GUIDE

How to Benchmark and Build Reputation at the Brand Level
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THE IMPORTANCE OF BRAND REPUTATION

These days, it seems like every week a new hotel brand is launched. Hotel companies are merging and consolidating, giving rise to mega-brands like Marriott, IHG, and AccorHotels.

Travelers choose branded hotels because they promise a consistent guest experience across the portfolio regardless of the city or country they’re located in. But how easy is it to distinguish one brand from another, and how well do brands deliver on the expectation of consistency?

Two recent reports provide insights into these questions and more. The result of a collaboration between Cornell University and ReviewPro, the reports represent the most comprehensive analysis of hotel brand reputation to date. Drawing data from millions of online reviews, the findings show us how hotel brands rank against competitors and what it takes to build a positive brand reputation.

In this guide we take a closer look at what these reports tell us about how to build brand reputation and how to benchmark reputation at the brand level.
SOMETHING FOR EVERYONE

This guide contains important insights for all major stakeholders in the hotel industry, whether you’re a hotel manager, brand executive, franchiser, asset manager, investor or independent property.

**Owners and Investors.** To optimize the performance of investments, hotel owners and investors must understand how and why reputation varies among brands and the relationship between online reputation and financial performance. They need to know how their brands rank against competitors and how to choose brands that maintain a strong reputation over time.

**Brand Executives.** In order to grow, hotel companies must sell management contracts and franchises and optimize portfolio performance. Executives must understand how travelers perceive their brands, how brand reputation compares among competitors, and what it takes to build a strong, distinctive brand.

**Hotel Managers.** As the building blocks of a brand’s reputation, hotels require operators with a clear understanding of brand identity, brand differentiation and traveler expectations. They must be able to lead and inspire staff to consistently deliver on brand promises.
HOW CAN WE MEASURE BRAND REPUTATION?

For the purposes of this guide, here are a few definitions:

Hotel brand. In the Cornell and ReviewPro reports, hotel brands are defined as a group of five or more properties sharing the same brand identity. A sub-brand is a brand that is affiliated with a parent brand but has its own brand name. For example, Novotel and Fairmont are sub brands of parent company AccorHotels.

Brand reputation. Reputation can be defined as the beliefs or opinions generally held about a person, organization or other entity. Brand reputation refers to how people feel about a particular company, brand, or products and services. A brand’s online reputation is shaped by the opinions and ratings shared by consumers, experts and the media online and in social media.

BRAND: THE NEW EQUITY IN THE HOTEL INDUSTRY

“Many hotel groups are divesting their real estate interests and pursuing an ‘asset-light’ strategy in order to free up capital for expansion. Therefore, ownership of bricks and mortar is giving way to ownership of the brand itself, in both its physical and intangible aspects: a major cultural shift in the industry.”

–The Hotel Brands Report 2016, HotelAnalyst
Measuring hotel reputation. Since the launch of TripAdvisor, online reputation has become a key metric for gauging performance in the hotel industry. Typically, it is measured through the ratings travelers give in online reviews. ReviewPro’s Global Review Index™ (GRI) is a measure of online reputation derived from over 175 review sources.

Measuring brand reputation. Measuring brand reputation is more complex because travelers review hotels rather than brands. One way is to calculate the average reputation of hotels within a brand’s portfolio. For its report, Cornell used the monthly average GRI™ of hotels within a brand, whereas ReviewPro’s report uses the average of all daily GRIs in a year. The results are very similar.

Classification. For both reports, brands are grouped into segments using STR’s chain scale classification system. The six chains scales, or segments, are economy, midscale, upper midscale, upscale, upper upscale and luxury.
In 2012, Cornell University’s Center for Hospitality Research published a ground-breaking report demonstrating a direct relationship between hotel online reputation and revenue performance. Combining reputation data from ReviewPro with revenue data from STR, the study found that a 1% increase in a hotel’s online reputation score led to increases in average daily rate of up to 0.89%, in occupancy of up to 0.54%, and in revPAR of up to 1.42%. (The Impact of Social Media on Lodging Performance, 2012.)

More recently, Cornell published another report using ReviewPro’s review data and STR’s chain scale classification system to rank hotel brands in the U.S. and Canada by online reputation within six chain scales: economy, midscale, upper midscale, upscale, upper upscale and luxury. (Indexing Hotel Brand Reputation, 2018.)

Analyzing more than 30 million reviews of over 30,000 branded hotels posted to 45 online sources between January 1, 2016 and March 31, 2018, the report examines a number of areas, including:

- Variance in hotel reputation over time
- The relative influence of brand, sub brand, location and chain scale on reputation
- Brand rankings by reputation
- Brand rankings by reputation consistency

“Reputation is your brand’s most valuable possession and the key ingredient to optimizing your sales and marketing initiatives.”
– Adele Gutman, Vice President, Sales, Marketing & Revenue at Library Hotel Collection
Hotel Reputation Over Time
(Source: Indexing Hotel Brand Reputation, Cornell University, 2018.)

### Chain Scale Average Online Reputation (GRI™) Scaled Variation in Reputation

<table>
<thead>
<tr>
<th>Chain Scale</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economy</td>
<td>67.2%</td>
<td>67.7%</td>
<td>67.9%</td>
<td>11.2%</td>
<td>10.2%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Midscale</td>
<td>77.5%</td>
<td>77.9%</td>
<td>78.1%</td>
<td>9.6%</td>
<td>9.1%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Upper Midscale</td>
<td>83.6%</td>
<td>84.1%</td>
<td>84.2%</td>
<td>7.1%</td>
<td>6.8%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Upscale</td>
<td>85.0%</td>
<td>85.4%</td>
<td>85.3%</td>
<td>6.1%</td>
<td>5.7%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Upper Upscale</td>
<td>83.6%</td>
<td>83.9%</td>
<td>83.8%</td>
<td>6.0%</td>
<td>5.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Luxury</td>
<td>86.4%</td>
<td>86.7%</td>
<td>86.7%</td>
<td>5.7%</td>
<td>5.5%</td>
<td>5.4%</td>
</tr>
<tr>
<td>All</td>
<td>7.80%</td>
<td>7.85%</td>
<td>7.86%</td>
<td>11.5%</td>
<td>11.0%</td>
<td>10.9%</td>
</tr>
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### Category Reputation Variance (GRI™)

<table>
<thead>
<tr>
<th>Category</th>
<th>Reputation Variance</th>
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<tbody>
<tr>
<td>Brand</td>
<td>7.6%</td>
</tr>
<tr>
<td>Sub Brand</td>
<td>3.7%</td>
</tr>
<tr>
<td>Chain Scale</td>
<td>1.7%</td>
</tr>
<tr>
<td>Country</td>
<td>2.0%</td>
</tr>
<tr>
<td>City</td>
<td>2.6%</td>
</tr>
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</table>

Variance in Hotel Reputation
(Source: Indexing Hotel Brand Reputation, Cornell University, 2018.)
"Our research suggests that the roles of hotel brand and chain scale are changing, and, further, that the influence of brands is growing," observes Chris K. Anderson, Professor and Director of the Center for Hospitality Research at Cornell University’s School of Hotel Administration and the report’s coauthor.

“If a hotel’s brand is a more reliable indicator of reputation than its chain scale or star classification, travelers will lend greater weight to brand when selecting a hotel. Over time, brands that consistently deliver on expectations across their portfolio will carve out an increasingly higher market share.”

**KEY FINDINGS**

While the research focuses on hotel brands in the U.S. and Canada, many of the takeaways are relevant to all types of accommodation around the world.

Major findings include:

- Hotel reputation shows steady improvement over time.
- Reputation improves with increasing chain scale.
- The variation in reputation across brands is four times larger than the variation across chainscales.
- Online reputation is mainly a function of brand and sub brand rather than segment or hotel location.

- Variability in reputation across hotels within a brand is greater than the variability in reputation in hotels across brands.
Alluding to his previous study that found a direct relationship between reputation and revenue, he concludes, “The findings have important implications not only for travelers but also for hotel owners seeking to maximize the value of their investment, hotel companies wishing to expand their portfolio, and hotel operators wishing to improve performance.”

<table>
<thead>
<tr>
<th></th>
<th>Economy</th>
<th>Midscale</th>
<th>Upper Midscale</th>
<th>Upscale</th>
<th>Upper Upscale</th>
<th>Luxury</th>
</tr>
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<tbody>
<tr>
<td>Best Western Hotels &amp; Resorts</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Drury Hotels</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hilton</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Hyatt Corporation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>InterContinental Hotels Group</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

Top Performers: Brand Reputation Rankings
(Source: Indexing Hotel Brand Reputation, Cornell University, 2018.)

During a recent ReviewPro webinar, Benchmarking and Building Hotel Brand Reputation, Anderson pointed to the difficulties that large, diversified brands have in maintaining high reputation scores across segments. “If we look at more diversified brands like Hilton, we see that it’s hard for them to be at the top across all chain scales. As brands become more focused, like Drury Hotels, it becomes easier for them to be at the top of rankings across individual chain scales.”

He continued, “And so we get a sense of why brand is the main driver of heterogeneity and reputation. It’s because as these brands get bigger it becomes hard to have consistency in the messaging and then consistency in the expectations. Because when we think about reputation it’s all about managing those expectations and making sure you’re delivering that brand promise.”
HOW MUCH DO HOTELS WITHIN A BRAND HAVE IN COMMON?

Surprisingly, the study found that the variability in reputation across hotels within a brand is often greater than the variability across brands. “This reinforces the idea that brands have to make sure they’re getting a consistent message across all franchisees to make sure that each one is delivering what consumers are expecting,” said Anderson.

UNIVERSALLY APPLICABLE FINDINGS

Although the study was limited to branded hotels in the U.S. and Canada, Anderson believes that the results would be similar globally. “We might see that location is a bigger contributor to heterogeneity as we go global, but the message about consistency within brands is universally applicable,” he said.
Drawing from a similar data set to Cornell’s report, in October ReviewPro released the 2018 Hotel Brand Reputation Rankings report.

Analyzing over 15 million reviews of branded hotels in the U.S. and Canada posted to 65 online sources between April 1, 2017 and March 31, 2018, the report provides scores and rankings in a variety of areas and compares performance to the previous year. In total, 179 brands are ranked with six segments.

In each segment, a list of top 25 hotels by GRI™ is provided, as well rankings of brand by reputation, improvement, and department (service, value, rooms and cleanliness). There are also breakdowns of review volume, reputation score, management response ratios, and semantic mentions.

<table>
<thead>
<tr>
<th>Chain Scale</th>
<th>Avg. GRI</th>
<th>Change</th>
<th>Reviews Per Property</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy</td>
<td>68.9%</td>
<td>+0.8%</td>
<td>287</td>
<td>+83</td>
</tr>
<tr>
<td>Midscale</td>
<td>77.7%</td>
<td>+0.7%</td>
<td>414</td>
<td>+97</td>
</tr>
<tr>
<td>Upper Midscale</td>
<td>83.4%</td>
<td>+0.6%</td>
<td>428</td>
<td>+95</td>
</tr>
<tr>
<td>Upscale</td>
<td>85.5%</td>
<td>+0.7%</td>
<td>585</td>
<td>+109</td>
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<tr>
<td>Upper Upscale</td>
<td>86.2%</td>
<td>+0.8%</td>
<td>1,305</td>
<td>+253</td>
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<tr>
<td>Luxury</td>
<td>90.3%</td>
<td>+0.4%</td>
<td>1,636</td>
<td>+361</td>
</tr>
<tr>
<td>Average</td>
<td>82.0%</td>
<td>+0.7%</td>
<td>776</td>
<td>+166</td>
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<table>
<thead>
<tr>
<th>Review Sentiment</th>
<th>Management Response Ratio</th>
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<tbody>
<tr>
<td>All</td>
<td>35.6%</td>
</tr>
<tr>
<td>Positive</td>
<td>34.9%</td>
</tr>
<tr>
<td>Neutral</td>
<td>35.9%</td>
</tr>
<tr>
<td>Negative</td>
<td>41.1%</td>
</tr>
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</table>
A FEW HIGHLIGHTS

For a full view of the rankings and reputation data, we encourage you to download the report. Here we summarize several key trends identified in the report:

• **Reputation is improving.**

As Cornell also noted, the average reputation score of hotels is increasing. The ReviewPro report found the average GRITM to be 82.0%, an increase of 0.7% over the previous year. However, the increase might be explained by the change in review mix, as discussed below.

• **The higher the segment, the better the reputation.**

Perhaps unsurprisingly, economy brands received the lowest average score, at 68.9%, whereas luxury brands received the highest average score, at 90.3%.

• **The higher the segment, the more reviews.**

Economy hotels received an average of 287 reviews, whereas luxury hotels received an average of 1,636 reviews.

• **Hotels respond to over 1/3 of reviews.**

On average, hotels responded to 35.6% of responsible reviews, which are defined as reviews that contain written text and allow a management response. Negative reviews received a higher response rate, at 41.1%, than positive reviews, at 34.9%.

<table>
<thead>
<tr>
<th>Review Source</th>
<th>Reviews</th>
<th>% of Total</th>
<th>Change (%)</th>
<th>Change</th>
<th>Source Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>4,244,285</td>
<td>29.5%</td>
<td>+113.6%</td>
<td>+2,257,172</td>
<td>80.4%</td>
</tr>
<tr>
<td>Booking.com</td>
<td>4,094,555</td>
<td>28.5%</td>
<td>+26.8%</td>
<td>+865,234</td>
<td>81.1%</td>
</tr>
<tr>
<td>TripAdvisor</td>
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<td>15.6%</td>
<td>-17.2%</td>
<td>-467,113</td>
<td>77.0%</td>
</tr>
<tr>
<td>Hotels.com</td>
<td>1,739,699</td>
<td>12.1%</td>
<td>+8.3%</td>
<td>+133,701</td>
<td>80.4%</td>
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<tr>
<td>Expedia</td>
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<td>6.1%</td>
<td>+37.3%</td>
<td>+236,735</td>
<td>77.3%</td>
</tr>
<tr>
<td>Facebook</td>
<td>411,309</td>
<td>2.9%</td>
<td>+23.8%</td>
<td>+78,974</td>
<td>85.5%</td>
</tr>
<tr>
<td>Priceline</td>
<td>407,451</td>
<td>2.8%</td>
<td>+3.1%</td>
<td>+12,437</td>
<td>74.6%</td>
</tr>
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</table>
TRENDS IN REVIEW VOLUME & RATINGS

The report also identified some important trends related to review volume.

- The total number of reviews posted increased by 27.2% (+3.3 million).
- Google reviews were up by 113.6%, representing 29.5% of total volume.
- Booking.com reviews were up by 26.8%, 28.5% of total volume.
- TripAdvisor reviews were down by 17.2%, 15.6% of total volume.

While the report focused on branded hotels in North America, in recent research ReviewPro has observed similar patterns in other regions around the world.

Clearly, TripAdvisor has lost review market share while other review sources have gained market share. That said, a large proportion of reviews on Google and OTAs are ratings-only, whereas all TripAdvisor reviews include commentary and many include department ratings, providing valuable insights for travelers and hoteliers.

The proliferation of reviews among multiple sources supports the argument for a diversified review management strategy that covers all major review sites.
Note also that TripAdvisor’s overall rating (77.0%) is lower than Google’s (80.4%) and Booking.com’s (81.1%). The shift in review volume may explain why the average hotel reputation has increased. Perhaps hotels aren’t in fact improving; they’re just getting more reviews from sites that generate higher average ratings.

It’s also interesting to note that Ctrip has the highest average rating, at 90.0%, whereas Yelp reviews have by far the lowest, at 61.8%. And just as Facebook was starting to gain traction in review volume, the company announced that it no longer features ratings of businesses; now, users can only recommend a business.
BRAND REPUTATION BUILDING: 3 KEY ELEMENTS

As the Cornell report observes, the lines between traditional hotel segments seem to be blurring; differences between hotel brands are more acute than differences among segments. The trend suggests that travelers, going forward, will tend to rely on brands more and segments less to guide booking decisions.

How do brands ensure that the road to decision leads to them? The data suggests implementing three key elements to build a positive brand reputation.

It’s Not Only Guests Whose Expectations Are Growing

“As owners continue to expect more from brands, they will not sit by idly while a property they believe should be performing better is struggling ... owners demand better performance from brands and management companies with which they align themselves.”
–The Hotel Brands Report 2016, HotelAnalyst
1. BE DIFFERENT

In any industry, an integral part of building a successful brand is differentiation: clearly communicating to consumers the unique features, benefits and experiences of one brand over others. Differentiation is especially important in the hotel industry, where brands have been proliferating at a dizzying rate in recent years. At last count, Marriott had 30 hotel brands and Accor had 33.

With so many brands to choose from, it’s increasingly difficult for travelers to distinguish one brand over others. To stand out from the pack, hotel brands must:

- Establish a clear and distinct brand identity
- Communicate unique and compelling value propositions
- Deliver on brand promises

These needs at times can to be at cross purposes with the need of hotel companies to grow and expand, reach diverse markets and generate economies of scale. The ability of hotel companies to add properties, management contracts and franchises requires appealing to a broad range of hotel types (and travelers).

The stricter and more precise a brand’s standards are, the more difficult it is to find properties that meet the requirements, and this impedes growth. Therefore, many brands maintain looser standards in order to include a broader spectrum of properties. This partly explains why brand positioning is often vague and cliché-ridden.
As we observed in Cornell’s analysis, larger brands have a harder time defining clear value propositions than smaller brands because there are often broad differences among property types in the portfolio, as well as the amenities offered and the service levels.

“At the end of the day, hotels are about creating a differentiated experience, and the degree of differentiated experience provides them the ability to extract pricing power versus having a commodity product,” said Anderson of Cornell.

Brands may lure travelers with loyalty points and perks, but true loyalty is sustained only through a unique and superior guest experience. While independent hotels and small groups may not be able to compete on loyalty programs, the ability to deliver clear, compelling value propositions puts them at a distinct advantage.

Exactly How Loyal Are Loyalty Members?

“Let’s be honest: Hotel loyalty program members have become anything but ‘loyal.’ Hotel brands are effectively paying travelers to join, and commoditizing the concept of loyalty in the process. True brand loyalty – the emotional connection between customer and company that directly drives repeat business, even at premium price points – remains elusive and incredibly difficult, for all travel brands.” – Douglas Quinby, Analyst, Phocuswright, 2018.
2. BE CONSISTENT

In addition to differentiation, consistency is also key. Cornell’s report observes that the variability in reputation across hotels within a brand is often greater than the variability across brands themselves. This should be a red flag for hotel companies. If travelers receive an exceptional experience at one hotel within a brand and a substandard experience at another, they will likely be less loyal to the brand.

“Consistency is key,” Anderson emphasizes. “Brands really need to consistently (across properties) exceed consumer expectations in order to be truly perceived as different from their competitors.”

The Cornell report also notes that the greater the brand consistency, the stronger the reputation. “This reinforces the idea that as a brand we have to make sure that we’re getting a consistent message across all our franchisees to make sure that each one is delivering what consumers are expecting from the broader brand,” said Anderson.

Here again independent hotels and small brands are at an advantage, with greater control over the guest experience and the ability to fix issues quickly.
“This is clearly a concern for brands as they try to be the be-all and end-all for everybody,” said Anderson. “As brands create more and more sub brands, we have to ask what is this segmentation of this sub brand relative to others. How do we ensure that consistency is knowing what in the eyes of the consumers differentiates one of those sub brands from the others? Going forward, as we see a lot of this consolidation across brands, it’s going to become increasingly harder to make sure that there’s something distinct within each of these sub brands.”
While travelers want consistency, they also want a sense of place. The true challenge for brands is to provide a consistent guest experience across the portfolio while also allowing individual properties to have a distinct character that complements the destination.

“So two main takeaways here are the importance of consistency as well as differentiation, which sounds contradictory but of course when we talk about differentiation we’re talking about differentiating your brand from other brands,” said Anderson. “Consistency is delivering a consistent guest experience among hotels within your portfolio.”

It’s also important to note that while the goal of exceeding guest expectations may make sense for independent hotels, it can be problematic for branded hotels because it creates inconsistencies. Some hotels within a brand may have the facilities, resources and staffing to exceed expectations, while others do not.
3. BENCHMARK REPUTATION

The reports also tell us that a third key element in brand building is benchmarking reputation. As the renowned businessman Peter Drucker once said, “If you can’t measure it, you can’t improve it.”

These days, hotels have no shortage of tools at their disposal to monitor, solicit, analyze and measure guest feedback—not only through online reviews but also through guest satisfaction surveys and, more recently, through guest messaging. They also have tools to communicate internally and resolve guest issues quickly.

While hotels have been setting reputation goals and tracking performance for many years, doing so at the brand level is a more recent trend for hotel companies. In the final section of this guide, we explore benchmarking in more detail.
Almost 10 years ago, Library Hotel Collection became legendary for placing its four boutique properties in the top-four positions of New York hotels on TripAdvisor. Since then, the company has expanded to seven properties. But rather than dilute its reputation through growth, the company has only strengthened its performance.

Here, Adele Gutman, Vice President, Sales, Marketing & Revenue, shares the story of how her small brand has earned some of the highest guest satisfaction ratings in the global hotel industry.

While the group had too few hotels in North America at the time of publishing to qualify for ReviewPro’s brand report, the company has earned dozens of other accolades.

This includes achieving the highest guest satisfaction score (GR™ 96.1%) in ReviewPro’s 2015 and 2016 Luxury Brand Reports and being recognized by TripAdvisor as the #1 hotel the world (Aria Hotel Budapest) and #1 luxury hotel in the world (Aria Hotel Prague).
THE EARLY DAYS

“Years ago, we started to be aware of the review websites and how important they are when one of our hotels reached the number-three ranking of hotels in New York on TripAdvisor and the phone began ringing off the hook,” said Gutman. “That’s when we committed to always having all of our hotels in the top ten on TripAdvisor.”

To reach that goal, she said, “We looked at all of the things that each hotel was doing right—what we were doing best. Everybody usually focuses on what’s a problem, and while we did focus on that as well we doubled up on everything that was going well. We shared it with the team as our best practices and soon our New York hotels were ranking number one, two, three and four on TripAdvisor.”
LIBRARY HOTEL COLLECTION: 5 SECRETS TO BRAND REPUTATION BUILDING

Here Gutman shares her company’s approach to brand reputation building.

1. CREATE A STRONG, DISTINCTIVE BRAND IDENTITY.

Library Hotel Collection stands out from other brands in three key areas:

• Individually-themed hotels
• Distinctive personality and charm
• Shared commitment to providing unique beauty, exceptional value and an outstanding yet unpretentious travel experience for every guest

We give people something to talk about. Even though each of our hotels is unique and has its own personality, we share that there is nothing more important than the happiness of our guests. Every single employee knows that. So, it’s not the brick and mortar alone it’s the service, it’s the product—it’s the entire guest experience.
2. HIRE KIND, HAPPY PEOPLE WHO LOVE TO MAKE OTHERS HAPPY TOO.

Our staff are receptive to all good ideas and suggestions on how to make an experience great. So everybody on the team that is hired in Toronto, Prague, Budapest or any of our New York hotels knows from the very beginning that our goal is to make every guest feel wonderful.

When guests give us feedback it’s important that our waitresses, front desk clerks, and housekeeping team are constantly reporting back to the company’s management because our reputation is our most valuable possession. Every single person on the team has to know how they contribute to that wonderful guest experience.

3. DELIVER A CONSISTENTLY EXCEPTIONAL GUEST EXPERIENCE ACROSS HOTELS.

We share our best practices with each other and we learn from every experience. If one hotel bumps its head on the wall, the next hotel will benefit from that and will not have to go through the same.

4. GIVE THE TEAM THE TOOLS, TRAINING AND SKILLS TO MAKE PEOPLE HAPPY.

We can train for skills but not for personality or drive to succeed. We give everyone the tools, training and skills they need to make people happy by asking them, what do you need? What were you missing? How can we make this better for you?
But most importantly we give each one freedom from fear. They know that they’ll never get in trouble by using their creativity and passion for hospitality to make things right with this guest on the spot. That makes the great reviews possible.

5. CREATE A CULTURE OF CONTINUOUS IMPROVEMENT.

We have devised a culture of continuous improvement and incredible communication. How does a company with an expanding portfolio manage to keep that consistency? We train the trainer and we train everyone because right at the time that we’re actually interviewing them we are telling them that the guest experience is the most important thing. We’re telling them that every single person needs to feel like a star when they stay at our hotel.

When they come into the hotel they should feel cared for, appreciated and respected at every encounter.

The approach requires close cooperation between corporate staff and property staff. Our general managers are not just listening to the reviews and having someone send an answer. They are taking that information and turning that into continuous improvement. That culture of continuous improvement comes from closing the gap of knowledge between the line staff who know exactly what’s happening on the ground and the top people who are making the decisions.

Because of this consistency in the way we can talk, in how we conduct our training and hiring, and in how we empower our staff, we are able to enjoy such tremendous achievements.
As discussed, benchmarking is a key element in brand reputation building. During a recent ReviewPro webinar, CEO RJ Friedlander gave an overview of the ReviewPro Brand Competition dashboard.

“We work with a number of large management companies that have properties across multiple brands,” he said. “Often different properties have different systems for tracking online reputation. Our corporate dashboard provides analytics at the brand level across the portfolio. Owners and management companies can benchmark, track and analyze their brand’s reputation relative to competitor brands in key areas.”

Key Features

- View a snapshot of how your brand is performing relative to competitors.
- Track brands with hotels in the same destinations as yours.
- Set goals and monitor changes over time, drawing from up to three years of historical data.
- Download and schedule reports to keep team members in the know.
Key Benefits

- Identify strengths, weaknesses and opportunities relative to competitors.

- Identify opportunities to increase bookings, review volume and guest satisfaction.

- Use insights to improve brand positioning, operations, and sales & marketing to stay ahead of the competition.

Key Metrics to Track

- **Global Review Index™**. Use ReviewPro’s industry-standard reputation score to set goals and benchmark your brand’s reputation relative to competitors.

- **Competitive Quality Index™**. Use the CQI™ to measure your market share of guest satisfaction relative to competitors.

Compare Performance by Department

- Track and compare rankings to competitors in each department.

- Analyze performance in each department for your brand and competitors.

- Compare department indexes, review volume and review sentiment.
**Compare Brand Rankings by Review Source**

- Track and compare rankings to competitors for each review source.
- Analyze performance by review source for your brand and competitors.
- Compare source indexes, review volume and review sentiment.

**Compare Brand Rankings by Country & Language**

- Track the countries and languages from which your reviews originate and compare performance to competitors.
- Analyze performance by country and language for your brand and competitors.
- Compare country indexes, review volume and review sentiment.
ReviewPro is the world leader in Guest Intelligence solutions, with more than 43,000 hotels in 150 countries. ReviewPro’s Global Review Index™ (GRI), the industry-standard online reputation score, is based on review data collected from over 175 OTAs and review sites in 45 languages.

The company’s cloud-based Guest Experience Improvement Suite™ includes Online Reputation Management, Guest Satisfaction Surveys, Auto Case Management, and an innovative Guest Messaging Hub. The tools and processes that ReviewPro provides enable clients to prioritize operational and service improvements to deliver better guest experiences and increase guest satisfaction, online rankings, and revenue.

Click here to check out our messaging video.
WHAT WE DO

Data Insights Operational & Service Priorities Action Results

Guest Intelligence Improvement Suite™

› Online Reputation Management
› Guest Satisfaction Surveys*
› Guest Messaging Hub
› Case Management

*In-stay and post-stay surveys