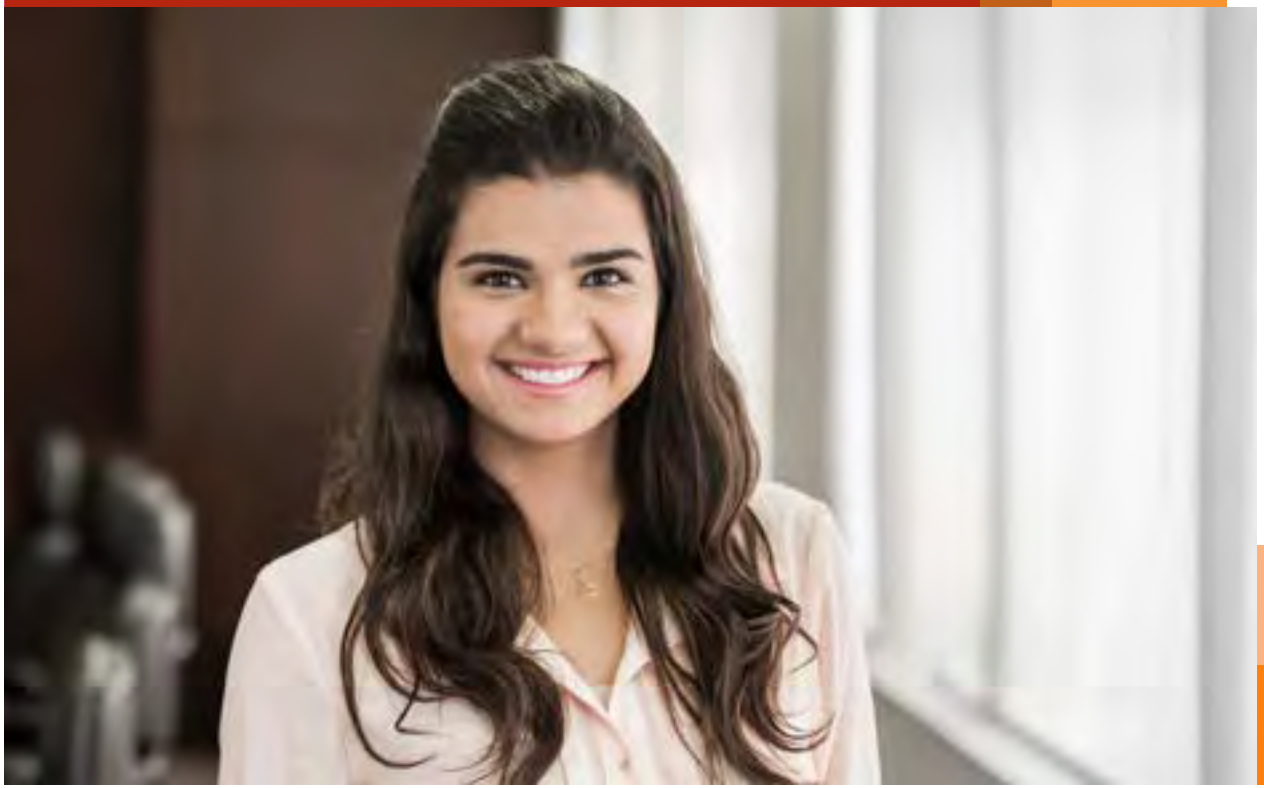
Online reputations
Why hotel reviews matter and how hotels respond

Middle East & Africa Report
April 2016

Launch



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Executive summary

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

Eastern Europe has the highest GRI across the board and in each category. This shows that Eastern European hotels seem to be meeting or exceeding guests' expectations most often. The city reports show that there are large differences between the top and lowest performers in each region, suggesting that the analysis for destination management purposes needs to be more granular than regional or even city level.

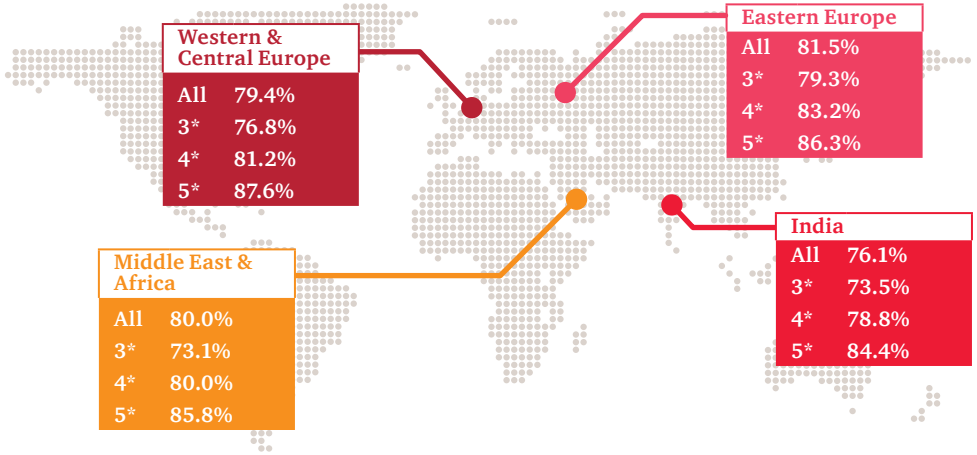


Figure 1: GRI™ for each region and hotel category

Cleanliness and location tend to be rated most highly in the cities, whereas rooms and value are most often the most negative attributes. Five star hotels are rated low on value most often.

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

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

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

Introduction

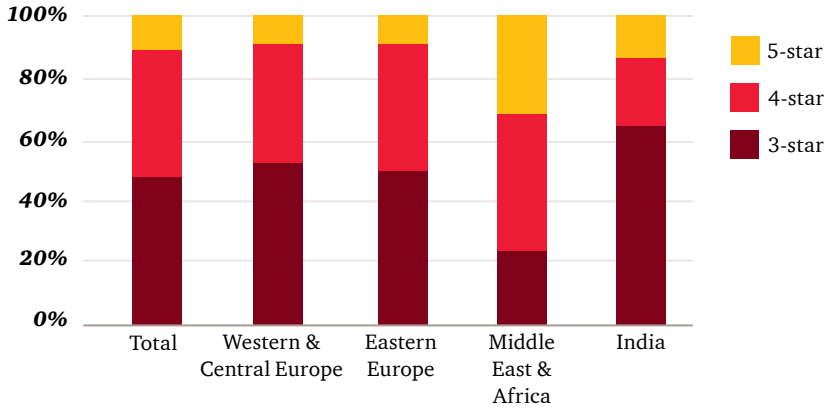
Online reviews are an important source of information for customers booking accommodation and travel. Even if they do not book their travel online, most customers will at least review Online Travel Agencies (OTAs) and review sites before making a booking decision. The increasing use of mobile devices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

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

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

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

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



Methodology

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

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

For each individual city we analysed:

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

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

Global Review Index

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

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

Department index per category

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

Review languages

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

Response rate to online reviews

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

Review response cycle
How hotels should respond

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

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

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

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

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

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

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

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

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

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

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

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

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

Ideas on how hoteliers can make a change in service delivery

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

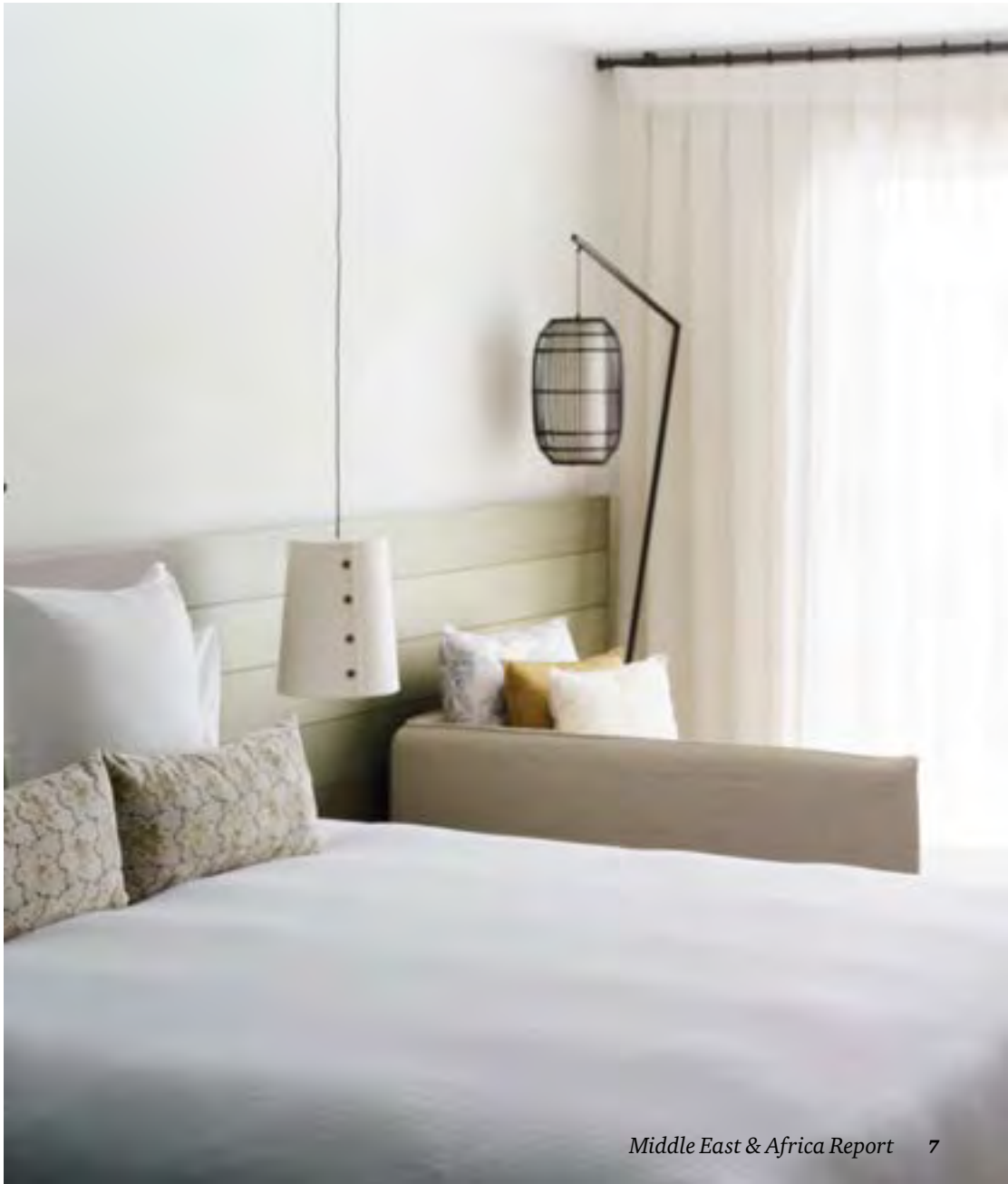
The service-related issues are connected to processes, systems, or people. This means that hotels need to address the granularity or content, training, or controlling of standards in addition to related operating procedures and organisational structures to determine exactly which step in the service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

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

Three main learnings regarding online reviews

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

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



Rankings & responses
Middle East & Africa

Middle East & Africa

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

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

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

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

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

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

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

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

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

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

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

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

Abu Dhabi

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

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

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

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

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

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

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

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

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

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

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

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

Amman

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

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

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

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

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

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

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

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

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

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

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

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

Beirut

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

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

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

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

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

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

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

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

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

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

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

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

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

Cairo

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

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

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

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

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

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

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

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

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

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

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

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

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

Cape Town

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

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

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

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

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

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

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

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

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

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

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

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

Doha

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

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

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

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

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

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

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

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

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

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

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

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

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

Dubai

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

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

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

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

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

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

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

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

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

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

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

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

Jeddah

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

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

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

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

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

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

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

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

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

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

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

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

Johannesburg

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

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

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

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

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

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

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

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

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

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

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

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

Kuwait City

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

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

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

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

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

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

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

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

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

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

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

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

Manama

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Marrakesh

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

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

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

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

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

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

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

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

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

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

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

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

Muscat

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

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

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

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

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

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

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

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

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

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

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

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

Riyadh

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

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

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

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

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

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

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

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

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

* Table languages: no index available in previous period

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

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

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

General results

Results for all cities

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

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

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

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

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

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

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

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

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

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

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

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

City rankings

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

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

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

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

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

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

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

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

The same is true of the 4- and 5-star categories.
So why is it that the traditional European destinations and also some of the better known destinations in other regions do not feature in these top rankings? It all comes down to expectations. Some destinations have managed to create a very positive image for themselves, which the service delivered can simply not match. This leads to disappointment and negative (or at least less positive) guest reviews.

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

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

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

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

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

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

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

Appendices

Appendix A
Glossary

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

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

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

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

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

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

Appendix B
Hotels in the sample per category

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

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

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

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

Appendix C
Full city rankings

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

GRI Ranking – all categories

Ranking within region

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

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

Ranking all cities

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

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

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

GRI Ranking – 3-star

Ranking with region

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

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

Ranking all cities

Rank	City	Rating
1	Vilnius	83.55%
2	Prague	80.86%
3	Cape Town	80.46%
4	Barcelona	80.31%
5	Edinburgh	80.15%
6	Johannesburg	79.88%
7	Zurich	79.84%
8	Warsaw	79.72%
9	Madrid	79.59%
10	Budapest	79.44%
11	Dublin	79.33%
12	Riga	79.25%
13	Vienna	79.15%
14	Marrakesh	78.97%
15	Stockholm	78.93%
16	Tallinn	78.39%
17	Oslo	78.38%
18	Lisbon	78.15%
19	Marseille	78.05%
20	Berlin	77.93%
21	Istanbul	77.72%
22	Lyon	76.85%

Rank	City	Rating
23	Rome	76.84%
24	Hamburg	76.69%
25	Paris	76.52%
26	Amsterdam	76.51%
27	Moscow	76.17%
28	Geneva	75.77%
29	Brussels	75.60%
30	Abu Dhabi	75.01%
31	New Delhi	75.00%
32	Milan	74.38%
33	Copenhagen	74.35%
34	London	74.02%
35	Frankfurt	73.91%
36	Hyderabad	73.77%
37	Muscat	71.50%
38	Chennai	71.33%
39	Riyadh	71.32%
40	Mumbai	71.21%
41	Amman	69.92%
42	Beirut	69.83%
43	Cairo	69.66%
44	Kuwait City	68.91%
45	Dubai	67.70%
46	Doha	67.08%
47	Jeddah	66.17%
48	Manama	57.74%

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

GRI Ranking – 4-star

Ranking with region

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

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

Ranking all cities

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

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

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

GRI Ranking – 5-star

Ranking with region

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

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

Ranking all cities

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

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

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