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Hotel improvement based on an electronic word of mouth – a process approach

Abstract

Research background and purpose: Electronic word of mouth (eWOM) is a critical tool for understanding customer perceptions in the hospitality industry. While much research has explored the impact of eWOM on customer behavior, fewer studies have examined how hotels utilize it to drive internal improvements. This study aims to analyze the process by which hotels implement changes based on eWOM and assess the impact of these changes.

Design/methodology/approach: A multiple case study methodology was employed, involving direct, semi-structured interviews with representatives from seven hotels of varying profiles, sizes, and locations. Data collection focused on understanding the processes, personnel involved, and outcomes of improvements driven by guest feedback.

Findings: All hotels recognized the importance of eWOM in shaping guest perceptions and financial performance. However, the study revealed that the process of implementing changes is informal, relying on organizational routines rather than standardized procedures. Improvements are based on managerial intuition and experience, with no application of structured problem-solving tools. The scale and significance of the changes were found to be relatively low, often limited to addressing minor operational issues.

Value added and limitations: This study highlights the gap between the potential of eWOM as a driver for innovation and its current utilization in the hospitality industry. The findings provide actionable insights for hotel managers aiming to enhance their response strategies to customer feedback. However, the study is limited by its small sample size and reliance on qualitative data, which may restrict the generalizability of the results. Further research with larger and more diverse samples is recommended to validate these findings and propose formalized frameworks for eWOM-driven improvements.

Keywords: *electronic word of mouth, eWOM, hospitality industry, process management, service improvement, hotel innovation, customer focus*

JEL

Classification: M20, L83, Z31

Received: 2024-08-01; **Reviewed:** 2024-09-13; **Accepted:** 2024-11-13

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1. Introduction

User-generated content¹ (UGC) serves as a crucial informational asset for service providers in the hospitality sector. Electronic word of mouth (eWOM) offers insights into customers' perceptions of services (Perez-Aranda et al., 2018). Organizations in the hospitality industry need to engage comprehensively with the entire ecosystem of social media platforms and services to gain a deeper understanding of customer viewpoints (Nisar et al., 2019). Customers often form a complete assessment of service quality only after their experience is concluded, leaving hospitality organizations with limited direct access to this feedback. EWOM bridges this gap by providing an effective means to enhance performance openly and transparently (Mathews et al., 2022).

Existing literature has primarily examined eWOM from the perspective of customer reactions and its influence on their purchasing decisions. However, there is a scarcity of research focused on how hotel management can analyse and respond to such reviews (Lee et al., 2018). Previous studies have explored several key areas: mechanisms for responding to both positive and negative feedback (Baka, 2016; Sparks & Bradley, 2017), the impact of reviews and management reactions on hotel performance (Xie et al., 2017), and the procedures deployed in the decision-making process (Berné Manero et al., 2023). Few studies have detailed the changes implemented as a result of eWOM management (Bortoluzzi et al., 2020; Lunkes et al., 2019; Wojciechowska-Toruńska, 2021). Conducting such research is inherently complex and often requires direct interaction with the organizations being studied. Some researchers have highlighted the issue of low-quality data sources, indicating that studies based on a single platform can produce biased results due to varying criteria and measurement methods (Kirilenko et al., 2024; Perez-Aranda et al., 2018). Additionally, most eWOM studies suffer from a paucity of comments from moderately satisfied customers, with the majority of reviews tending to be either extremely negative or positive (Kirilenko et al., 2024).

The literature review indicates a research gap related to identifying, understanding and modelling reactions to guest reviews beyond providing a written response or marketing activities. This gap is caused primarily by the difficulty of conducting research in this area. A significant portion of research is based on the analysis of service aggregators websites, like Booking or TripAdvisor. The analysis of internal processes requires direct contact with hotel management.

The research presented in this article is part of a broader research project focused on the impact of user-generated content on the operation of organisations in the



¹ In this article we use the terms electronic word of mouth (eWOM), user-generated content (UGC) and guest reviews interchangeably. These terms have been also used interchangeably by the authors of earlier publications.

hospitality industry. The presented results pertain to preliminary studies, for which characteristic organisations were selected to verify the appropriateness of the research tools. Nonetheless, the obtained results are important as they shed additional light on the scarcely explored area of the functioning of enterprises in the hospitality industry.

The study aims to understand how electronic word of mouth is used to improve hotels. It will determine the flow of the process of introducing changes in the hotel, who is involved in it, and the impact of improvements on the hotel's operation.

This paper is organized as follows. The next section presents a literature review and formulates three research questions based on this review. The section "Methods" describes the research method and explains its selection. Section "4. Results and Discussion" presents and analyses the study results. It also refers to the results of previous studies. The last section presents the main conclusions of the research, its contributions, and suggestions for further research directions.

2. Literature review

2.1. Influence of user-generated content on hotels

Comparing customer and manager perspectives is essential as customers often focus on intangible aspects of hotel services, whereas managers typically emphasize tangible elements (Cetin & Walls, 2016). Positive staff interactions can partially offset the negative effects of lower-quality tangible elements (Wojciechowska-Toruńska, 2021). Reviews help bridge the information gap between customers and service providers. Moreover, the analysis of eWOM allows managers to recognize early signals and react proactively while they can still influence service delivery (Berné Manero et al., 2023).

The influence of eWOM on hotel operations is multifaceted. Reviews gather data on customer service quality, and performance of products and services (Li et al., 2019). Online reviews impact reservation numbers and the propensity to opt for more expensive services, which in turn affects the financial outcomes for hotels (Anagnostopoulou et al., 2020). Staff members monitor customer opinions, which influences their motivation and drives service improvement (Wojciechowska-Toruńska, 2021). Recent research has increasingly indicated that eWOM management extends beyond marketing and public relations to require genuine actions and investments (Browning, 2013).

Reviews also drive modifications in hotel strategies. Hotel managers recognize the necessity of continually adjusting their strategies to meet market demands (Mathews et al., 2022). The insights gleaned from eWOM analysis are a critical resource for strategic planning (Lunkes et al., 2019). Strategy adjustments are aimed at better aligning with customer expectations and enhancing overall performance dimensions (Bortoluzzi et

al., 2020). These strategies are executed through the allocation of appropriate resources to address identified issues (Mathews et al., 2022).

The impact of eWOM is evident at both tactical and operational levels. Reviews are utilized to make minor adjustments to the organizational structure, human resources, and to refine products (Berné Manero et al., 2023). The extent of actions taken depends on the formalization of procedures within the organization. More agile organizations can implement changes rapidly, while others may require more time (Bortoluzzi et al., 2020). There are also scenarios where existing constraints hinder change implementation. For instance, a hotel located in a city centre may not be able to address negative reviews concerning a limited amount of parking space (Wojciechowska-Toruńska, 2021).

Available literature suggests that feedback from hotel guests can constitute a significant and valuable asset for hotels. Therefore, in the conducted studies, the primary research question is: *Which areas of hotel operations are influenced by eWOM?*

2.2. The service improvement process

Customer expectations create significant pressure on hotels to implement innovations or changes. Studies suggest that being customer-oriented significantly enhances a hotel's ability to innovate. However, customers often do not articulate specific needs but rather express a general desire for something new (Chandran et al., 2024). This implies that customers themselves often are not the primary source of innovative ideas, however their opinions are important element of the improvement process. Instead, leadership within the hotel is crucial for driving change processes, with stronger innovation capabilities observed when transformational leadership is present (Chandran et al., 2024). Efficiently led improvement process significantly impacts financial performance; hotels that excel in innovation tend to perform better economically. Additionally, innovation positively influences other aspects such as outsourcing, quality, and overall performance, making it a financially beneficial strategy for hotels (Santa et al., 2023).

Hotels must simultaneously introduce innovations and enhance existing services. This dual approach is necessary to provide customers with high-quality and stable services, thereby requiring the balance of developing novel services and improving current ones (Wang et al., 2018). This concept is often referred to as exploitation and exploration, where exploitation focuses on improving current operations and exploration seeks new ideas for product development, service enhancement, and human capital development (Qin et al., 2015).

The process of analysis, decision-making, and responses should be meticulously designed. The individual responsible for responding should be a designated and adequately trained staff member capable of engaging in meaningful online communication with customers (Mathews et al., 2022). It's essential to consider not only what the customer

wrote in the review but also what was left unsaid or merely suggested (Browning, 2013). Some studies suggest that better results are achieved when this role is assigned to an employee who has direct contact with customers (Xie et al., 2017). However, most research assumes that the manager typically provides the response. Addressing negative reviews, in particular, should be preceded by problem analysis, staff discussions, and consideration of possible changes (Mathews et al., 2022).

The significant impact of national culture on reviews complicates the ability to draw broad conclusions (Berné Manero et al., 2023). In some countries, eWOM tends to be detailed, open, and critical, while in others, it is more general and predominantly positive. In some cultures, the absence of a comment is seen as criticism, whereas in others it is interpreted positively. Understanding user-generated content helps managers gauge customer expectations across different cultural contexts (Dang & Raska, 2021). However, comparing feedback from foreign guests can risk imposing one culture's thought patterns onto another (Lin & Rasoolimanesh, 2024).

Hotels approach responding to customer feedback in various ways. Some of these actions are ad hoc, while others are more systematic. However, the nature of these actions does not allow for an assessment of the extent to which the response to UGC is a planned, consciously executed, and optimized process, rather than merely an unconsidered, or even emotional reaction. Therefore, the second research question is: *Have hotels developed and implemented a systematic, process-oriented approach to processing and responding to eWOM?*

2.3. Effects of hotel response

Many changes and innovations in hotels end in failure. Despite ongoing attention to the service improvement process, the observed failure rate in the early phase of new service implementation is around 50 percent, with even higher rates in the case of improvements related to high culture (Wang et al., 2018). Additionally, the failure rate for change initiatives within organizations is notably high, ranging between 30% and 60%, and some studies report rates as high as 80% to 90%, potentially due to employee resistance to change (Beshr & Hossan, 2018).

There are many approaches to implementing changes and innovations in the hotel industry, with large hotels and chains having more resources at their disposal while small independent hotels face significant limitations in accessing knowledge and tools. Small independent hotels often lack the resources needed to operate, manage, and compete effectively in the marketplace, especially given the rapid technological changes and evolving consumer expectations in the tourism industry (Barquissau et al., 2023). Maintaining standards is a significant cost for hotels of all sizes, and this concern is particularly poignant for smaller hotels. They can see these standards as unfair competition since platforms like Airbnb are not subject to the

same regulatory requirements, thus limiting their profitability (Barquissau et al., 2023). Furthermore, growing demands on hotels are driving changes in the market, which necessitate continuous adaptation and innovation (Barquissau et al., 2023). Customers are not always the best source of innovative ideas, as they often lack the broader perspective necessary for in-depth changes. Customer comments enable only limited improvements within the operational scope of hotels. Regulatory compliance and adherence to standards place significant pressure on hotels to implement changes and adapt to requirements, and this is particularly challenging for small hotels. Hospitality service aggregator platforms have their own rating systems and presentation criteria, compelling hotels to adjust their offerings and presentation style and to invest in areas covered by these evaluation metrics. Additionally, image-sharing platforms necessitate changes in visual presentation, including the appearance of rooms, cleanliness standards (such as colour choices), furnishings, and the presentation of meals. The drive to stand out from the competition is a significant motivator for hotels to innovate (Barquissau et al., 2023). However, the feasibility and necessity of changes are strongly influenced by the hotel's physical and external conditions. These include the hotel's location, building structure, scale of operation (networked or standalone), and external factors such as the type of clientele visiting the area, the local market's specific characteristics, and climatic conditions. For example, the absence of snow, excessive rain, sea pollution (preventing swimming), or the amount of sunlight in rooms (necessitating air conditioning) can all influence the need and ability to implement improvements (Chandran et al., 2024).

Analysis of hospitality service aggregator websites reveals that hotels failing to respond to guest feedback promptly tend to lose their market position. However, it remains unclear to what extent the suggestions made by customers serve as a basis for implementing changes. There are numerous other sources of improvement ideas, such as observing competitors, industry trends and fashions, the development of best practices, and the manager's own experiences and observations. Therefore, the third research question is: *What kind of changes are introduced in hotels based on eWOM?*

3. Methods

Due to the nature of the research, the applied approach was a multiple case study. This approach does not allow for generalised conclusions about the entire population. However, it enables a deep examination and understanding of individual organisations. Understanding the mechanisms provides more advanced research tools and management models for the given area. In this manner, the case study approach shows its superiority over survey research, literature reviews, or document analysis.

The literature lists three primary objectives of employing a case study. The first, theory-building, allows for the development or completion of existing theories,

provides explanations of previously unidentified phenomena, and facilitates understanding phenomena over time. The second pertains to theory testing, specifically attempts at its falsification. The third is practical, aiming to illustrate a problem, inspire creative interpretation of findings, and their application by analogy (Czakoń, 2015, p. 191). This study partially fulfils all the mentioned objectives. Theories presented in previous scientific publications were subjected to falsification, directions for supplementing knowledge in the researched area were proposed, and practical guidelines for hotel managers were provided. The full achievement of the indicated goals will be possible within the aforementioned broader research program. The procedure for conducting the multiple case study included the following steps (Czakoń, 2015, p. 199):

1. Formulation of research questions.
2. Selection of cases.
3. Development of data collection tools.
4. Conducting field research.
5. Analysis of gathered data.
6. Formation of generalisations.
7. Confrontation with literature.
8. Closure of the study – generalisation of results.

The research questions were presented in the previous section of the article. The selection of cases for the study was purposive. Due to the assumptions of the case study methodology, obtaining a representative sample is impossible and even not desired. It should, however, consider significant parameters identified based on the literature review. For this study, it was acknowledged that significant parameters distinguishing important cases for obtaining comprehensive results include experience measured in years of operation, rating, size measured by the number of employees and beds, nature of activity (independent or network-based), and activity profile. The study cases were selected carefully to ensure significant diversity in the mentioned parameters within the research sample. Based on a literature review, it was stated that the location is not an essential parameter for the chosen research area. However, the country of origin of hotel guests may be significant due to differences in communication styles. Hence the sample should contain organisations that host guests from various countries.

Due to the research area's specificity and the study's preliminary nature, the interview was assumed to be the best data collection tool. Based on the prior recognition of available literature, a structured interview focused on the research problem without explaining the broader concept was chosen to prevent overly guiding the responses. As supplementary information, deepening the questions, recording researchers' observations, and document reviews were used. The interviews were conducted openly at the organisation's headquarters or remotely using internet communication tools. All interviews were recorded with the permission of the respondents.

A detailed discussion of the research sample, the analysis of the collected data, the confrontation with the literature, and the formation of generalizations are presented in the next section.

4. Results and discussion

4.1. Sample

To collect needed information, direct semi-structured interviews were conducted with hotel representatives. The interviews were conducted in the period April–July 2024. Each interview lasted approximately one hour. The answers were provided by employees responsible for responding to guest online reviews. They were marketing managers/specialists, sales manager, quality manager, guest satisfaction manager and deputy hotel manager. Seven hotels were selected for the study, differing in size, rating, business profile (family/business), and type (chain/independent). Essential information about the hotels is presented in Table 1. Five of the hotels received guests not only from Poland, but also from abroad (mainly from the Czech Republic and Germany).

At the request of some respondents, the names of the hotels have been withheld.

Table 1. Hotels covered by the study

Hotel	Year of commencement	Rating (stars)	Number of employees	Number of beds	Type	Profile
A	2017	4.5	100	1000	Chain	Family
B	2022	3	35	133	Independent	Family
C	2014	no rating	60	1100	Chain	Family
D	2000	4	80	80	Independent	Family
E	2022	3	60	190	Chain	Family
F	1990	3	50	360	Chain	Business
G	2016	4	80	380	Chain	Business

Source: own study

4.2. The use of electronic word of mouth in hotels

The first part of the interview was to determine whether indeed electronic word of mouth is essential for hotels and for what purpose it is used (Table 2).

Table 2. Summary of the information gathered

Questions	Hotels						
	A	B	C	D	E	F	G
Are guests online reviews important to hotels?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Do online reviews by guests have a direct impact on the profits of a hotel?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Are online reviews by guests being used to improve hotels?	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Source: own study

All respondents stated that guest online reviews are extremely important for hotels, mainly because guests choose a hotel based on this rating. Low ratings significantly reduce interest in the hotel, directly leading to loss of profits. High ratings have a crucial influence on whether guests want to stay at the hotel. Additionally, positive comments identifying the hotel's strengths (e.g., friendly staff, easy wi-fi access) encourage people to stay there. They can also be used to promote the hotel because they are treated as more credible because they were formulated not by hotel employees but by other guests. This confirms the previous research (Mathews et al., 2022).

Respondents stated that guest online reviews are also used to improve hotels. Comments indicating problems are treated by hotels as a source of information about changes that need to be introduced. The prevailing belief among respondents was that guest online reviews are currently the primary way to measure guest satisfaction. It is also one of the most important ways (apart from guests' personal contact with staff) of collecting information about their needs. Similar conclusions were drawn by Xie et al. (2017) and Lunkes et al. (2019).

For these reasons, hotels constantly monitor, analyse and respond to guest reviews online. They try to respond (reply to reviews) as quickly as possible. When they receive a negative assessment, some start a dialogue with the client and try to convince him to change it (explaining the situation or offering additional benefits). As the previous studies show, quick and detailed response is the most important factor regarding customer satisfaction and building trust (Berné Manero et al., 2023).

4.3. Hotel improvement process based on electronic word of mouth

The aim of the second part of the interview was to find out how the process of implementing change on the basis of electronic word of mouth works (Table 3).

Table 3. Summary of the information gathered

Questions	Hotels						
	A	B	C	D	E	F	G
Is there a designated person in the hotel responsible for the improvement process?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Is top management involved in the improvement process?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Are any problem solving techniques or methods used in the hotel?	No	No	No	No	No	No	No
Does the hotel plan to improve (change) the process of analysing guest online feedback and implementing improvements?	No	No	No	No	No	No	No

Source: own study

In each of the hotels, online reviews are used to drive improvements. However, the actions taken are of an accepted and applied practice but are not formalized in any way (e.g., not described in a documented procedure) and, therefore, not standardized. In each of the analysed cases, this process proceeds similarly. A typical process for responding to online reviews is shown in Figure 1. As found by Bortoluzzi et al. (2020) lack of formalization can lead to slower pace of reaction to eWOM.

A designated person (e.g., reception manager, marketing manager) has the task of observing the Internet portals on which hotel guests post ratings and comments. In several hotels, specialized computer software is used to collect ratings from selected sources. In the case of one hotel, a hotel employee receives support from an external unit, i.e., the marketing department of the business group to which the hotel belongs. This department prepares and transmits information on reviews concerning the hotel on a daily basis.

If a hotel employee considers that a review requires intervention, he/she forwards it to the manager of the relevant department (e.g., the chef) and to the hotel director for information. Having analysed the causes of the problem, the department manager prepares proposals for improvement. No problem-solving techniques were used in any hotel. Suggestions for improvement measures are formulated based on the experience and knowledge of the person preparing them.

If these proposals are accepted by the management (sometimes during regular meetings of the hotel management, sometimes during face-to-face meetings), the action is then implemented. Depending on the specifics, these actions can be implemented immediately (if, for example, they do not require a large financial outlay) or with a specific time delay. This concludes the typical process of responding to guest online feedback.

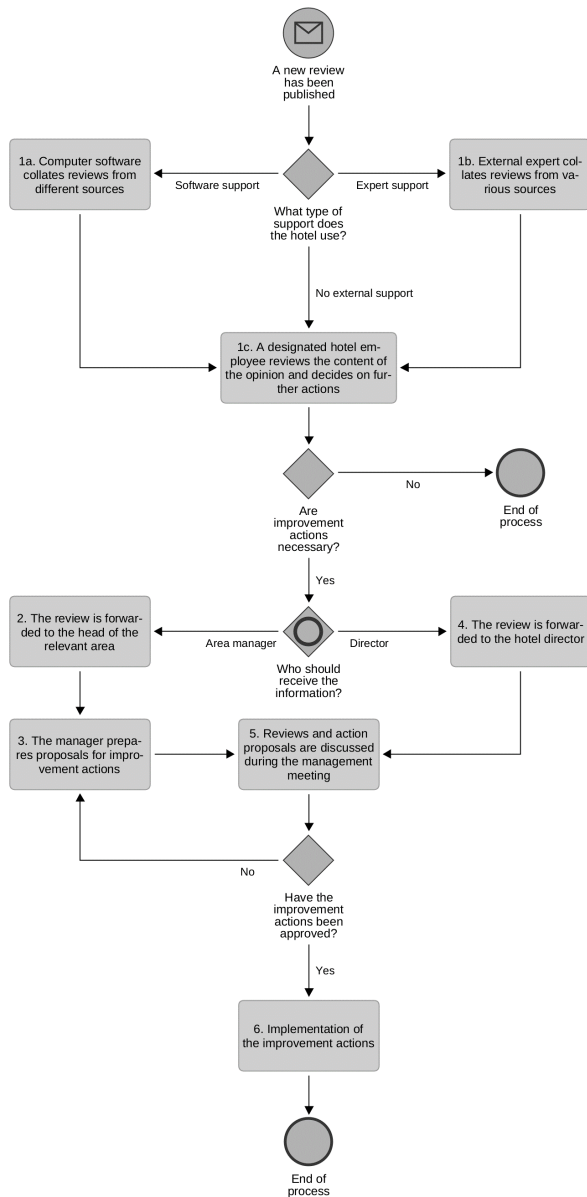


Figure 1. Typical improvement process based on online reviews

Source: own study

It is worth noting, however, that reviews are prepared and analysed for a more extended period (e.g. quarter or year) in the case of two hotels out of the seven. This type of analysis enables hotel management to identify trends and is sometimes the basis for further improvement measures.

The analysis of case studies showed that the complexity of the response process is related to the size of the hotel and whether it is part of a chain. The use of technological or organizational support can translate into more efficient responses to customer comments. At the same time, the ability to implement changes depends to a large extent on the management method, the management approach and the involvement of employees. This confirms previous studies (Barquissau et al., 2023).

4.4. Types of improvements introduced in hotels

The last part of the interviews led to finding out what kind of changes are being made in the hotels and which areas of activity are affected (Table 4).

Table 4. Summary of the information gathered

Questions	Hotels						
	A	B	C	D	E	F	G
Can changes made based on guest online feedback be considered very significant?	No	No	No	No	No*	No	No
Has guest online feedback led to an employee being reassigned or fired?	No	Yes	No	Yes	No	No	No
Has guest online feedback led to increased control over the performance of employees' duties?	No	Yes	Yes	No	Yes	Yes	No
Has guest online feedback led to a change in the way services are provided?	Yes**	No	Yes	Yes**	Yes	Yes	No
Has guest online feedback led to any infrastructure-related changes?	No	Yes	Yes	Yes	Yes	Yes	Yes

* Only for the first year of operation; ** Yes, but to a small extent.

Source: own study

Each respondent was asked to assess the scale (significance to the organization) of changes introduced based on guest online feedback and to provide examples. The number and importance of improvements were assessed as relatively low. Only during one interview, it was stated that the hotel had introduced significant changes within the first year of operation. Guests' suggestions helped adapt the hotel's operation to customer

expectations. Visitor feedback covered various areas (Table 5) but was mainly concerned with minor technical faults and one-off incidents.

Respondents pointed out that a significant group of guests use the opportunity to give a negative rating to force the hotel to grant them various benefits as compensation for trivial problems or even for no reason.

Table 5. Examples of improvements made on the basis of guest online feedback

No	Complaints	Improvements
1	There needs to be more glasses in the apartments.	Glasses were purchased for each apartment.
2	Dinners contain too dry meals (for 3 days).	Meat in sauce has been added to the menu.
3	SPA treatments were too short.	The duration of each treatment is listed on the hotel's website.
4	The pool closed too early.	The swimming pool's opening hours have been extended.
5	Internet is too slow (wi-fi)	Replacing routers with more modern ones.
6	There are no Korean dishes on the menu (there is a sizeable Korean factory near the hotel).	Korean dishes have been added to the menu.
7	The room was not properly prepared for the arrival of guests.	Preparing rooms for guests has been improved (supervision has been increased).
8	Rude service at the reception (repeated complaint).	Termination of the contract with the employee.
9	No parking space is available.	Guests booking accommodation are informed that there may be no parking spaces available.
10	There was no free space for guests who wanted to participate in the animation (when they arrived at the last minute or late), and there needed to be more materials (when the animation participants received some materials).	Registration to participate in the animation has been introduced. This allows organizers to know how many places and materials need to be prepared.

Source: own study

Respondents also noted that some reviews cannot be responded to or are challenging to respond to (e.g., due to costs). This applies to comments such as (1) too thin walls (can hear people talking in the next room), (2) entrance to the parking lot uphill, (3) lack of electricity (the electricity was turned off in the entire town), and (4) noise related to construction works taking place near the hotel.

This confirms the earlier observation that hotel guests cannot be the only source of information about necessary changes. Their competences are often insufficient to make a reliable assessment and indicate real problems. At the same time, hotels must react to these comments, because they indicate that guests are not fully satisfied (Chandran et al., 2024). In many cases, the reaction requires a creative approach, which will not deal with unsolvable problems, but rather offer alternatives, e.g. additional attractions when the weather is rainy.

5. Conclusion

The paper aimed to understand how electronic word of mouth is used to improve hotels. Based on information collected from representatives of seven hotels, answers were provided to the three research questions formulated at the beginning of the article. First of all, the opinions presented in the literature that hotels perceive guest online reviews as extremely important were confirmed. Managers believe these opinions significantly impact the hotel's image and influence customers' purchasing decisions. Guest online feedback is also treated as a source of information about problems that should be solved. Based on the interviews, the typical process of implementing improvements was established. In each of the hotels studied, it looked similar. The person responsible for analysing guest online reviews, the manager of the area that the review concerns, and the hotel director were involved in the process. The hotel improvement process was found to be more of a specific organizational routine than a well-thought-out, standardized, and supervised procedure using problem-solving tools. Decisions on improvement actions are made based on managers' knowledge and experience (not based on in-depth root cause analysis). It can, therefore, be assumed that hotels are unable to take advantage of the opportunities offered by access to eWOM. Although the improvements introduced in hotels concern various areas (e.g., personnel management, infrastructure, services provided), their significance is assessed as relatively small.

It should also be pointed out that certain limitations exist in this study, paving the way for potential future research. The study used a multiple case study. This approach does not allow for generalised conclusions about the entire population. Further research involving a more significant number of entities is needed. First, to verify the findings obtained from a multiple case study. Second, to propose adequate solutions in this area. It should suggest which techniques and problem-solving methods will be suitable for hotels.

The main value of the study is to understand the typical improvement implementation process in hotels and to identify its potential weaknesses.

Authors' contribution

P.G.: research methods applied, conducting the research, data collection, analysis and interpretation of results, draft manuscript preparation. **S.W.:** article conception, theoretical content of the article, research methods applied, conducting the research, analysis and interpretation of results, draft manuscript preparation.

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