanbul | 80.45% |
| 4 | Vilnius | 85.84% | 26 | Berlin | 79.85% |
| 5 | Stockholm | 84.73% | 27 | Geneva | 79.60% |
| 6 | Barcelona | 84.49% | 28 | Hamburg | 79.53% |
| 7 | Cape Town | 84.30% | 29 | Prague | 79.43% |
| 8 | Dublin | 82.90% | 30 | Amsterdam | 78.96% |
| 9 | Edinburgh | 82.87% | 31 | London | 78.95% |
| 10 | Madrid | 82.11% | 32 | Hyderabad | 78.47% |
| 11 | Vienna | 82.08% | 33 | Cairo | 78.21% |
| 12 | Lisbon | 81.93% | 34 | Milan | 78.10% |
| 13 | Budapest | 81.74% | 35 | Muscat | 78.04% |
| 14 | Riga | 81.60% | 36 | Brussels | 77.66% |
| 15 | Marseille | 81.50% | 37 | Copenhagen | 77.47% |
| 16 | Oslo | 81.34% | 38 | New Delhi | 76.57% |
| 17 | Lyon | 81.31% | 39 | Frankfurt | 75.65% |
| 18 | Riyadh | 81.10% | 40 | Mumbai | 74.56% |
| 19 | Marrakesh | 81.09% | 41 | Kuwait City | 73.79% |
| 20 | Tallinn | 80.98% | 42 | Amman | 72.65% |
| 21 | Abu Dhabi | 80.74% | 43 | Dubai | 72.03% |
| 22 | Rome | 80.63% | 44 | Chennai | 71.65% |
| | | | 45 | Doha | 70.71% |
| | | | 46 | Beirut | 69.72% |
| | | | 47 | Jeddah | 65.59% |
| | | | 48 | Manama | 64.31% |

## 4-stars

| Rank | City | Rating | Rank | City | Rating |
|------|------|--------|------|------|--------|
| 1 | Zurich | 91.06% | 23 | Riga | 89.47% |
| 2 | Edinburgh | 89.94% | 24 | Warsaw | 89.23% |
| 3 | Dublin | 89.65% | 25 | Prague | 88.44% |
| 4 | Lisbon | 88.09% | 26 | Vilnius | 87.83% |
| 5 | Amsterdam | 87.46% | 27 | Moscow | 87.70% |
| 6 | Barcelona | 86.93% | 28 | Tallinn | 86.32% |
| 7 | Vienna | 86.93% | 29 | Budapest | 85.88% |
| 8 | Stockholm | 86.74% | 30 | Istanbul | 83.95% |
| 9 | Berlin | 86.64% | 31 | Cape Town | 90.44% |
| 10 | Hamburg | 86.54% | 32 | Johannesburg | 89.60% |
| 11 | London | 86.52% | 33 | Marrakesh | 86.43% |
| 12 | Paris | 85.42% | 34 | Abu Dhabi | 85.34% |
| 13 | Madrid | 85.34% | 35 | Kuwait City | 83.52% |
| 14 | Geneva | 84.28% | 36 | Beirut | 82.44% |
| 15 | Oslo | 84.09% | 37 | Muscat | 82.04% |
| 16 | Milan | 84.08% | 38 | Dubai | 81.88% |
| 17 | Marseille | 83.95% | 39 | Doha | 81.20% |
| 18 | Lyon | 83.90% | 40 | Manama | 81.06% |
| 19 | Rome | 83.12% | 41 | Cairo | 78.54% |
| 20 | Brussels | 83.01% | 42 | Riyadh | 78.32% |
| 21 | Frankfurt | 82.99% | 43 | Jeddah | 73.05% |
| 22 | Copenhagen | 82.24% | 44 | Amman | 70.90% |
| | | | 45 | Hyderabad | 85.19% |
| | | | 46 | Mumbai | 83.76% |
| | | | 47 | New Delhi | 83.29% |
| | | | 48 | Chennai | 82.78% |

## 5-stars

| Rank | City | Rating | Rank | City | Rating |
|------|------|--------|------|------|--------|
| 1 | Tallinn | 95.68% | 23 | Hamburg | 92.19% |
| 2 | Cape Town | 95.52% | 24 | Paris | 92.03% |
| 3 | Dublin | 95.42% | 25 | Stockholm | 91.84% |
| 4 | Geneva | 95.37% | 26 | Rome | 91.63% |
| 5 | Vilnius | 95.36% | 27 | Muscat | 91.56% |
| 6 | Riga | 95.11% | 28 | Marseille | 91.56% |
| 7 | Warsaw | 94.62% | 29 | Milan | 91.54% |
| 8 | Edinburgh | 94.50% | 30 | Doha | 91.13% |
| 9 | Berlin | 94.27% | 31 | Lyon | 91.05% |
| 10 | Zurich | 93.75% | 32 | Kuwait City | 91.01% |
| 11 | Moscow | 93.67% | 33 | Beirut | 90.84% |
| 12 | London | 93.63% | 34 | Copenhagen | 90.69% |
| 13 | Dubai | 93.62% | 35 | Oslo | 90.20% |
| 14 | Abu Dhabi | 93.60% | 36 | Chennai | 90.09% |
| 15 | Prague | 93.41% | 37 | Frankfurt | 90.08% |
| 16 | Johannesburg | 93.41% | 38 | Manama | 89.51% |
| 17 | Budapest | 93.08% | 39 | Mumbai | 89.45% |
| 18 | Vienna | 93.05% | 40 | Istanbul | 89.31% |
| 19 | Amsterdam | 92.63% | 41 | Marrakesh | 89.22% |
| 20 | Madrid | 92.52% | 42 | Brussels | 89.19% |
| 21 | Barcelona | 92.32% | 43 | New Delhi | 87.92% |
| 22 | Lisbon | 92.28% | 44 | Hyderabad | 86.82% |
| | | | 45 | Cairo | 86.51% |
| | | | 46 | Amman | 85.66% |
| | | | 47 | Riyadh | 85.07% |
| | | | 48 | Jeddah | 80.52% |

Department index ranking
Feature: Value

## All categories

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 86.38% | 23 | Madrid | 80.14% |
| 2 | Prague | 84.91% | 24 | Kuwait City | 80.08% |
| 3 | Budapest | 84.89% | 25 | Dubai | 79.43% |
| 4 | Abu Dhabi | 84.88% | 26 | Moscow | 78.81% |
| 5 | Johannesburg | 84.83% | 27 | Zurich | 78.35% |
| 6 | Vilnius | 84.65% | 28 | New Delhi | 78.19% |
| 7 | Riga | 83.87% | 29 | Oslo | 77.89% |
| 8 | Beirut | 83.58% | 30 | Hamburg | 77.82% |
| 9 | Warsaw | 82.76% | 31 | Rome | 77.02% |
| 10 | Marrakesh | 82.70% | 32 | Stockholm | 76.97% |
| 11 | Vienna | 82.10% | 33 | Amsterdam | 76.77% |
| 12 | Edinburgh | 82.04% | 34 | London | 76.52% |
| 13 | Lisbon | 81.96% | 35 | Brussels | 76.41% |
| 14 | Tallinn | 81.58% | 36 | Marseille | 76.27% |
| 15 | Manama | 81.08% | 37 | Frankfurt | 75.84% |
| 16 | Berlin | 80.93% | 38 | Milan | 75.73% |
| 17 | Doha | 80.52% | 39 | Riyadh | 75.70% |
| 18 | Istanbul | 80.47% | 40 | Mumbai | 75.49% |
| 19 | Cairo | 80.32% | 41 | Muscat | 75.48% |
| 20 | Dublin | 80.25% | 42 | Lyon | 75.22% |
| 21 | Hyderabad | 80.19% | 43 | Paris | 75.14% |
| 22 | Barcelona | 80.15% | 44 | Chennai | 75.00% |
| | | | 45 | Amman | 73.55% |
| | | | 46 | Geneva | 73.48% |
| | | | 47 | Copenhagen | 72.30% |
| | | | 48 | Jeddah | 66.09% |

## 3-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Beirut | 90.23% | 23 | Riyadh | 78.46% |
| 2 | Budapest | 84.90% | 24 | Oslo | 78.36% |
| 3 | Vilnius | 84.86% | 25 | Zurich | 78.19% |
| 4 | Johannesburg | 83.32% | 26 | New Delhi | 77.58% |
| 5 | Prague | 83.17% | 27 | Rome | 77.32% |
| 6 | Cape Town | 83.14% | 28 | Stockholm | 77.25% |
| 7 | Marrakesh | 81.93% | 29 | Marseille | 76.65% |
| 8 | Riga | 81.78% | 30 | Moscow | 75.72% |
| 9 | Vienna | 81.45% | 31 | Brussels | 75.71% |
| 10 | Tallinn | 81.19% | 32 | Hamburg | 75.57% |
| 11 | Abu Dhabi | 80.78% | 33 | Frankfurt | 75.35% |
| 12 | Istanbul | 80.58% | 34 | Lyon | 75.35% |
| 13 | Warsaw | 80.51% | 35 | Muscat | 74.61% |
| 14 | Cairo | 80.43% | 36 | Milan | 74.57% |
| 15 | Madrid | 80.25% | 37 | Paris | 74.53% |
| 16 | Barcelona | 79.83% | 38 | Amsterdam | 74.46% |
| 17 | Lisbon | 79.83% | 39 | Kuwait City | 74.42% |
| 18 | Berlin | 79.71% | 40 | London | 74.31% |
| 19 | Edinburgh | 79.66% | 41 | Amman | 73.34% |
| 20 | Doha | 79.35% | 42 | Copenhagen | 72.08% |
| 21 | Dublin | 79.34% | 43 | Mumbai | 72.05% |
| 22 | Hyderabad | 79.12% | 44 | Dubai | 71.93% |
| | | | 45 | Geneva | 71.07% |
| | | | 46 | Chennai | 70.67% |
| | | | 47 | Jeddah | 66.64% |
| | | | 48 | Manama | *% |

* Manama: no data available for feature 'location' and 'value' for the 3-star hotels

## 4-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Cape Town | 86.77% | 23 | Madrid | 79.70% |
| 2 | Prague | 86.11% | 24 | Chennai | 79.07% |
| 3 | Riga | 85.30% | 25 | Hamburg | 79.04% |
| 4 | Johannesburg | 84.60% | 26 | Kuwait City | 78.88% |
| 5 | Budapest | 84.08% | 27 | Mumbai | 78.44% |
| 6 | Edinburgh | 83.83% | 28 | Zurich | 78.31% |
| 7 | Abu Dhabi | 83.73% | 29 | New Delhi | 77.99% |
| 8 | Vilnius | 83.32% | 30 | Cairo | 77.83% |
| 9 | Marrakesh | 83.23% | 31 | London | 77.40% |
| 10 | Warsaw | 82.63% | 32 | Oslo | 77.33% |
| 11 | Lisbon | 82.58% | 33 | Dubai | 77.31% |
| 12 | Vienna | 82.38% | 34 | Doha | 76.92% |
| 13 | Berlin | 81.75% | 35 | Brussels | 76.74% |
| 14 | Beirut | 81.64% | 36 | Riyadh | 76.68% |
| 15 | Hyderabad | 81.61% | 37 | Stockholm | 76.44% |
| 16 | Dublin | 81.44% | 38 | Rome | 76.41% |
| 17 | Manama | 81.07% | 39 | Milan | 76.27% |
| 18 | Tallinn | 80.79% | 40 | Frankfurt | 75.92% |
| 19 | Moscow | 80.45% | 41 | Paris | 75.83% |
| 20 | Istanbul | 80.12% | 42 | Muscat | 75.08% |
| 21 | Barcelona | 79.94% | 43 | Marseille | 75.07% |
| 22 | Amsterdam | 79.76% | 44 | Lyon | 74.58% |
| | | | 45 | Geneva | 72.54% |
| | | | 46 | Copenhagen | 72.23% |
| | | | 47 | Amman | 68.07% |
| | | | 48 | Jeddah | 64.46% |

## 5-stars

| Rank | City | Rating | Rank | City | Rating |
|---|---|---|---|---|---|
| 1 | Vilnius | 89.01% | 23 | Marrakesh | 82.61% |
| 2 | Cape Town | 88.99% | 24 | Doha | 82.55% |
| 3 | Budapest | 88.46% | 25 | Kuwait City | 81.98% |
| 4 | Riga | 88.37% | 26 | London | 81.95% |
| 5 | Warsaw | 88.14% | 27 | Cairo | 81.43% |
| 6 | Abu Dhabi | 87.63% | 28 | New Delhi | 81.42% |
| 7 | Tallinn | 87.47% | 29 | Hyderabad | 81.28% |
| 8 | Prague | 87.09% | 30 | Istanbul | 81.15% |
| 9 | Edinburgh | 86.27% | 31 | Manama | 81.10% |
| 10 | Johannesburg | 86.24% | 32 | Amsterdam | 80.83% |
| 11 | Beirut | 85.92% | 33 | Stockholm | 80.80% |
| 12 | Berlin | 85.72% | 34 | Amman | 79.96% |
| 13 | Dubai | 85.27% | 35 | Geneva | 79.49% |
| 14 | Chennai | 84.29% | 36 | Zurich | 79.34% |
| 15 | Lisbon | 83.81% | 37 | Oslo | 79.03% |
| 16 | Hamburg | 83.63% | 38 | Lyon | 78.98% |
| 17 | Vienna | 83.20% | 39 | Rome | 78.94% |
| 18 | Moscow | 83.06% | 40 | Paris | 78.90% |
| 19 | Dublin | 82.97% | 41 | Frankfurt | 78.76% |
| 20 | Madrid | 82.89% | 42 | Brussels | 78.63% |
| 21 | Mumbai | 82.77% | 43 | Milan | 78.36% |
| 22 | Barcelona | 82.71% | 44 | Muscat | 77.98% |
| | | | 45 | Marseille | 77.73% |
| | | | 46 | Riyadh | 74.41% |
| | | | 47 | Copenhagen | 74.19% |
| | | | 48 | Jeddah | 66.67% |

# *Contacts*

**Austria**

**Wolfgang Vejdovsky**
*Director*
T: +43 1 501 881 150
E: wolfgang.vejdovsky@at.pwc.com

**Fabian Haupt**
*Consultant*
T: +43 1 501 881 161
E: fabian.haupt@at.pwc.com

**Belgium**

**Jean-Paul Ducarme**
*Director Real Estate*
T: +32 2 710 7514
E: jean-paul.ducarme@be.pwc.com

**Arnaud Chantraine**
*Manager*
T: +32 2 710 7232
E: arnaud.chantraine@be.pwc.com

**Czech Republic**

**Tomas Basta**
*Partner*
T: +420 251 152 087
E: tomas.basta@cz.pwc.com

**Jan Musil**
*Senior Manager*
T: +420 251 152 160
E: jan.musil@cz.pwc.com

**France**

**Anne-Claire Ferrie**
*Partner*
T: +33 1 56 57 12 42
E: anne-claire.ferrie@fr.pwc.com

**Geoffroy Schmitt**
*Partner*
T: +33 1 56 57 84 52
E: geoffroy.schmitt@fr.pwc.com

**Olivier Vialle**
*Partner*
T: +33 1 56 57 87 72
E: olivier.vialle@fr.pwc.com

**Germany**

**Dirk Hennig**
*Partner*
T: +49 30 2636 1166
E: dirk.hennig@de.pwc.com

**Markus Hauk**
*Manager*
T: +49 69 9585 5910
E: markus.hauk@de.pwc.com

**Italy**

**Nicola Anzivino**
*Partner*
T: +39 348 8519 842
E: nicola.anzivino@it.pwc.com

**Fabrizio Franco de Belvis**
*Executive Director*
T: +39 348 5288 714
E: fabrizio.franco@it.pwc.com

**Federico Colacicchi**
*Senior Manager Deals*
T: +39 0657 0253 438
E: federico.colacicchi@it.pwc.com

**Caterina Moliterno**
*Senior Manager*
T: +39 347 8507 626
E: caterina.moliterno@it.pwc.com

**Middle East**

**Philip Shepherd**
*Hospitality & Leisure Leader*
T: +971 (4) 304 3501
E: philip.shepherd@ae.pwc.com

**Alison Grinnell**
*Hospitality & Leisure Assurance Leader*
T: +971 (4) 304 3916
E: alison.grinnell@ae.pwc.com

**Vikram Loomba**
*Real Estate Director*
T: +971 (4) 304 3453
E: vikram.loomba@ae.pwc.com

**Netherlands**

**Bart Kruijssen**
*Hospitality & Leisure Leader*
T: +31 88 792 6037
E: bart.kruijssen@nl.pwc.com

**Koniwin Domen**
*Manager*
T: +31 88 792 6342
E: koniwin.domen@nl.pwc.com

**Portugal**

**Cesar Gonçalves**
*Partner*
T: +351 213 599 436
E: cesar.goncalves@pt.pwc.com

**Susana Benjamim**
*Senior Manager*
T: +351 213 599 419
E: susana.benjamim@pt.pwc.com

**Russia**

**Oleg Malyshev**
*Partner*
T: +7 495 967 6138
E: oleg.malyshev@ru.pwc.com

**Andrey Tonkonogov**
*Senior Manager*
T: +7 495 967 6000
E: andrey.tonkonogov@ru.pwc.com

**Spain**

**Álvaro Klecker Alonso De Celada**
*Partner*
T: +34 915 684 244
E: alvaro.klecker@es.pwc.com

**David Samu Villaverde**
*Partner*
T: +34 915 685 474
E: david.samu.villaverde@es.pwc.com

**José Manuel Fernández Terán**
*Senior Manager*
T: +34 915 684 805
E: jose_manuel.fernandez.teran@es.pwc.com

**South Africa**

**Nikki Forster**
*Partner/ Director*
T: +27 (11) 797 5362
E: nikki.forster@za.pwc.com

**Switzerland**

**Nicolas Mayer**
*Hospitality & Leisure Industry Leader*
T: +41 (0) 58 792 2191
E: nicolas.mayer@ch.pwc.com

**Bettina Buelte**
*Manager*
T: +41 (0) 58 792 2783
E: bettina.buelte@ch.pwc.com

**David Ermen**
*Manager*
T: +41 (0) 79 792 5999
E: david.ermen@ch.pwc.com

**UK**

**David Trunkfield**
*Hospitality & Leisure Leader*
T: +44 (0) 2078 046 397
E: david.trunkfield@uk.pwc.com

**Liz Hall**
*Head of Hospitality & Leisure Research*
T: +44 020 7213 4995
E: liz.hall@uk.pwc.com

**Sam Ward**
*Hotels Leader*
T: +44 020 7212 2974
E: samantha.m.ward@uk.pwc.com

**Richard Snook**
*Economist*
T: +44 020 7212 1195
E: richard.snook@uk.pwc.com

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