

COMPETITIVE MARKETING STRATEGY: A BEST PRACTICES EXAMINATION  
OF CONVENTION HOTELS IN SAN FRANCISCO

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## ABSTRACT

# COMPETITIVE MARKETING STRATEGY: A BEST PRACTICES EXAMINATION OF CONVENTION HOTELS IN SAN FRANCISCO

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The expansion of convention hotels in metropolitan areas has been steadily increasing in recent years. This expansion causes competition between hotels in the same market. The purpose of this study was to examine the best practices for competitive marketing strategies used by convention hotels in San Francisco. The hotels studied were: Westin St. Francis, Fairmont, Ritz-Carlton, and Four Seasons. These organizations were analyzed based on several questions developed by the researcher. Data were collected from organizational websites and social media pages. The results demonstrate that the companies use many similar marketing practices. In order to market themselves more competitively, hotels must utilize differentiation strategies and social media websites more effectively.

Keywords: convention hotels, competitive marketing strategy, marketing strategy, hotel marketing

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## Chapter 1

### INTRODUCTION AND REVIEW OF LITERATURE

#### Background of Study

In the last few decades, the number of convention hotels in the United States has greatly increased. Convention hotels offer facilities designed to host large group meetings and events and typically contain 500 or more rooms (PKF Consulting USA, 2013). The major markets that convention hotels serve are corporate, transient, leisure, and group meeting travelers. Examples of the events that these groups host at hotels are weddings, conventions, tradeshow, and business meetings.

In 2012 alone, the hotel industry generated \$39 billion in revenue in the United States (AHLA, 2014). This large annual income contributes to city economies through taxes, sales, and employment. Convention hotels are especially profitable because both meeting space and a block of rooms are sold. The financial impact and profitability of this industry has led to great competition among convention hotels.

In metropolitan areas, there are many convention hotels competing for the same business. Convention hotels in San Francisco such as The Fairmont, Ritz-Carlton, and The Westin St. Francis are all located in the heart of the city and strive to entice guests to stay at their hotel. These hotels use competitive strategies to attract customers and increase bookings. The purpose of this study was to examine the best practices in competitive marketing strategy used by convention hotels in San Francisco, California.

## Review of Literature

Research for this review of literature was conducted at Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to books and other resources, the following online databases were utilized: Hospitality and Tourism Complete, EBSCO Host, Business Source Premier, and Proquest. In this review of literature, marketing practices, competitive strategy, and convention hotels will be discussed.

Background information about marketing will be explained through concepts such as the “four P’s”, experiential marketing, and social media. The overview of competitive strategy includes price competition, demand-side benefits of scale, and differentiation.

Today’s markets are overwhelmed with many brands selling similar products and services. This creates fierce competition among companies and gives consumers the freedom of choice. In order for companies to gain profits, they must market themselves in a way that sets them apart from their competition. The ultimate goal of marketing is to serve customers needs and convey the substance of the company or organization (McKenna, 1991).

Therefore, marketing must continually evolve to be effective and reach customers. A basic principle of marketing consists of the marketing mix, which includes the “four P’s”: product, place, promotion, and price (Pike & Page, 2013). Each of these elements work together to market a hotel. Product consists of the physical building or property, place is the city or area where the hotel is located, promotion is advertising and branding of the hotel, and price is the flexible amount that customers pay as guests. Additionally, there are four major stages in the formulation of marketing strategy, which are:

1. Identification of target markets and customers’ needs
2. Formulating market objectives

3. Defining constraints on achieving objectives (particularly environmental factors)
4. Allocation of marketing resources (Meidan & Lee, 1982, pp. 169-170).

It is valuable for companies to understand these stages and how marketing practices contribute to overall success of their business. Specifically, hotel companies must develop marketing strategies that will continually give them a competitive edge.

Hotels that are marketed as a unique experience set themselves apart from competitors. When rival hotels operate and present themselves very similarly, their business becomes commodified (Williams, 2006). This leads consumers to choose a hotel solely based on price. In order to avoid commodification, hotels should focus on experiential marketing. Using senses such as sound, touch, taste, smell, and sight to market a hotel leaves a lasting impression on consumers. If hotel companies want to be significant in the highly competitive hospitality industry, they must understand contemporary markets and consumers (Williams). In experiential marketing, “The focus is on customer experiences and lifestyles, which provide sensory, emotional, cognitive and relational values to the consumer. Secondly, there is a focus on creating synergies between meaning, perception, consumption and brand loyalty” (Williams, p. 493). Enduring value is created through a connection between the consumer and the hotel. Schmidt (1999) explains customer experiences through Strategic Experiential Modules (SEMs). The modules are “Sense, Feel, Think, Act, Relate” and they help connect customers to a brand (Schmidt, p. 64). The strategic modules are delivered to customers through “experience providers”. “They include communications, visual and verbal identity, product presence, co-branding, spatial environments, electronic media, and people” (Schmidt, p. 72). These tools can be used to market services and develop relationships with

customers. Overall, experiential marketing aims to specify unique features and experiences that a hotel can offer to consumers compared to its competition.

The large increase of internet-based social media has made it easier for a single person to share products and promote companies to thousands of people (Mangold & Faulds, 2009). Marketing through social media is now a common practice for many companies. It has “become a major factor in influencing various aspects of consumer behavior including awareness, information acquisition, opinions, attitudes, purchase behavior, and post-purchase communication and evaluation” (Mangold & Faulds, p. 358). Popular online mediums include company websites, social networking sites such as Facebook, blogs, chat rooms, and user review websites. Companies’ personal Facebook pages help reinforce relationships with consumers and build trust in the brand through communication (Kang, Tang, & Fiore, 2013). Consumers instill more trust in a company that responds to their suggestions and questions, especially if these communications “correct service failures” (Kang, Tang, & Fiore, p. 152). A genuine concern for customers also gives companies a credible image. “Through such efforts, a successful Facebook fan page may assist a business in converting prospective consumers to committed consumers” (Kang, Tang, & Fiore, 2013, p. 153).

To effectively communicate with customers, hotels should provide information, exclusivity, and use both traditional and internet-based promotional tools to engage customers. Exclusivity can be offered through deals, products, and promotions and helps make customers feel special and valued by the company. Companies should market on both traditional and internet platforms because “people are more likely to communicate through both word-of-mouth and social media when they are engaged with the product, service, or idea” (Mangold & Faulds, p. 362).

Strategy is one of the most important factors of marketing. Michael E. Porter is a business strategy expert and professor at Harvard Business School who has written many scholarly articles and books on this topic. Porter (2000) explains that the purpose of marketing strategy is to execute activities differently than competitors. Creating sustainable strategy is dependant upon the way each sector of a company complements the others. This fit helps deter competitors from imitation. Furthermore, the focus of strategy should not be based solely on price, but instead on what the company has to offer customers. “Price competition is most liable to occur if...the product is perishable” (Porter, 2008, p. 32). For example, the revenue from a hotel room cannot be recovered if it is not sold that night. In an attempt to reap profits, the majority of hotels will sell empty rooms at a very discounted rate (Carroll & Siguaw, 1989). Price competition benefits the consumer rather than the hotels because they are able to choose the lowest price. Additionally, it trains them to pay less attention to service and product features that are offered (Porter, 2008). This continues the search for only the lowest prices and makes consumers negate other marketing efforts. Therefore, price competition should not be used as a marketing strategy because it is easily imitated by competition, gives consumers control, and lacks substantial profit.

A competitive force that shapes strategy is the number of customers who are loyal to a company. This force is called demand-side benefits of scale and occurs when a buyer’s willingness to pay for a product increases with the amount of other buyers who support the company (Porter, 2008). Hotels take advantage of this strategy by promoting positive customer reviews on websites such as TripAdvisor (Noone, McGuire, & Rohlfs, 2011). Exposure to a hotel brand name on such websites can trigger a choice stimulus and positively influence consumer preferences (Vermeulen & Seegers, 2008). It is critical for hotels to pay

attention to reviews posted on intermediary websites because it can either make or break a customer's decision to stay in a particular hotel. Moreover, "Image takes on a greater degree of importance in the service markets, and it should be fully integrated into a firm's marketing programs" (Onkvisit & Shaw, 2001, p. 18). To ensure that a hotel retains a strong image, it must concentrate efforts on serving guests. Success is achieved through a customer orientation rather than a competitor orientation (Agarwal, Brown, Dev, & Zhou, 2009). If a hotel is in a stable market, it should focus on how to offer the highest level of customer service to maintain a competitive advantage.

Another competitive marketing strategy is differentiation. "In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers" (Porter, 1985, p. 14). In large cities there are many convention hotels in a condensed area. This creates a need for differentiation. A common way that hotels can differentiate from other hotels is to feature their location or special aspects of their property. Differentiation can drive a significant revenue stream for hotels if the unique features can create an increase in price. A firm that is trying to differentiate themselves must always choose attributes that differ from competitors.

The dense number of convention hotels in metropolitan areas leads to steep competition of business. The convention hotel industry is important to city economies, business travelers, leisure tourists, and locals. Convention hotels that use competitive marketing strategies are shown to have greater success than hotels using basic marketing principles alone. Overall, hotels must engage in a wide variety of strategies to individualize themselves.

### Purpose of the Study

The purpose of this study was to examine the best practices for competitive marketing strategies used by convention hotels in San Francisco.

### Research Questions

This study attempted to answer the following research questions:

1. What are the most common competitive marketing strategies used by convention hotels in San Francisco?
2. Which strategies are most successful in generating business for convention hotels?
3. How does branding influence decision making for convention hotel guests?

### Delimitations

This study was delimited to the following parameters:

1. Information on competitive marketing strategy was gathered from research about marketing practices for convention hotels in San Francisco.
2. Social media and technology practices (e.g., hotel websites, Facebook, Twitter, Instagram), third party intermediary practices, guest reviews, and branding practices were analyzed.
3. The data were collected during the winter of 2014.
4. Information for this study was gathered from various organizational social media websites using a best practices matrix developed by the researcher.

## Chapter 2

### METHODS

The purpose of this study was to examine the best practices in competitive marketing strategy used by convention hotels in San Francisco, California. This chapter includes the following sections: description of context, description of instrument, and description of procedures.

#### Description of Context

Best practices of competitive marketing strategy in convention hotels were examined in four well-known San Francisco luxury hotels. These hotels compete for business in the same market. The market consists of business travelers, leisure guests, and transients. Guests range from politicians, famous entertainers, international travelers, locals, and meeting or event attendees. In 2012, there were about 16.5 million people who visited San Francisco (San Francisco Travel Association, 2012). Additionally, “Overnight hotel guests account for more than two of every three dollars spent locally by out-of-town visitors” (San Francisco Travel Association, 2012). This influx of people and money leads to competition among hotels.

#### Description of Instrument

The instrument utilized in this study was a best practices matrix developed by the researcher (see Appendix A). Information from the Review of Literature was used to organize the instrument and develop questions for further examination. The instrument

consisted of a list of questions that were used to compare each hotel in order to discover the best practices of competitive marketing strategies in each hotel.

A pilot study was performed using four other convention hotels in San Francisco. Social media websites were referenced to gather additional quantitative and qualitative data. On February 18, 2014, the pilot study was conducted by analyzing websites and recording information pertinent to the instrument. After the pilot study, the researcher modified the instrument by making each question more specific and added a “notes” section. The final instrument consisted of four quantitative items and four qualitative items that produced useful results.

#### Description of Procedures

Best practices of competitive marketing strategies in convention hotels were examined for: Fairmont, Ritz-Carlton, Westin St. Francis, and Four Seasons in San Francisco. The instrument utilized in this study was a best practices matrix. The research for the study started on February 15, 2014 and ended on February 25, 2014. Marketing strategies were systematically analyzed through the hotels’ websites. As the organizational websites for each convention hotel did not contain sufficient information to perform a comprehensive analysis, websites such as TripAdvisor, Facebook, Twitter, Instagram, and Expedia were then used to find additional information. Notes were taken to further improve the depth and quality of data and compare each hotel.

## Chapter 3

### PRESENTATION OF THE RESULTS

The purpose of this study was to examine the best practices of competitive marketing strategies used by convention hotels in San Francisco. A best practices approach was utilized to examine the following convention hotels: Westin St. Francis, Fairmont, Ritz-Carlton, and Four Seasons. This chapter includes the following sections: overview of selected hotels, hotel philosophies, social media, TripAdvisor, and hotel amenities.

#### Overview of Selected Hotels

Around the 1900s, there was a growth in San Francisco hotel developments. The first of the selected hotels to open was the Westin St. Francis on March 21, 1904 in Union Square. The Westin is a historic hotel that survived the Great Earthquake of 1906. There are 450 guest rooms and 53,025 square feet of event space within the hotel. The next hotel to open was the Fairmont. Construction on the massive building began in 1902 and the hotel opened its doors in 1907 atop Nob Hill. It has 591 guest room accommodations as well as 55,000 square feet of event space. The Ritz-Carlton San Francisco opened in 1991. The hotel offers 336 guest rooms, 23,000 square feet of meeting space, and is located just below Nob Hill in downtown San Francisco. In 2001, the Four Seasons opened with 277 guest rooms and 15,000 square feet of meeting space located downtown, just a few blocks from Union Square.

#### Hotel Philosophies

All four organizations have guiding philosophies that serve as the foundation for hotel operations. These philosophies are marketed to the public as a representation of character.

The Westin St. Francis believes in going the “extra step by taking actions that build lasting connections and loyalty, playing as a team, and doing the right thing by using good judgment, respecting our guests, communities, associates, owners, partners and the environment”. The Fairmont’s mission is to “turn moments into memories for guests”. In addition, they value delivering engaging service with unrivalled presence in a manner that is authentically local. The Ritz-Carlton believes that they are “ladies and gentlemen serving ladies and gentlemen” and further explain that “the genuine care and comfort of our guests is our highest mission”. They place great importance on personal service and excellent facilities. The Four Seasons philosophy maintains properties with “superior design, top-quality amenities and, above all, a deep commitment to service”. This can only be possible if each employee is fully engaged and committed to delivering excellent service. The Four Seasons aims to create a “home away from home” experience for each guest.

### Social Media

In the last few decades, social media promotions have become a mainstay in hotel marketing practices. The researcher found that all four hotels studied use social mediums such as Facebook, Twitter, Instagram, and Pinterest. Each of these mediums allows users to create personal accounts to display information. Facebook allows registered users to add pictures, exchange private and public messages, join groups, and follow other pages. Twitter is a “microblogging” website that lets users send 140 character text updates. Instagram is a picture and video sharing medium that allows users to make edits such as applying filters before posting. Pinterest is a pin-board style photo sharing website that enables users to

organize content onto themed boards. Users can browse the website and “re-pin” images they like to personal boards.

Each hotel has created similar Facebook pages by posting stunning pictures, giving information about the hotel, posting upcoming events, and highlighting hotel activities and amenities such as restaurants. All of the Facebook pages except for Ritz-Carlton have links displayed, which can connect viewers to the hotels’ other social media sites. Each of the organization’s websites also contains extremely detailed information about the hotel, surrounding area, hotel history, rates, and packages. A unique feature that the Four Seasons presents on their website is the local time and temperature.

The Westin St. Francis has an Instagram account with 178 followers and beautiful pictures of the hotel and the city. Their Twitter account is mainly used to respond to guests rather than to post events and pictures of the hotel. The Westin does not have a Pinterest account.

The Fairmont uses each of the social media sites listed above except for Instagram. The company has a general account for all Fairmont hotels but the San Francisco property does not have a specific account. Their Pinterest account has 198 followers with board themes including San Francisco, Weddings, and more about the hotel. With 3,022 followers, the Fairmont’s Twitter account is very successful. The hotel uses this account to post pictures and communicate with guests. If a guest asks a question or tags their account, Fairmont promptly responds.

The Ritz-Carlton lacks personal Instagram and Pinterest accounts to market their hotel. The Four Seasons’ Pinterest account has 707 followers and has well developed boards. This is the highest number of followers out of the hotels selected. Their Twitter account has

become very popular with 5,948 followers. The Four Seasons also responds to guests and uses the account to communicate with the public.

### TripAdvisor

TripAdvisor is a third party website that allows users to write reviews and rate hotels. This website has become an extremely influential marketing tool for hotels because it is a largely consumer-based site. Each of the four hotels has thousands of TripAdvisor reviews. The researcher compared the hotels' overall TripAdvisor rating score to determine how popular each hotel is with consumers. The percentages of positive ratings were as follows: Westin St. Francis received a 67%, the Fairmont received a 78%, the Ritz-Carlton received an 84%, and the Four Seasons received a 90%. TripAdvisor also displays a rating summary on each hotel with a lowest score of 0 and a highest score of 5. The Westin St. Francis received a 5 star rating on location and 4 star ratings on sleep quality, service, and cleanliness. The Fairmont earned 4.5 stars on location, sleep quality, and cleanliness. The Ritz-Carlton earned 4.5 stars on location, sleep quality, rooms, service, and cleanliness. Four Seasons ranked highest among the hotels in the rating summaries with a score of 4.5 on sleep quality, location, rooms, and service. Four Seasons also received 5 stars on cleanliness. The majority of travelers for each hotel were couples and business travelers. The researcher discovered that each of the hotels responded to consumer reviews regardless of whether they were positive or negative.

## Hotel Amenities

The researcher found that each hotel has several amenities that help attract customers. Most of these amenities are restaurants and shopping outlets within the hotel. The Fairmont has three dining outlets as well as several shopping outlets. The dining outlets include Laurel Court, which serves local, organic cuisine; The Tonga Room and Hurricane Bar, which features Pacific Asian Rim; and Café Cento, a European themed coffee shop. The Ritz-Carlton serves contemporary California cuisine in their restaurant, Parallel 37. The Ritz also has a lounge offering a casual menu and cocktails. The Westin St. Francis has four restaurants including Bourbon Steak, The Oak Room, The Clock Bar, and Caruso's coffee shop. Last, the Four Seasons has MKT restaurant and private dining rooms. The researcher also discovered that each of the hotels offer in-room dining.

## Chapter 4

### DISCUSSION AND CONCLUSIONS

Marketing is an essential part of convention hotel performance. Competitive marketing strategies must be implemented in order for hotels to gain profits and differentiate themselves in today's crowded markets. This concluding chapter will include the following: a summary of the study, a discussion of the findings, limitations, conclusions based on research questions, implications of the findings, and recommendations for future research.

#### Summary

Marketing is a way for companies to communicate with consumers. It is important for organizations to continuously utilize and improve their marketing techniques to reach target audiences. There are many different marketing strategies that place companies at an advantage including the use of social media, experiential marketing, demand-side benefits, and differentiation. Strategic Experiential Modules are useful for marketing services because they encompass the senses. Organizations should create a unique image and solidify a brand that customers can relate to and interact with through innovative marketing techniques.

In March 2014, a best practices study was conducted on competitive marketing strategy in convention hotels. The hospitality industry generates billions of dollars annually, which greatly impacts city economies. The researcher examined the Westin St. Francis, Fairmont Hotel, Ritz-Carlton, and Four Seasons in San Francisco. A matrix with topic related questions was used to collect data from organizational websites and several social media websites. The instrument included both quantitative and qualitative questions related to

company philosophies, social media usage, event space, TripAdvisor ratings, and hotel amenities.

Results from the study identified best practices for marketing in the selected hotels. Each organization had well developed Facebook and Twitter accounts, which were utilized to communicate with guests. Additionally, each hotel used TripAdvisor to communicate with guests about their experiences. The Four Seasons has created a very popular and useful Twitter account unlike the other hotels. The Fairmont and Four Seasons both have Pinterest accounts, but could be using them more effectively for marketing purposes. The Ritz-Carlton and Fairmont do not have Instagram, which puts them at a disadvantage compared to the well developed accounts of the Westin St. Francis and Four Seasons.

### Discussion

The Westin St. Francis, Fairmont, Ritz-Carlton, and Four Seasons all employ similar marketing practices. The data indicated that they all have a strong presence on Facebook and Twitter. The Westin St. Francis and Four Seasons are the only hotels studied that have Instagram accounts. The Fairmont and Four Seasons' Pinterest accounts display their properties, amenities, activities, and the city. The Westin St. Francis should consider creating Pinterest and Instagram accounts in order to reach more customers in different markets. Social media sites also heavily market hotel restaurants with vivid pictures. A growing trend in this industry is using consumer reviews from TripAdvisor for promotions. It has become common practice for hotels to respond to every guests' review whether it was positive or a complaint. Data suggested that these accounts are important to hotels and are managed closely.

The Internet has made it possible for one person to communicate with thousands instantaneously. This makes it crucial for marketers to understand their target consumers and connect with them. A growing trend among hotel social media marketing is responding to guest reviews and questions. This can be seen on all forms of social media including Facebook, Twitter, and TripAdvisor. This strategy is very important because it fosters relationships between brands and consumers. Marketing is much more impactful if it causes consumers to think, act, or use any of the five senses. Social media gives consumers the opportunity to see beautiful pictures of the properties, listen to videos, and engage in conversation. Creating these strong relationships with customers results in an overall increase in business.

Differentiation is a key marketing strategy (Porter, 1985). To avoid being generalized within the same group as competitors, hotels must market their unique features. The hotels studied differentiated themselves through hotel amenities such as restaurants and shops. They also differentiated themselves based on location and brand. Each of the organizational websites promoted the area of the hotel and close proximity to major city landmarks. A unique feature that the Four Seasons displays on their website is the local temperature and time for each property. This gives consumers a glimpse into the location and sets the Four Seasons apart from other hotels. Hotel philosophies were also used to differentiate the hotels' values and brands.

Loyalty to a brand can create a large volume of business for hotels through return guests. Additionally, loyalty from one consumer can stimulate another consumer to purchase a product or service. This is why many hotels take advantage of positive reviews posted on third party websites such as TripAdvisor. As Onkvisit and Shaw noted, "Image takes on a

greater degree of importance in the service markets” (2001, p. 18). Many people are loyal to hotels because of their philosophy and service. The Four Seasons has created a brand that is known worldwide for excellent service. Their positive reviews and high rating of 90% on TripAdvisor reflect their excellent brand image. The Fairmont Hotel’s philosophy connects to guests on a personal level with the goal of creating memories through experiences at the hotel. Ritz-Carlton also has a strong philosophy based on the high level of service delivered by their employees. Compared to the other three hotels, the Westin St. Francis received the lowest rating of 67% on TripAdvisor. The Westin would benefit from having a focused philosophy that connects them to their guests.

This study had some limitations. Due to the best practices approach, the researcher was limited to internet resources during data collection. Therefore, more in depth competitive strategies were not studied. As competitive business strategies are not openly released by hotel companies, it was difficult to evaluate specific competitive marketing strategies. This could influence the study because it is solely based on online marketing practices. Another limitation was the ten day data collection period, which limited the type and volume of data gathered. Finally, the small number of organizations studied constrained how much overall information could be collected and analyzed.

Through this study, the researcher was able to conclude that competitive marketing strategies are crucial for generating business and sustaining a brand. The use of experiential marketing, social media, and competitive strategies offers information, communication, and awareness to consumers. Hotels must be aware of industry trends and competitor practices to know who they are selling their products to and who they are selling against. The Westin St. Francis, Fairmont Hotel, Ritz-Carlton, and Four Seasons use these marketing practices to

influence consumer behavior and compete in the market. Marketing has a large impact on attracting new customers and encouraging return guests.

### Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. A common competitive marketing strategy of convention hotels is using several social mediums to display information, communicate with consumers, and attract guests.
2. Differentiation through location of the property and hotel amenities creates more positive perceptions of the hotel.
3. A hotel's brand has a substantial influence on hotel ratings and guests' decisions to stay in a particular hotel.

### Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. Hotels should utilize all major forms of social media (Facebook, Twitter, Instagram, and Pinterest) thoroughly in order to reach a broad market of consumers.
2. Hotels should continue to focus on guest experience through social media and solicit positive guest reviews on TripAdvisor.
3. Hotels should stay up-to-date with technology and social media trends to manage web-based marketing to reach more customers.
4. Hotels should monitor the marketing strategies used by competition and assess if they should be adopted.

5. For further best practices evaluation, research should be conducted in greater depth using primary data sources on competitive marketing strategies for each hotel.

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## APPENDIXES

Appendix A  
Instrument

Instrument

	Fairmont	Ritz-Carlton	Westin St. Francis	Four Seasons
What is the main mission of the hotel?				
Does the hotel utilize social media? - Facebook - Twitter - Instagram - Pinterest				
What is the going rate for hotel rooms?				
Does the hotel have restaurants? If so, what kind?				
Does the hotel have outlet stores? If so, how many?				
Does the hotel have reviews on TripAdvisor? Good or bad? Does the hotel respond to reviews?				
How much event space does the hotel have?				
Does the hotel sell rooms through intermediaries such as Expedia? If so, how many intermediary websites does the hotel use?				

Notes: