

ELECTRONIC MEAL EXPERIENCE: THE ANALYSIS OF BEST RESTAURANTS IN NOVI SAD

Snježana Gagić¹,
Ana Jovičić-Vuković²,
Bojana Kalenjuck³,
Marko D. Petrović⁴

¹College of Management and Business
Communications,
Sremski Karlovci, Serbia

²Modern Business School,
Belgrade, Serbia

³University of Novi Sad, Faculty of
Sciences, Department of Geography,
Tourism and Hotel Management,
Novi Sad, Serbia

⁴ Serbian Academy of Sciences and Arts
(SASA),
Geographical Institute "Jovan Cvijić",
Belgrade, Serbia

Abstract:

Social media is changing guest relationship and marketing strategies. Guest reviews represent useful information for managers and allows them to learn what people are saying about their restaurant and use it to enhance the overall guest experience. This paper presents the results of the analysis of the best five restaurants in Novi Sad, based on the customers' reviews. The aim is to identify what quality factors make them the best ones. The data were gathered on TripAdvisor and include a content analysis of more than 1000 guest comments. The qualitative method was used in order to find out the guests' opinions about the restaurants and the factors that are crucial for the assessment of restaurant quality.

Keywords:

TripAdvisor, social media, restaurant industry.

INTRODUCTION

Over the past years, the impact of social media has grown and is still growing (Tiago *et al.*, 2015). Online restaurant review websites, such as TripAdvisor, help diners to express their satisfaction with food and service quality, but also to find a place to eat based on other guests' reviews. These websites are designed to help the guests to find some basic information about the restaurant location, menus, photos, cuisine or other specifics. Textual comments posted by guests who experienced service and food represent the best recommendation for future diners. The number of reviews and guests indicates the popularity of a restaurant (Zhang *et al.*, 2010).

According to the NRA, social media are a very useful and effective strategy for attracting new diners. Restaurant managers should implement the social media strategy because of fact that they can communicate with guests without time restriction (Kim & Ko, 2012) and they can have access in one place to the report about guest satisfaction or dissatisfaction. Furthermore, managers could build a strategy for quality improvement based on guests' comments. Based on the analysis of comments, it is possible to identify the segments that function perfectly and those that need certain improvements. Managers have to reply to diners because poorly managed social network can even destroy a business (Kim *et al.*, 2015).

Correspondence:

Snježana Gagić

e-mail:

gagicsnjeza@yahoo.com



The fact is that many guests consult online guide and social media sites more often than friends or relatives. Positive comments have become the main means of promotions for some restaurant in tourist cities (Pantelidis, 2010). The quality of service and food is the crucial factor that stimulates diners to leave comments (Longart, 2010). According to Lang (2011), guest satisfaction depends on waiting staff friendliness and their interaction, hygiene, outcome of service encounter, and the price. This paper presents the results of the analysis of the best five restaurants in Novi Sad based on the customers' reviews. The aim is to identify the attributes of a restaurant quality (food and wine, service, value and atmosphere) posted on websites that are most important for attracting online users to a restaurant. The data were gathered on TripAdvisor and include a content analysis of more than 1000 guest comments, which were analyzed in detail.

LITERATURE REVIEW

Word-of-mouth in the hospitality industry

Consumers have very limited direct information on the quality of products bought sporadically or distance purchased products. For this reason, they often rely on external sources. Professional reviewers were the main external source of information for a considerable period of time, but their reach in large dispersed markets was limited and not perceived as independent by consumers (Sparks *et al.*, 2013). Online user generated content has replaced professional reviewers. This new source of information offers a richer and more varied set of reviews with a significantly wider coverage of products. In addition, it brings heterogeneous tastes and standards of the reviewer into the framework (Viglia *et al.*, 2016).

WOM is a powerful tool for attracting and retaining guests in hospitality industry. Electronic word-of-mouth in restaurant industry could be defined as informal communication between guests who would like to share their positive experience online (Stokes and Lomax, 2002). Numerous researchers have investigated factors that influence WOM because of its influence on customer behavior. Henning-Thurau, Gwinner, and Gremler (2002) found relationships among customer satisfaction, commitment and WOM. They concluded that there is a strong relationship between satisfaction and commitment, and both satisfaction and commitment were the main impulse for WOM. Research obtained by Kim, Han, and Lee (2001) also pointed out to the connection between relationship quality, commitment and WOM intentions. According to Keaveney (1995), negative WOM is the result of customer dissatisfaction. Restaurant managers should find the way

to generate positive comments by analyzing the guests' needs and by offering them high-quality services that would enhance their satisfaction and stimulate them to leave positive comments.

TrippAdvisor

Numerous Web 2.0 e-commerce and m-commerce applications have been made available specifically for online consumer reviews. A few examples of Web 2.0 applications that enable consumers to rate and provide recommendations on tourism-related service providers include InsiderPages, PassportStamp, TravBuddy, TripAdvisor, CouchSurfing and WAYN. TripAdvisor was founded in 2000 for the members of the public to review businesses and events online. More than 170 million reviews are currently listed. TripAdvisor.com is claimed to be the largest site that provides candid consumer reviews, both in text form and photographs, on travel destinations, hotels and restaurants worldwide (TripAdvisor, 2014). On the other hand, social media sites have certain limitations. According to O'Connor (2008), consumer recommendations can be manipulated in social media sites to cite in favor of or against a particular service provider because of the anonymity of online reviewers. Nevertheless, several tactics have been employed to prevent deceit on social media sites (Ott *et al.*, 2012). Many online reviewers on TripAdvisor are not first-time reviewers, but long-time contributors of a large number of reviews. Therefore, the possibility of distortion of facts to influence public opinions is low.

The TripAdvisor Popularity Index is what determines which properties are listed first when a user searches for accommodation (or dining or activities) in a particular area. The Popularity Index ranking of a property has always been influenced by three factors: the quality of reviews, the revision of reviews and the number of reviews. The 2016 update to the Popularity Index algorithm still relies on these three factors, but has been refined to present new and established hotels side-by-side more fairly (www.blog.guestrevu.com).

METHODOLOGY

This study uses secondary data and follows a content analysis approach. Consumer reviews on TripAdvisor.com concerning the first five restaurants in Novi Sad are carefully examined. Comments about the quality are grouped into four categories: food and wine, service, value and atmosphere. The analysis pointed out to the quality attributes that make this restaurant the best and the activities that enhance guest satisfaction.



RESULTS AND DISCUSSION

Restaurant analysis

Project 72 Wine & Deli restaurant in Novi Sad has the best rankings on TripAdvisor. In their promotion, they said that Project 72 Wine & Deli restaurant is not an ordinary restaurant, but a place of exquisite taste, where fine food is prepared with a lot of imagination and soul that go along with finely selected wines in perfect harmony with guest's senses. It is a restaurant where everything is about food and wine pleasure.

According to the results from Table 1, the majority of guests are satisfied with the food, service and the atmosphere while there are some remarks about the price-quality ratio.

According to guest's comments, Project 72 Wine & Deli restaurant managers innovate their menus in order to respond to modern food trends and create the kind of offer that is in accordance with the guests' current demands. The healthy diet trend and consumers' knowledge about the connection between nutrition and health have led to the increase in consumption of light meals with reduced-fat content, fish, salads *etc.* This trend is recognised in this restaurant.

Guests liked unusual but interesting menu, unique food selection, creative and beautiful food presentation, vegetarian options, organic vegetables, home-made bread and great wine selection. Some guests considered portions really tiny and extremely small, which further resulted in their dissatisfaction.

Waiting staff in Project 72 Wine & Deli is very educated, trained and knowledgeable, which affects the overall guest satisfaction. According to guests' comments, they are kind and caring, helpful, friendly, attentive, assertive, professional, dedicated, polite and speak English fluently.

Opinions about the price depend on guest's place of living. Most of our guests consider this place overpriced, while foreigners consider the price reasonable and in correlation with the quality and service.

Atmosphere in Project 72 Wine & Deli restaurant is rather pleasant, there is a good choice of music, and décor is attractive, warm and romantic. Some guests said that the parking is always a problem and that they don't like the restaurant location.

In this restaurant, the guests receive a small "gift bag" with a jar of honey or jam. This gesture fascinates guests and enhances their overall experience.

Restaurant Zak is an international restaurant located in the city center. According to guests' comments, this

could be a good choice for those who prefer mediterranean or international cuisine, vegetarians or wine lovers. There are no negative comments about the food. Guests give the highest grade for food. They believe that Zak is a real gastro experience, a place with a rich and diverse menu, exceptional gourmet food, exquisitely planned, special and unique dishes, lovely selection of cheese and local wines.

Although Zak is the second-ranked restaurant, there is obviously a gap between customers' expectations and their perception of the service provided. There are more negative than positive comments about service quality. This is an indicator that the staff should be trained better, especially in the restaurant which has high prices even for European standards. Satisfied guests said that staff is friendly, professional, knowledgeable, supportive, patient, and pleasant, while others think that service was average and they need to be better trained. Some of them waited long for everything, experienced bad staff behavior, noticed staff arguing, staff sweating *etc.*

Comments on atmosphere are mostly positive such as nice location, beautiful interior, nice piano playing, and beautiful courtyard, but there are those who expected more. For some guests, ambience is rather poor, sheets and the interior have to be improved. Some noticed the lack of respect for non-smoking guests. In this restaurant, a lot of people smoke and the smoking area is quite small.

Bistro La Mer is a restaurant, wine bar and wine shop. This restaurant boasts more than 160 wines from France, Italy, Chile, Argentina, New Zealand, Australia, as well as from Fruška Gora (wines made from autochthonous grape varieties). According to their comments, guests' dining experience was positive, especially in terms of food quality. There were no negative comments about the quality of food. Visitors said that the food is extremely delicious and creatively served, healthy and tasty, fresh and well prepared. An impressive wine card enhances guest experience. Waiting staff in this restaurant is very pleasant, educated, charming, polite, friendly, attentive and professional. There are no positive comments about the price, but some of them found that this restaurant is very expensive and the value of what they are experienced is not equal to the amount they paid.

Apart from bad ventilation, there were no negative comments about the restaurant atmosphere. Visitors like the music, interior and pleasant atmosphere in this restaurant.

The restaurant Plava Frajla is a place where visitors could experience authentic Serbian food and wine. Serbian gourmets view this restaurant as the top quality restaurant because of the delicious domestic food, good wine selection and large portions. Complaints about



Table 1. The analysis of guests' comments on Project 72 Wine & Deli restaurant

	FOOD & WINE	SERVICE	VALUE	ATMOSPHERE
+	<p>food is first class, food is excellent, extremely tasty, fresh and mostly organic food, food is absolutely great, dessert is perfect, good wine list, food & wine matching tasty food, perfect food, fantastic food, unusual but interesting menu, great wine selection, very brave mixture of tastes and excellent combination with different vegetable mishmash, unique food selection, excellent wine selection, food was outstandingly good, a range of unusual dishes, beautifully served, food was spectacular, even though I am vegetarian, I found the food absolutely delightful, very good quality of ingredients, fresh home-made bread was so tasty superb national food quality, creation of the talented chef, modern cuisine nicely served, modern restaurant serving worldwide top food with traditional Serbian ingredients, great choice of non alcoholic and alcoholic cocktail, traditional or international, meat or fish, always delicious and creative, menu creativity, interesting and imaginative dishes, with meat, sea food and organic vegetables prepared with love</p>	<p>staff is very supportive, service couldn't be better, very kind and helpful, service was perfect, brilliant service, friendly and attentive, very knowledgeable waiter, dedicated host, staff is educated, waiter was the best you can have, service was really impressive, service was flawless, service is impeccable, very polite stuff, service was also world class, waiter speaks English well, staff is highly professional, very assertive, natural hospitality of the waiters.</p>	<p>value for money was unbelievable (it is not expensive) good value for money, ridiculously low price, inexpensive pricing decent prices, price is reasonable due to the quality and service, average price.</p>	<p>nice and quiet nice decoration, cute terrace outside, great atmosphere, attractive indoor and outdoor seating, so cool and relaxed, very nicely decorated venue, well chosen background music, atmosphere was perfect, cozy atmosphere, decor is eclectic, decor is lovely, perfect ambient pleasant atmosphere, nice music, romantic, good music fabulous ambience, very friendly and warm.</p>
-	<p>the food was nothing special at all, food is average, portions are really tiny, portions extremely small, they don't have everything what's on the menu.</p>	<p>waiter was inattentive waiter trying to over serve us, waiters were horrible, they were coming to ask us something every five minutes, interrupting our conversations.</p>	<p>it is overpriced, a little bit pricy, just a bit more expensive than the average restaurant, is a bit costly for everyday visits, quite expensive, wine is very expensive, prices are unreasonably high for the value</p>	<p>location is not that great the parking is always a problem</p>

Plava Frajla are related to the lack of innovation. There are no signature dishes, plates are oversized and there is nothing new in the food offer, despite the fact that it is quite delicious.

Mostly, staff behavior made visitors satisfied. Waiters left bad impressions as they don't speak English well.

In most cases, prices are affordable and there is a good perception of value for money. Some local wines

are overpriced and guests consider bread price very high. They are satisfied with the hygiene, music and interior, but smoking is an issue for non-smokers.

The restaurant Fish & Zeleniš is located in the city centre. It offers authentic, Mediterranean style dishes (fresh fish, seafood, organic vegetables, homemade pasta, Greek and Dalmatian regions, salads, olive oil and Mediterranean spices).



Table 2. The analysis of guests' comments on Zak restaurant

	FOOD & WINE	SERVICE	VALUE	ATMOSPHERE
+	top quality food, special and unique, food was brilliant, real gastro experience, menu variety great selection of local wines, food is tasty, juicy, and fresh, exceptional gourmet food and exquisitely planned dishes, good selection of different kind of meat dishes, fantastic food quality, lovely selection of cheese, nice wine cellar, menu is extremely exotic, rich and diverse menu.	friendly staff, good sommelier, professional staff, knowledgeable staff, excellent sommelier, service is exquisite, attentive, warm and pleasant, excellent service, very good and supportive, service is friendly, patient	it's not cheap but for quality it has, it represents very good "deal".	nice location and interior, beautiful interior, nice piano playing, discreetly in the background, the atmosphere of Zak is inviting, relaxing and calming, lovely courtyard in summer.
-		waitress service was average, waiters need to be trained better, service could be better waiting for everything is long, rude and unpleasant stuff, wait whole hour between starters & main course, waiter took guest's credit card and disappeared without saying anything, the waiters were almost fighting in front of us, impolite and unpleasant, very unprofessional,	more expensive than an average place in Novi Sad, too expensive. unexpected cost for a basket of bread, lost a little bit on quality but not on the prices, guest had unexpected expenses, too expensive even for the European standards, very expensive for Serbian standard.	a lot of people smoke, there is a non smoking room with one table, nice interior, but with no respect for non smoking guests, interior could be improved, loud talking and shouting is a habit, modest sheets on tables, ambience was very poor, atmosphere is a bit plain.

This restaurant has 432 reviews. Visitors are very satisfied with food because of the fresh and local ingredients and different and delicious food flavor. There is a good choice for vegetarians, which is not typical in Serbian restaurants. Guests are satisfied with how the food is prepared and served and with homemade bread, which enhances their overall experience.

Comments about the service quality are almost same as for Project 72 Fine & Deli. The reason is that the owner of those restaurants is the same person. Obviously,

he has the same approach to staff selection and training. Visitors noticed that the staff is very educated, trained, kind and caring, professional, helpful, friendly, attentive, assertive, dedicated, polite and speaks English well.

Opinions about the price are rather polarised. Visitors liked the ambience of this restaurant. Most of them said that the ambience is great, warm and pleasing. They like the music, decoration and a rustic and authentic style.



Table 3. The analysis of guests' comments on Bistro La Mer restaurant

	FOOD & WINE	SERVICE	VALUE	ATMOSPHERE
+	food is extremely delicious and presentation was, like the food, full of creativity, tasty food and wine, healthy & tasty food, fresh sea food, sophisticated food, very well prepared, the best selection of wines, food was excellent, modern menu, impressive wine card.	perfect service, staff is always friendly, good and fast service, perfect staff, service was excellent, pleasant and educated, polite staff, staff is very charming and friendly, very informed, sommelier was good, service is very friendly, but also well-educated and professional		excellent atmosphere, nice music and atmosphere, very nice interior, pleasant music, friendly atmosphere, always positive and good atmosphere, beautiful and warm interior
-		Service average	food is too expensive and nothing special, very expensive, meals are a bit prices were much higher than on the site (30-40 % higher)	bed ventilation (bed tobacco smell)

Table 4. The analysis of guests' comments on Plava Frajla restaurant

	FOOD & WINE	SERVICE	VALUE	ATMOSPHERE
+	food is really great, authentic dining experience, delicious domestic food, fresh food, big portion, very delicious Serbian food, portions are huge and equally delicious, good local wine,	waiters are highly skilled, good communication, experts, nice and quick staff, very friendly, waiters were good humored and professional	prices are really fair for what you get, prices are ok, prices are affordable	nice family interior, typical Serbian interior, very clean place, enjoy the sounds of the local music instruments (e.g. Serb. <i>Tamburica</i>), Interior is very picturesque, ambience feels is very elegant, clean and interesting.
-	most of the dishes we wanted to try were not available, it doesn't have a signature meal, plates oversized and it's too salty and simply horrible, food was greasy too salty and took me two days to digest, portions are quite big but unfortunately not always tasteful meals are great, but not innovative	staff didn't speak English arguing of the waiters argued in front of the guests	prices are a bit larger than in similar restaurants, bread price is too high, some local wines over priced	smoking is allowed, everything inside the restaurant is old and they should change, tablecloths, tables



Table 5. The analysis of guests' comments on Fish & Zeleniš restaurant

	FOOD & WINE	SERVICE	VALUE	ATMOSPHERE
+	fresh ingredients, good vegetarian options, good local Serbian wines by the glass, fresh and local ingredients, organic salad, food is superb, homemade bread, good selection of wine, different & delicious flavor, dishes were imaginative and very well executed and presented, creative and well balanced use of ingredients, dishes are made with lots of love and imagination, perfect and large, great and well served, incredible ingredients and fresh food, fresh fish and delicious sea food	server is excellent, well trained staff, friendly and attentive, good recommendations, nice & friendly waiters know how to present the food, helpful staff, splendid service, personnel speak English, first-class service, professional and attentive, kind and helpful, knowledgeable and efficient, staff gave us some useful information about the city, entertaining staff, attentive service, very polite and professional manner	decent prices, reasonably priced, fantastic value for incredible food.	ambience is great, ambient is gorgeous, cozy atmosphere, restaurant is rustic and authentic, most creatively decorated restaurant, cute décor, deco inside is very warm and welcoming, good music, intimate atmosphere, atmosphere was lovely and quaint pleasing, unique and original restaurant, whimsical atmosphere and decorations
-	different food-same taste bit small portions	slow service servers were a little bit forgetful	very expensive, very high prices, too expensive, a little bit expensive	cars passing by your table at one meter approx.

CONCLUSION

The Internet has proved to be the most efficient media for communication with clients. What is typical nowadays is the possibility for every guest to participate in the restaurant marketing activities: by leaving comments on online portals and social networks, the guest creates the restaurant image and influences potential guests. By being present on social networks, restaurateurs learn about consumer trends and communicate with clients, allowing them to define their goals and develop their own business policy. The analysis of guests' comments on TripAdvisor has shown that restaurateurs should work on creating new gastronomic products that will replace the old ones. Innovations related to this business segment are considered essential for the prosperity and business enhancement, evolving from a strategic option to a mandatory management task. Nowadays, guests expect well prepared fresh food made of local ingredients, different and delicious food flavor, good food presentation, vegetarian dishes, gluten-free dishes, homemade bread, wholegrain bread and dough, sweets for diabetics, as well as organically

grown groceries that will The data were gathered on dietary habits have been changed and determined by current gastronomic trends. A good selection of international and domestic wines is expected to enhance guest experience. Highlighting local and national dishes on the menu pleases those guests who are searching for an authentic national cultural experience, and, at the same time, it promotes and popularizes the national gastronomy. The same effect will be obtained through the offer of autochthonous wines, while the gastronomic offer will be enhanced by an adequate selection of this beverage.

In order to achieve satisfactory business results, a good food and beverage offer is not enough, as it is also necessary that the restaurateurs have well trained staff. Most of the reviews were related to service quality. Waiting staff should be educated, trained, professional, kind and caring, helpful, friendly, attentive, asserative, dedicated and polite. Guests expect that the waiting staff speaks foreign languages, at least English. They appreciate when the server knows the menu well and helps them with the choice of their meal and gives them information on the origin of vegetables or other ingredients, how the food is made *etc.* Staff who is always taking time to attend the guest with the greatest care is a way to retain guests.



A small gift is a nice way to enhance guest satisfaction and increase the opportunity to generate word of mouth promotion. It could be a cake, a small jar of honey or jam, a basket of mixed bread and delicious homemade hummus or a glass of wine.

The standard of living in Serbia is quite lower than in most European countries, and thus the habit of eating out is still inaccessible and expensive. The guests perceive the analyzed restaurants as mostly overpriced, while foreign guests consider the price reasonable and in agreement with the quality and service.

Guests often observe the interior, which affects their pleasantness in restaurants. According to guests' reviews, the atmosphere in best restaurants in Novi Sad is warm and pleasing. Guests like music, decoration and the rustic and authentic, as well as modern style of decoration.

Many guests share their true feelings about a product or service online, no matter if it is a negative or pleasant experience. Restaurant managers should be aware of the importance of online promotion and communication with guests. When a consumer reports a service failure issue online, managers can respond with a solution or method to address the problem, which may lead to revealing the source of complaints, restoring customer satisfaction, and preventing the customers from going to competition. They should use negative guest comments to improve the quality of service and products.

Acknowledgement

The research was supported by the Ministry of Education, Science and Technological Development of the Republic of Serbia (Grant III 47007).

REFERENCES

- Back, K., & Lee, J. (2009). Country club members' perceptions of value, image congruence, and switching costs: An exploratory study of country club members' loyalty. *Journal of Hospitality and Tourism Research*, 33(4), 528-46. doi:10.1177/1096348009344232
- Henning-Thurau, T., Gwinner, K.P., & Gremler, D.D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of Service Research* 4(3), 230-247. doi:10.1177/1094670502004003006
- Keaveney, S.M. (1995). Customer switching behavior in service industries: An exploratory study. *Journal of Marketing*, 59(2), 71-82. doi:10.2307/1252074
- Kim, A.J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480-1486. doi:10.1016/j.jbusres.2011.10.014
- Kim, S., Koh, Y., Cha, J., & Lee, S. (2015). Effects of social media on firm value for US restaurant companies. *International Journal of Hospitality Management*, 49, 40-46. doi:10.1016/j.ijhm.2015.05.006
- Kim, W.G., Han, J.S., & Lee, E. (2001). Effects of relationship marketing on repeat purchase and word of mouth. *Journal of Hospitality and Tourism Research* 25(3), 272-288. doi:10.1177/109634800102500303
- Lang, B. (2011). How Word-of-mouth Communication Varies across Service Encounters. *Managing Service Quality*, 21(6), 582-598. doi:10.1108/09604521111185592
- Longart, P. (2010). What drives word-of-mouth in restaurants? *International Journal of Contemporary Hospitality Management*, 22(1), 121-128. doi:10.1108/09596111011013516
- O'Connor, P. (2008). User-generated content and travel: A case study on Tripadvisor.com. In *Information and communication technologies in tourism 2008* (pp. 47-58). Vienna: Springer. doi:10.1007/978-3-211-77280-5_5
- Ott, M., Cardie, C., & Hancock, J. (2012). Estimating the prevalence of deception in online review communities. In *Proceedings of the 21st international conference on World Wide Web* (pp. 201-210). New York: ACM. doi:10.1145/2187836.2187864
- Pantelidis, I.S. (2010). Electronic meal experience: A content analysis of online restaurant comments. *Cornell Hospitality Quarterly*, 51(4), 483-491. doi:10.1177/1938965510378574
- Sparks, B.A., Perkins, H.E., & Buckley, R. (2013). Online travel reviews as persuasive communication: The effects of content type, source, and certification logos on consumer behaviour. *Tourism Management*, 39, 1-9. doi:10.1016/j.tourman.2013.03.007
- Tiago, T., Amaral, F., & Tiago, F. (2015). The Good, the bad and the ugly: food quality in UGC. *Procedia-Social and Behavioral Sciences*, 175, 162-169. doi:10.1016/j.sbspro.2015.01.1187
- Viglia, G., Minazzi, R., & Buhalis, D. (2016). The influence of e-word-of-mouth on hotel occupancy rate. *International Journal of Contemporary Hospitality Management*, 28(9), 323-331. doi:10.1108/IJCHM-05-2015-0238
- Zhang, Z., Ye, Q., Law, R., & Li, Y. (2010). The impact of e-word-of-mouth on the online popularity of restaurants: A comparison of consumer reviews and editor reviews. *International Journal of Hospitality Management*, 29(4), 694-700. doi:10.1016/j.ijhm.2010.02.002