

Evaluating the Website Performance of Foreign Hotels in Indian Landscape on Balanced Score Card

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Abstract *This study aims to undertake the evaluation of performance of the websites of foreign origin chain hotels operating in India. The evaluation is done by incorporating the modified Balanced Scorecard (BSC) approach on four perspectives: technical, user friendly, site attractiveness, and marketing effectiveness. A set of seventy eight parameters are used to examine the sample websites. Most of the sample hotel websites are found to be user-friendly and technically sound. More is needed to be done to make sample websites marketing effective and attractive. Numerous suggestions are proposed on the basis of the results derived to improve website services online focusing on proposed areas of website improvement leading to achieve business goals.*

Keywords: *Website Performance, Hotels, Balanced Score Card*

INTRODUCTION

India, owing to its kaleidoscopic natural and cultural heritage with booming business opportunities is bristling towards becoming the favorite tourist destination amongst the global tourists. The Indian subcontinent offers variety of tourism products like niche tourism, medical tourism, spa tourism, wellness tourism, sports tourism etc. that has metamorphosed it into an enticing investment destination amongst the major global hospitality players. The foreign hotel brands are not only entering the foray but also stiffening the competition for Indian hotel brands.

This stiff competition has led the hotel companies to renovate their properties as well realign their marketing strategies. The strengthening of the online presence to reach the global customer in no time is one of the prime concerns of the hotel management companies operating in India. The website of a hotel, which is the virtual face online is the main driver of marketing and promotion. Moreover, it is not exaggerated to state that if a website of a hotel is not well equipped to provide complete information and answer to

potential customers' queries swiftly then the customer quits the website that actually means losing the customer forever by the hotel. That is why, it is very important to improve the website by the hotel. Sensing the growing importance of website for a hotel, the present study undertakes the content analysis of the websites of hotels of foreign origin operating in India using Balanced Scorecard (BSC) to evaluate their performance. It helps identifying the weaknesses and the strengths of the sample websites and thus provides the remedial measures so that the hotel companies can take the full advantage of using the website as prominent marketing tool.

REVIEW OF LITERATURE

The omnipresent and all-pervasive nature of the Internet has made it a vital marketing tool in today's world. Sensing the upheaval in the number of internet users, the hospitality and tourism industry is endeavoring towards making optimum use of internet to market and promote the products and services online. Therefore, efforts are put into the realignment of the marketing strategies in such a way that the websites

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are oriented to provide all needed information. The research studies in the last two decades have also indicated the interest of the researchers towards measuring website performance and online presence.

There have been numerous models and approaches designed by various researchers for the evaluation of the websites in the fields of hospitality and tourism. The researchers have enormously used the content analysis as a tool for the evaluation of the websites. A dire need is also felt to create a concrete criterion for the evaluation of the content given on the websites owing to the numerous studies from various perspectives. This has, somehow, given birth to an urge for more standardized and objective mechanism for the website evaluation termed Balanced Scorecard (BSC).

Morrison, Taylor, Morrison & Morrison (1999) adopted the modified Balanced Scorecard approach (mBSC) for the website evaluation based upon the original "Balanced Scorecard" pioneered by Kaplan and Norton (1992). The four perspectives with 25 Critical Success Factors (CSFs) were identified by the researchers for the study. Ismail, Labropoulos, Mills & Morrison (2001) modified and improved the original BSC approach used by Morrison et al. (1999) in their research study to evaluate the website performance of European National Tourism Organizations (NTOs) on four perspectives. In order to evaluate the marketing of the culture on the sample websites, "the internal perspective" in the original Morrison et al (1999) study was substituted by the "cultural aspects perspective". They also renamed the customer perspective as the Website Visitor Relationship Aspect Perspective. Kim, Morrison & Mills (2002) and Kim, Morrison & Mills (2004) utilized "*modified Balanced Scorecard approach*" to examine websites of 10 major first-tier convention centers in the U.S. in specific context of convention center web marketing. Feng, Morrison & Ismail (2004) conducted the comparative content analysis of 64 websites of Destination Marketing Organizations (DMOs) in China (34) and the United States (30) using modified BSC approach. They measured the website performance under four perspectives. Kline, Morrison & John (2005) conducted an exploratory study using the modified BSC approach to evaluate the websites of Bed and Breakfast (B&B) establishments that belong to Indiana B&B Association (IBBA). It consisted of the four perspectives. Choi & Morrison (2005) conducted an exploratory study to evaluate performance of the websites of 54 Brick-and-Mortar Travel Retailers (BMTRs) in the United States. The study concentrated upon investing into the current situation in their website marketing. The modified BSC approach was used with the four evaluation perspectives. Kim & Njite (2009) evaluated the website performance of 8 Korean convention centers using "*modified BSC approach*". Kim & Kim (2010) conducted an exploratory study for evaluating

the websites using "modified BSC" and "Analytical Hierarchy Process (AHP)" and undertook comparative content analysis between hospitality and tourism areas. Lee, Kim & Parrish (2012) used "modified BSC approach" to evaluate the website contents and features of the sport teams' websites offered to prospective non-sporting event customers. The three perspectives were used in the study. Poklepovic Arneric & Erjavec (2013) evaluated the websites of hotels in Croatia using the updated BSC approach. A set of 30 trained evaluators measured the performance of 197 hotels. Pranic, Pranicevic & Arneric (2014) used "modified BSC approach" to evaluate the 197 hotel websites in Croatia to determine the potential of the hotels to use the internet as marketing and distribution channel. A set of 30 trained evaluators evaluated the performance of the sample websites on the given four perspectives. Dahiya & Duggal (2015) adopted modified BSC approach to evaluate the official tourism website of incredible India from the context of tourism promotion with four perspectives. Singh & Bhatia (2016) conducted a comparative content analysis of the official tourism websites of world's top tourist destinations by using the modified BSC approach.

The above review has clearly pointed out that the number and nature of the perspectives as well critical success factors varied in studies in accordance with the need and context of the study. The wide usage of balanced scorecard approach in website evaluation has motivated to use it in the present study also. In Indian context, the website evaluation is still at nascent stage. Owing to the growing completion amongst the hospitality players, the present study contributes significantly since the content analysis using balanced scorecard is yet to be done.

OBJECTIVES

The objectives of the present study are outlined as:

Context - A (for developing the perspective of the present study)

To record the significant features given on the websites of renowned foreign origin chain Hotels operating in India through comprehensive web search.

To put the given features into dimensions based on thematic similarities and to evaluate the sample websites' performance on technical, user-friendly, site attractiveness and marketing effectiveness perspective.

To find out the strength and weakness of the given websites and to suggest the remedial measures catalyzing the website performance.

Context – B (for testing the hypotheses of the present study)

To compare the performance of the websites of Foreign origin Chain 5-Star Deluxe Hotels and Foreign origin Chain 5-Star Hotels operating in India.

To compare the performance of the websites of Foreign origin Chain 5-Star Hotels and Foreign origin Chain 4-Star Hotels operating in India.

Hypotheses of the Study

H₀₁: There are no significant differences between the performance of the websites of Foreign origin Chain 5-star Deluxe Hotels and Foreign origin Chain 5-star Hotels operating in India.

H₀₂: There are no significant differences between the performance of the websites of Foreign origin Chain 5-star Hotels and Foreign origin Chain 4-star Hotels operating in India.

RESEARCH METHODOLOGY

Sample

The sample hotels for the present study are extracted from the list in the directory of Ministry of Tourism, Government of India – an authentic resource centre with relevant database. Convenient sampling method is used for the collection of data from the websites of selected hotels of foreign origin operating in India. They represented a mix of chain hotels; 5-star Deluxe Hotels; 5-star hotels; 4-star hotels, as given in exhibit 1 and exhibit 2 explains the sample size. The present study observes the star-grading scheme of the hotels operating in India as it is the most widely recognized and accepted grading scheme in India.

Exhibit 1: Sample of the Study

Websites of Foreign origin Chain hotels operating in India	
5-Star Deluxe Hotels	10
5-Star Hotels	10
4-Star Hotels	10

Exhibit 2: Sample Size

Sample Type	Sample Size
Websites of Foreign origin Chain Hotels operating in India	30
Total Sample Size	30

DATA COLLECTION

Data for the present study is collected from primary and secondary data sources. Secondary sources provide the background information quintessential for the present study and primary sources provide the focused information.

PRIMARY DATA

Modified Balanced Scorecard is used for the collection of primary data to achieve the objectives of the study. The research tool is prepared through extensive review of the literature and Delphi technique utilizing the inputs from the industry and academia. For the present study, five evaluators are hired for the collection of data. After the training to the evaluators, the evaluators evaluated the sample websites under a supervisor using the same web browser and in the same time frame, in the same location & surrounding for maintaining the consistency. The evaluators evaluated the given websites for seventy eight critical success factors on site attractiveness, user-friendliness and marketing effectiveness dimensions and numerous software are used to evaluate the technical dimension of the websites. For the technical perspective, 5-point rating scale is used and for the rest three perspectives, dichotomous scale is used wherein “yes” means presence of the feature and “no” means absence of the feature.

SECONDARY DATA

In this study, secondary data is also collected from various sources such as previous research papers published in journals, books, published and unpublished thesis and websites. The literature review helped in the development of the questionnaire, formulation of the variables, selection of objectives and hypotheses and also helpful in analysis and interpretation of the results.

METHOD

The present study incorporates the modified BSC approach to compare the performance of sample websites of Foreign origin Chain Hotels and Foreign origin Non-Chain Hotels operating in India and to suggest remedial measures. Following four perspectives with critical success factors are chosen as:

1. Technical Aspect consists of 5 CSFs
2. User Friendliness with 15 CSFs
3. Site Attractiveness having 12 CSFs
4. Marketing Effectiveness containing 46 CSFs.

A set of seventy eight critical success factors is used as used in the previous research by Dahiya & Duggal 2013. Each perspective is equally weighted, and has weighted score of 25 points with a total weighted score of 100 points for the four perspectives combined.

RELIABILITY AND VALIDITY ANALYSIS

Prior to the analysis of the results, the research tool is tested for its reliability as under:

Inter-Rater Reliability Analysis of the Data

Two types of scales are needed for the present study:

Likert Scale for the measurement of technical perspective.

Dichotomous Scale is used for the measurement of user-friendliness, site attractiveness and marketing effectiveness perspective. For this, five evaluators were hired. It is utmost important to establish inter-rater reliability amongst the evaluators and therefore, inter-rater reliability analysis is undertaken by using Kendall's Coefficient of Concordance. The values for the Kendall's Coefficient of Concordance always fall between zero to one. The value zero represents complete disagreement amongst the evaluators and the value one indicates complete agreement. More the values fall near one, indicates increasing agreement. The values of Kendall's Coefficient of Concordance given in exhibit 3 clearly indicated that there is good agreement amongst the evaluator while rating the websites of star hotels of foreign origin operating in India.

Exhibit 3: Test Results of Kendall's Coefficient of Concordance

Category of Hotels selected	Number of Evaluators n	Mean Rank of Variable -1 (User-friendliness Perspective)	Mean Rank of Variable -2 (Site Attractiveness Perspective)	Mean Rank of Variable -3 (Marketing Effectiveness Perspective)	Chi-Square Value X^2	Kendall's Coefficient of Concordance
FCH5D	5	1.60	1.40	3.00	7.600	.760
FCH5	5	1.40	1.60	3.00	7.600	.760
FCH4	5	3.00	1.20	1.80	8.400	.840

FCH5D – Foreign origin Chain 5-Star Deluxe Hotels

FCH5 – Foreign origin Chain 5-Star Hotels

FCH4 – Foreign origin Chain 4-Star Hotels

Internal-Reliability Analysis of the Data

Cronbach Alpha test is applied to conduct the internal reliability analysis of the data. Separate internal reliability

analysis is done for technical perspective using likert scale and other three perspectives using dichotomous scale. The results are as under in exhibits. 4 and 5 respectively:

Exhibit 4: Reliability Analysis of Likert Scale CSFs of Websites of Sample Hotels (category-wise)

S.No.	Category of Hotels	No. of Hotels (items)	No. of Respondents (CSFs)	Cronbach's Alpha Value On 5 variables (α)
			N	
1	Foreign Chain 5-Star Deluxe Hotels	10	5	.965
2	Foreign Chain 5-Star Hotels	10	5	.936
3	Foreign Chain 4-Star Hotels	10	5	.927

Exhibit 5: Reliability Analysis of Dichotomous scale CSFs of Websites of Sample Hotels (category-wise)

S.No.	Category of Hotels	No. of Hotels (items)	No. of Respondents (CSFs)	Cronbach's Alpha Value on 73 variables
			N	(α)
1	Foreign Chain 5-Star Deluxe Hotels	10	73	.916
4	Foreign origin Chain 5-Star Hotels	10	73	.937
7	Foreign origin Chain 4-Star Hotels	10	73	.921

The Cronbach Coefficient of Alpha measures how well the given set of items measures a single uni dimensional construct and the resulting numeric values indicate the reliability amongst item scores. The values given in the table 4 clearly indicate that the items of the questionnaire of Likert Scale that measured the different categories of the hotels of foreign origin are clearly internally reliable since most of the values fall nearing one. Table 5 clearly indicates that the items on dichotomous scale for all the categories of hotels of foreign origin are highly internally reliable with all values falling on .9 i.e. nearing one. Thus, it can be stated that the research instrument designed for the present study is quite reliable.

DATA ANALYSIS AND INTERPRETATIONS

Descriptive Statistics

In a research study, the descriptive statistics is used for the description of the basic features of the data. In the present

study, descriptive statistics (means and standard deviations) is used to describe the performance of the sample websites and also to investigate into the relative strengths and weaknesses of the websites of the sample hotels operating in India. The descriptive statistics is gathered from items belonging to all four perspectives. And for obtaining the results, the likert scale item values are converted into dichotomous scale item values. The performance of the websites is measured on four dimensions. Each perspective has certain number of critical success factors (CSFs) called variables whose presence contributes towards effectiveness of website presence.

Performance Measurement of Websites of Foreign Chain 5-Star Deluxe Hotels

The present sample consists of ten websites of Foreign chain 5-star deluxe hotels. And exhibit 6 indicates the % frequency of the CSFs present, mean score of the CSFs present and the standard deviation. The ten Indian chain 5-star deluxe hotels are coded as 1FCH5D to 10FCH5D in the exhibit below.

Exhibit 6: Frequency and Percentage of Balanced Score Card Elements (Perspective-Wise) in Websites of Foreign Chain 5-Star Deluxe Hotels

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective -4		
	N	f	%	N	f	%	N	f	%	N	f	%
1FCH5D	25	16	64.0	15	12	80.0	12	09	75.0	46	34	73.9
2FCH5D	25	16	64.0	15	11	73.3	12	09	75.0	46	34	73.9
3FCH5D	25	16	64.0	15	10	66.7	12	09	75.0	46	35	76.1
4FCH5D	25	17	68.0	15	12	80.0	12	09	75.0	46	33	71.7
5FCH5D	25	16	64.0	15	13	86.7	12	06	50.0	46	31	67.4
6FCH5D	25	11	44.0	15	08	53.3	12	07	58.3	46	26	56.5
7FCH5D	25	17	68.0	15	10	66.7	12	10	83.3	46	26	56.5
8FCH5D	25	15	60.0	15	13	86.7	12	10	83.3	46	34	73.9
9FCH5D	25	13	52.0	15	11	73.3	12	10	83.3	46	39	84.8
10FCH5D	25	16	64.0	15	13	86.7	12	10	83.3	46	32	69.6
TOTAL	250	153	61.2	150	113	75.3	120	89	74.1	460	324	70.4

Perspective 1- Technical Perspective

Perspective 2- User-Friendliness Perspective

Perspective 3- Site Attractiveness Perspective

Perspective 4- Marketing Effectiveness Perspective

N – Total number of responses (CSFs)

f – Frequency indicating number of CSFs present

% - Percentage showing presence of CSFs

Exhibits 6 and 7 have clearly indicated the perspective-wise performance of the websites of the Foreign Chain 5-Star Deluxe hotels. The sample websites were found to have

maximum number of variables (CSFs) in user-friendliness perspective closely followed by websites attractiveness perspective. The percentage of the CSFs present is 75.3 and

Exhibit 7: Descriptive Statistical Analysis of Balanced Score Card Elements (Perspective - Wise) of Website Performance of Foreign Chain 5-Star Deluxe Hotels

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective - 4		
	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd
1FCH5D	25	.640	.489	15	.800	.414	12	.750	.452	46	.739	.443
2FCH5D	25	.640	.489	15	.733	.457	12	.750	.452	46	.739	.443
3FCH5D	25	.640	.489	15	.666	.487	12	.750	.452	46	.760	.431
4FCH5D	25	.680	.476	15	.800	.414	12	.750	.452	46	.717	.455
5FCH5D	25	.640	.489	15	.866	.351	12	.500	.522	46	.673	.473
6FCH5D	25	.440	.506	15	.533	.516	12	.583	.514	46	.565	.501
7FCH5D	25	.680	.476	15	.666	.487	12	.833	.389	46	.565	.501
8FCH5D	25	.600	.500	15	.866	.351	12	.833	.389	46	.739	.443
9FCH5D	25	.520	.509	15	.733	.457	12	.833	.389	46	.847	.363
10FCH5D	25	.640	.489	15	.866	.351	12	.833	.389	46	.695	.465
TOTAL	250	.612	.431	150	.753	.327	120	.741	.370	460	.704	.336
Overall Mean of All Perspectives (P1+P2+P3+P4): .692												
Overall Standard Deviation of All Perspectives : .363												

Perspective 1- Technical Perspective

Perspective 3- Site Attractiveness Perspective

N – Total number of responses (CSFs)

Perspective 2- User-Friendliness Perspective

Perspective 4- Marketing Effectiveness Perspective

sd – Standard Deviation \bar{x} – Mean of CSFs present

74.1 respectively. The sample websites are comparatively less effective in marketing effectiveness perspective with mean score of .704. The technical effectiveness of the sample websites needs much improvement since it scored quite less mean score i.e. .612. The overall mean score is .692. From the above analysis, it can be interpreted that the websites of Foreign Chain 5-Star Deluxe hotels are found to be user-friendly with features indicating ease of contact and easy navigation. The sample websites are attractive having features to hold the interest of the end-users. The sample websites should have more features to effectively market and promote the business. They must have informative features to give complete information to the potential customers and thus market the products and services effectively. It is also

interpreted that the sample websites must concentrate on improving their technical functionality so that the end-users feel better experience while browsing the website.

Performance Measurement of Websites of Foreign Chain 5-Star Hotels

The present sample consists of ten websites of Foreign Chain 5-Star hotels. Exhibit 8 indicates the perspective-wise frequencies & the number of variables present in the sample websites. And the Exhibit 9 shows the perspective-wise and overall mean score and standard deviation of the sample websites. The ten foreign chain 5-star hotels are coded as 1FCH5 to 10FCH5 in the table below.

Exhibit 8: Frequency and Percentage of Balanced Score Card Elements (Perspective-Wise) in Websites of Foreign Chain 5-Star Hotels

Hotels	Perspective - 1			Perspective - 2			Perspective - 3			Perspective - 4		
	N	f	%	N	f	%	N	f	%	N	f	%
1FCH5	25	16	64.0	15	12	80.0	12	10	83.3	46	29	63.0
2FCH5	25	13	52.0	15	10	66.7	12	09	75.0	46	31	67.4
3FCH5	25	15	60.0	15	12	80.0	12	10	83.3	46	28	60.9

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective -4		
	N	f	%	N	f	%	N	f	%	N	f	%
4FCH5	25	13	52.0	15	12	80.0	12	09	75.0	46	33	71.7
5FCH5	25	23	92.0	15	14	93.3	12	09	75.0	46	33	71.7
6FCH5	25	20	80.0	15	11	73.3	12	10	83.3	46	38	82.6
7FCH5	25	10	40.0	15	11	73.3	12	10	83.3	46	35	76.1
8FCH5	25	13	52.0	15	13	86.7	12	10	83.3	46	33	71.7
9FCH5	25	13	52.0	15	13	86.7	12	10	83.3	46	29	63.0
10FCH5	25	16	64.0	15	12	80.0	12	10	83.3	46	37	80.4
TOTAL	250	152	60.8	150	120	80.0	120	97	80.8	460	326	70.8

Perspective 1- Technical Perspective

Perspective 2- User-Friendliness Perspective

Perspective 3- Site Attractiveness Perspective

Perspective 4- Marketing Effectiveness Perspective

N – Total number of responses (CSFs)

f – Frequency indicating number of CSFs present

% - Percentage showing presence of CSFs

Exhibit 9: Descriptive Statistical Analysis of Balanced Score Card Elements (Perspective – Wise) of Website Performance of Foreign Chain 5-Star Hotels

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective -4		
	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd
1FCH5	25	.640	.489	15	.800	.414	12	.833	.389	46	.630	.488
2FCH5	25	.520	.509	15	.666	.487	12	.750	.458	46	.673	.473
3FCH5	25	.600	.500	15	.800	.414	12	.833	.389	46	.608	.493
4FCH5	25	.520	.509	15	.800	.414	12	.750	.458	46	.717	.455
5FCH5	25	.920	.276	15	.933	.258	12	.750	.458	46	.717	.455
6FCH5	25	.800	.408	15	.733	.457	12	.833	.389	46	.826	.383
7FCH5	25	.400	.500	15	.733	.457	12	.833	.389	46	.760	.431
8FCH5	25	.520	.509	15	.866	.351	12	.833	.389	46	.717	.455
9FCH5	25	.520	.509	15	.866	.351	12	.833	.389	46	.630	.488
10FCH5	25	.640	.489	15	.800	.414	12	.833	.389	46	.804	.401
TOTAL	250	.608	.358	150	.800	.318	120	.808	.387	460	.708	.350
Overall Mean of All Perspectives (P1+P2+P3+P4) : .709												
Overall Standard Deviation of All Perspectives : .354												

Perspective 1- Technical Perspective

Perspective 2- User-Friendliness Perspective

Perspective 3- Site Attractiveness Perspective

Perspective 4- Marketing Effectiveness Perspective

N – Total number of responses (CSFs)

sd – Standard Deviation

\bar{x} – Mean of CSFs present

Exhibits 8 & 9 have clearly indicated the perspective-wise performance of the websites of the Foreign Chain 5-Star hotels. The sample websites were found to have maximum number of variables (CSFs) in website attractiveness perspective closely followed by user-friendliness perspective. The percentage of the CSFs present is 80.8 and 80 respectively. The sample websites are comparatively less effective in marketing effectiveness perspective with mean score of .708. The technical effectiveness of the sample websites needs much improvement since it scored quite less mean score i.e. .608. The overall mean score is .709. From the above analysis, it can be interpreted that

the websites of Foreign Chain 5-Star hotels are found to be attractive possessing user-friendly interface for better browsing experience of the end users. The sample websites should have more features to effectively market and promote the business. They must have informative features to give complete information to the potential customers and thus market the products and services effectively. It is also interpreted that the sample websites must concentrate on improving their technical functionality with better browser compatibility and short downloading time for providing desirable online experience to the potential customers.

Performance Measurement of Websites of Foreign Chain 4-Star Hotels

The present sample consists of ten websites of Foreign Chain 4-Star hotels. Exhibit 10 indicates the perspective-

wise frequencies & the number of variables present in the sample websites. And the Exhibit 11 shows the perspective-wise and overall mean score and standard deviation of the sample websites. The ten foreign chain 4-star hotels are coded as 1FCH4 to 10FCH4 in the table below.

Exhibit 10: Frequency and Percentage of Balanced Score Card Elements (Perspective-Wise) in Websites of Foreign Chain 4-Star Hotels

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective -4		
	N	f	%	N	f	%	N	f	%	N	f	%
1FCH4	25	13	52.0	15	10	66.7	12	10	83.3	46	31	67.4
2FCH4	25	16	64.0	15	12	80.0	12	09	75.0	46	36	78.3
3FCH4	25	13	52.0	15	12	80.0	12	10	83.3	46	27	58.7
4FCH4	25	18	72.0	15	11	73.3	12	10	83.3	46	37	80.4
5FCH4	25	16	64.0	15	10	66.7	12	10	83.3	46	33	71.7
6FCH4	25	18	72.0	15	12	80.0	12	10	83.3	46	14	30.4
7FCH4	25	13	52.0	15	11	73.3	12	09	75.0	46	34	73.9
8FCH4	25	16	64.0	15	13	86.7	12	10	83.3	46	41	89.1
9FCH4	25	12	48.0	15	11	73.3	12	10	83.3	46	33	71.7
10FCH4	25	19	76.0	15	11	73.3	12	09	75.0	46	24	52.2
TOTAL	250	154	61.6	150	113	75.3	120	97	80.8	460	310	67.3

Perspective 1- Technical Perspective

Perspective 3- Site Attractiveness Perspective

N – Total number of responses (CSFs)

% - Percentage showing presence of CSFs

Perspective 2- User-Friendliness Perspective

Perspective 4- Marketing Effectiveness Perspective

f – Frequency indicating number of CSFs present

Exhibit 11: Descriptive Statistical Analysis of Balanced Score Card Elements (Perspective - Wise) of Website Performance of Foreign Chain 4-Star Hotels

Hotels	Perspective -1			Perspective -2			Perspective -3			Perspective -4		
	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd	N	\bar{x}	sd
1FCH4	25	.520	.509	15	.667	.487	12	.833	.389	46	.673	.473
2FCH4	25	.640	.489	15	.800	.414	12	.750	.452	46	.782	.417
3FCH4	25	.520	.509	15	.800	.414	12	.833	.389	46	.587	.497
4FCH4	25	.720	.458	15	.733	.457	12	.833	.389	46	.804	.401
5FCH4	25	.640	.489	15	.667	.487	12	.833	.389	46	.717	.455
6FCH4	25	.720	.458	15	.800	.414	12	.833	.389	46	.304	.465
7FCH4	25	.520	.509	15	.733	.457	12	.750	.452	46	.739	.443
8FCH4	25	.640	.489	15	.866	.351	12	.833	.389	46	.891	.314
9FCH4	25	.480	.509	15	.733	.457	12	.833	.389	46	.717	.455
10FCH4	25	.760	.435	15	.733	.457	12	.750	.452	46	.521	.505
TOTAL	250	.616	.346	150	.753	.373	120	.808	.387	460	.673	.316
Overall Mean of All Perspectives (P1+P2+P3+P4) : .687												
Overall Standard Deviation of All Perspectives : .342												

Perspective 1- Technical Perspective

Perspective 3- Site Attractiveness Perspective

N – Total number of responses (CSFs)

\bar{x} – Mean of CSFs present

Perspective 2- User-Friendliness Perspective

Perspective 4- Marketing Effectiveness Perspective

sd – Standard Deviation

Exhibits 10 & 11 have clearly indicated the perspective-wise performance of the websites of the Foreign Chain 4-Star hotels. The sample websites were found to have maximum number of variables (CSFs) in website attractiveness perspective followed by user-friendliness perspective. The percentage of the CSFs present is 80.8 and 75.3 respectively. The sample websites are comparatively less effective in marketing effectiveness perspective with mean score of .673. The technical effectiveness of the sample websites needs much improvement since it scored quite less mean score i.e. .616. The overall mean score is .687. From the above analysis, it can be interpreted that the websites of Foreign Chain 4-Star hotels are found to be attractive possessing user-friendly interface for better browsing experience of the end users. The sample websites should have more features to effectively market and promote the business. They must have informative features to give complete information to the potential customers and thus market the products and services effectively. It is also interpreted that the sample websites must concentrate on improving their technical functionality with better browser compatibility and short downloading time for providing desirable online experience to the potential customers.

Comparative Performance Analysis of Sample Hotels' Websites

It is significant to measure the difference in the performance of various sample websites to identify the relative strengths and weaknesses. For that Paired Comparison t-test is employed to identify the significance of difference in the performance. It must be noted that is the p-value (significance of difference) is less than .05, then there is significant difference but if it is more than .05, then there is no significant difference deduced.

Comparative Performance Analysis of Websites of Foreign Chain 5-Star Deluxe Hotels and Foreign Chain 5-Star Hotels

The information on the performance of the websites of Foreign Chain 5-Star Deluxe Hotels and Foreign Chain 5-Star hotels is presented in Exhibit 12. The performance of the sample websites is evaluated and compared perspective wise as well in totality.

Exhibit 12: Comparative Performance Analysis of Websites of Foreign Chain 5-Star Deluxe Hotels (FCH5D) and Foreign Chain 5-Star (FCH5) Hotels

Perspectives	FCH5D		FCH5		Gap FCH5D-FCH5	t-value	p value
	Mean Score	Std. dev.	Mean Score	Std. dev.			
P1	.612	.431	.608	.358	.004	.091	.928
P2	.753	.327	.800	.318	-.046	-1.240	.235
P3	.741	.370	.808	.387	-.066	-2.345	.039
P4	.704	.336	.708	.350	-.004	-1.89	.851
PT (P1+P2+P3+P4)	.692	.367	.709	.354	-.016	-.966	.336

As observed, there is negligible gap between the performance of the websites of FCH5D and FCH5 in all the perspectives except site attractiveness perspective. It is also evident that no statistically significant difference is found in the performance of the sample hotels' websites at technical perspective ($p = .92$), user-friendliness perspective ($p = .23$), and marketing effectiveness perspective ($p = .85$). The sample websites show significance of difference in their performance ($p = .03$) on website attractiveness perspective. The negative gap ($-.06$) indicates that the websites of foreign chain 5-star hotels are more attractive than of foreign chain 5-star deluxe hotels. The overall evaluation of the comparative performance of sample websites shows no significance of difference with p-value .33.

Comparative Performance Analysis of Websites of Foreign Chain 5-Star Hotels and Foreign Chain 4-Star Hotels

The performance of the websites of Foreign Chain 5-Star Hotels and Foreign Chain 4-Star hotels are measured and compared. The results are depicted in Exhibit 13. The performance of the sample websites is evaluated and compared perspective wise as well in totality.

The exhibit above clearly shows that there is statistically significant difference between the performance of the websites of FCH5 and FCH4 in user-friendliness perspective ($p = .02$). It is also evident that there is found positive gap in this perspective that indicates the better performance of

websites of FCH5 in said context. It is also evident that there is no statistically significant difference found in technical perspective ($p = .66$), site attractiveness perspective ($p = .33$) and marketing effectiveness perspective ($p = .06$). The overall evaluation of the comparative performance of sample

websites shows significance of difference with p -value .04. The overall mean score and positive gap analysis indicates the better performance of the websites of foreign chain 5-star hotels in totality.

Exhibit 13: Comparative Performance Analysis of Websites of Foreign Chain 5-Star (FCH5) Hotels and Foreign Chain 4-Star (FCH4) Hotels

Perspectives	FCH5		FCH4		Gap FCH5-FCH4	t-value	p value
	Mean Score	Std. dev.	Mean Score	Std. dev.			
P1	.608	.358	.616	.346	-.008	-.440	.664
P2	.800	.318	.753	.373	.046	2.432	.029
P3	.808	.387	.791	.396	.016	-1.000	.339
P4	.708	.350	.673	.316	.034	1.913	.062
PT (P1+P2+P3+P4)	.709	.354	.687	.342	.021	2.08	.040

CONCLUSIONS, FINDINGS AND DISCUSSIONS

The analysis of the data has given an insight towards the conclusion of the study that leads to find out if the objectives formed for the study are accepted or rejected.

OBJECTIVE-WISE FINDINGS

The objective-wise findings of the present study are:

Context - A (Objective - 1)

The first objective of the investigation was to record the information features given on the websites of the star category hotels of foreign origin operating in India through in depth web search. On the basis of the data analysis and interpretation, the important findings are summarized below.

- A number of seventy eight information features are accepted constituting the questionnaire. These are called Critical Success Factors (CSFs).
- The efforts are put to include the diversity of the information features that represent all the aspects of the websites under investigation and gives fair evaluation of their performance.

Context – A (Objective - 2)

The second objective of the investigation was to group the information features/services into dimensions based on their thematic similarities and to measure the performance of the websites. On the basis of the data analysis and

interpretation, the important findings are summarized below two sub-headings.

A. Dimensionality of the Information Features (Critical Success Factors)

- The information features/services (also called as Critical Success Factors) are grouped into four dimensions based on their thematic similarities. These four dimensions are formed after intensive review of literature and suggestions from academic professionals from hospitality & tourism and hotel professionals including members from their IT divisions.
- The four dimensions/quadrants of the questionnaire made on modified Balanced Score Card (mBSC) are as under:
 1. **Technical Perspective:** For the measurement of technical effectiveness of the sample websites. It has five Critical Success Factors ensuring technical efficiency of the sample websites.
 2. **User-Friendliness Perspective:** For the measurement of user-friendliness interface of the sample websites. It has fifteen Critical Success Factors under two sub-dimensions ensuring interactivity of the sample websites.
 3. **Site Attractiveness Perspective:** For the measurement of attractiveness of the sample websites. It has twelve Critical Success Factors to ensure the attractiveness of the sample websites.
 4. **Marketing Effectiveness Perspective:** For the measurement of marketing effectiveness of the sample websites. It has forty six Critical Success Factors under nine sub-dimensions to ensure marketing efficiency of the sample websites.

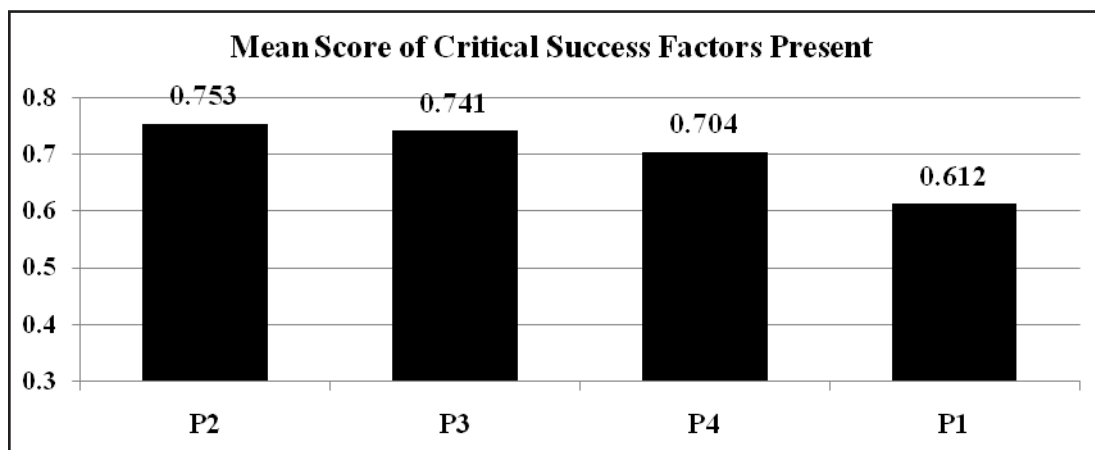
PERFORMANCE MEASUREMENT OF THE WEBSITES

The performance of the sample websites is measured on 78 CSFs (described above) using Likert scale and Dichotomous scale. On the basis of the findings and interpretation, the important findings are discussed below. The finding pertaining to the categories are backed up by two exhibits each category illustrating the perspective-wise overall performance of the websites of the representative category

and perspective-wise individual performance of the websites of the representative category respectively as under:

- The performance of the websites of Foreign Chain 5-Star Deluxe Hotels is measured on all the four perspectives. They scored highest in user-friendliness perspective followed by site attractiveness perspective. Relatively poor performance is found in marketing effectiveness perspective and the performance is lowest in technical effectiveness perspective (Refer to Exhibits 14 and 15).

Exhibit 14: Perspective-Wise Overall Performance Measurement of Foreign Chain 5-Star Deluxe Hotels' Websites

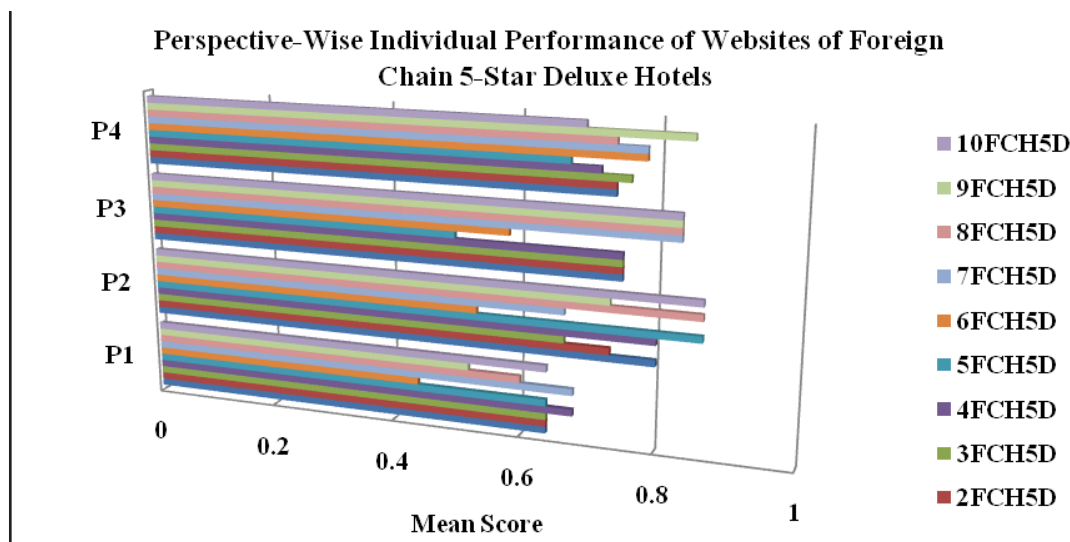


P1 = Technical Perspective

P2 = User-friendliness Perspective

P3 = Website Attractiveness Perspective

P4 = Marketing Effectiveness Perspective



P1 = Technical Perspective

P2 = User-friendliness Perspective

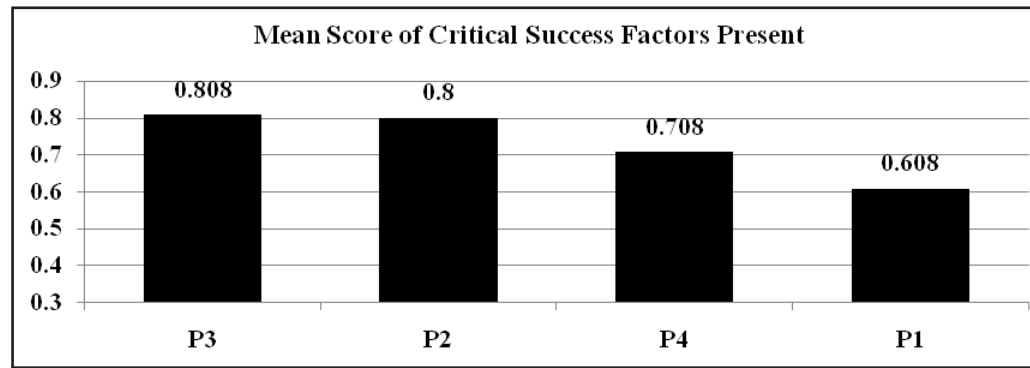
P3 = Website Attractiveness Perspective

P4 = Marketing Effectiveness Perspective

- The performance of the websites of Foreign Chain 5-Star Hotels is measured on all the four perspectives. They scored highest in site attractiveness perspective followed by user-friendliness perspective. Relatively

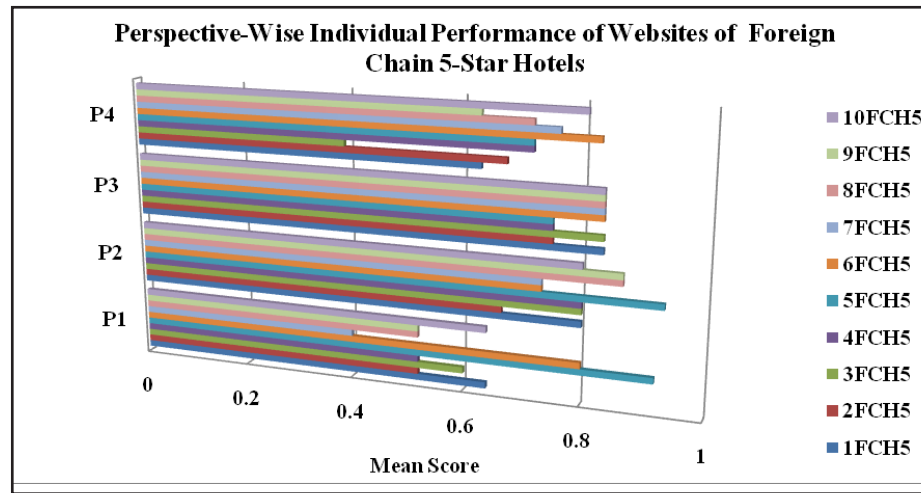
poor performance is found in marketing effectiveness perspective and the performance is lowest in technical effectiveness perspective. (Refer to Exhibits 16 and 17)

Exhibit 16: Perspective-Wise Overall Performance Measurement of Foreign Chain 5-Star Hotels' Websites



P1 = Technical Perspective P2 = User-friendliness Perspective
 P3 = Website Attractiveness Perspective P4 = Marketing Effectiveness Perspective

Exhibit 17

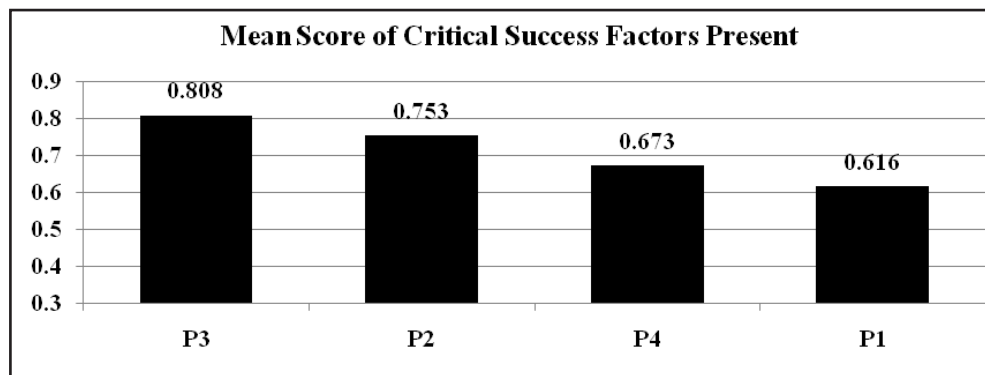


P1 = Technical Perspective P2 = User-friendliness Perspective
 P3 = Website Attractiveness Perspective P4 = Marketing Effectiveness Perspective

- The performance of the websites of Foreign Chain 4-Star Hotels is measured on all the four perspectives. They scored highest in site attractiveness perspective followed by user-friendliness perspective. Relatively

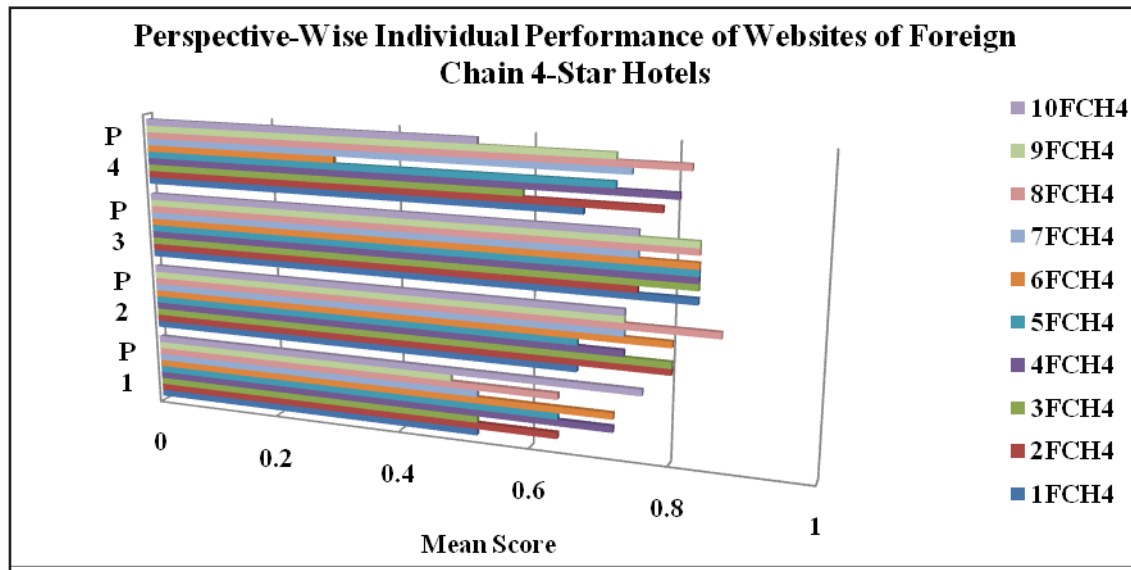
poor performance is found in marketing effectiveness perspective and the performance is lowest in technical effectiveness perspective (Refer to Exhibits 18 and 19).

Exhibit 18: Perspective-Wise Overall Performance Measurement of Foreign Chain 4-Star Hotels' Websites



P1 = Technical Perspective P2 = User-friendliness Perspective
 P3 = Website Attractiveness Perspective P4 = Marketing Effectiveness Perspective

Exhibit 19



P1 = Technical Perspective

P2 = User-friendliness Perspective

P3 = Website Attractiveness Perspective

P4 = Marketing Effectiveness Perspective

Context – A (Objective – 3)

The third objective of the investigation was to find out the strength and weakness of the sample websites and suggest the remedial measures to ameliorate the website performance of the sample websites. On the basis of data analysis and interpretation, the important findings are discussed below under two sub-headings.

A. Strength and Weakness of the Sample Websites

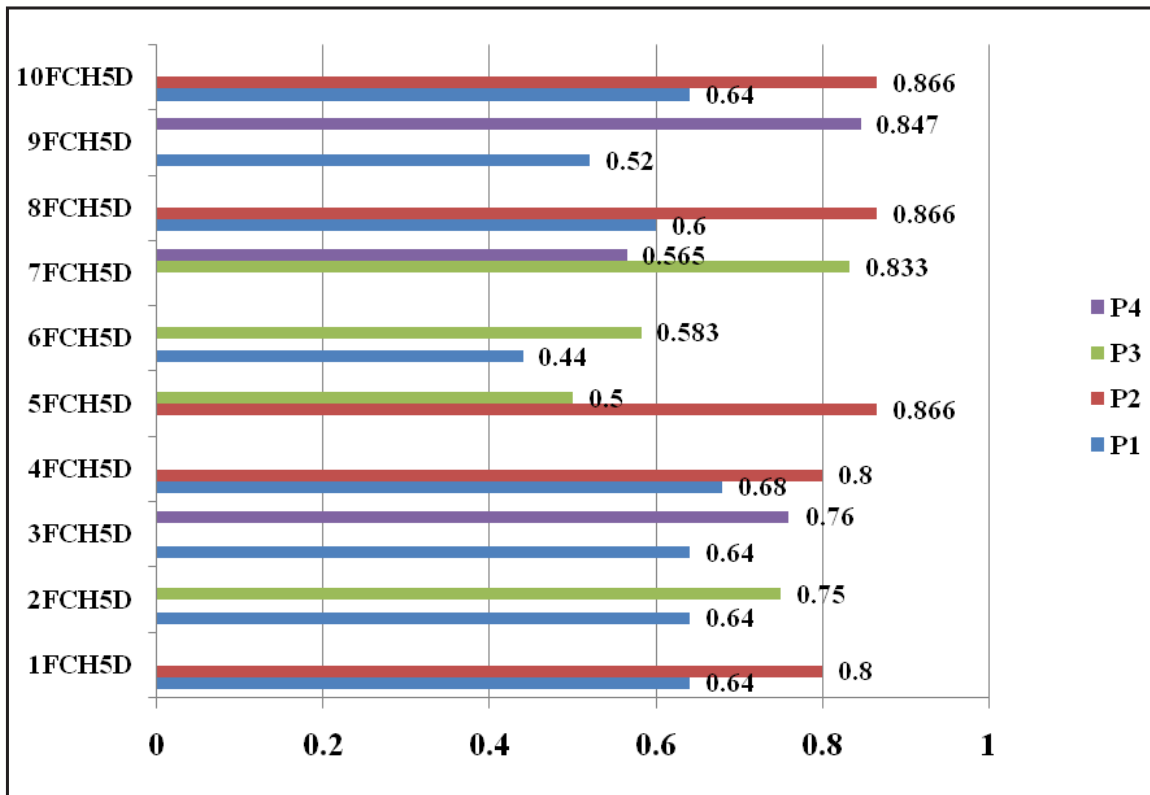
The efficiency of the four perspectives contributes towards overall effectiveness of the website. For a website to perform most efficiently, it is pertinent to have all the CSFs present. The more the numbers of the CSFs present, the more is the efficiency of the website under investigation. All the four perspectives have equal weightage towards the overall performance of the website. A website is effective when all the perspectives perform equally well.

- The websites of Foreign Chain 5-Star Deluxe Hotels (FCH5D) are found to score highest in user-friendliness perspective though needs to include more features for ease of contact. Most of them have clear and effective navigational tools with limited vertical and horizontal scrolling that facilitate better navigational experience. The sample websites are attractive with colorful backgrounds, clear and uncluttered pages, good quality pictures and clear text. The hyperlinks show readability and the web space is used judiciously and effectively. Most of them do not have virtual tour, photo album and audio facility. Five of the sample hotels score around 84% in site attractiveness perspective. The sample websites do not score equally well in marketing

perspective lacking in providing complete information translating the marketing objectives of the company.

- Though most of them provide information related to hotel and reservation but fail to fetch information about surrounding area and communication in the form of newsletter, announcements and of awards is found missing. That may adversely affect the buying behavior of the potential customers since their information needs are not met properly. The technical perspective is found to be the weakest dimension of the foreign chain 5-star deluxe hotels and needs improvement on certain technical features like minimizing number of dead links, HTML errors, downloading time and improving the browser compatibility in some of the sample websites.
- The websites of Foreign Chain 5-Star Hotels (FCH5) are found to score highest in site attractive with colorful backgrounds, clear and uncluttered pages, good quality pictures and clear text. The hyperlinks show readability and the web space is used judiciously and effectively. Most of them do not have virtual tour, photo album and audio facility. Seven of the websites of the sample hotels score more than 80% in site attractiveness perspective. The websites are found to perform equally well in user-friendliness perspective though need to include more features for ease of contact. Most of them have clear and effective navigational tools with limited vertical and horizontal scrolling that facilitate better navigational experience. The sample websites do not score equally well in marketing perspective lacking in providing complete information related to the surrounding areas and management of the websites.

Exhibit 20: Strength and Weakness of Websites of Foreign Chain 5-Star Deluxe (FCH5D) Hotels



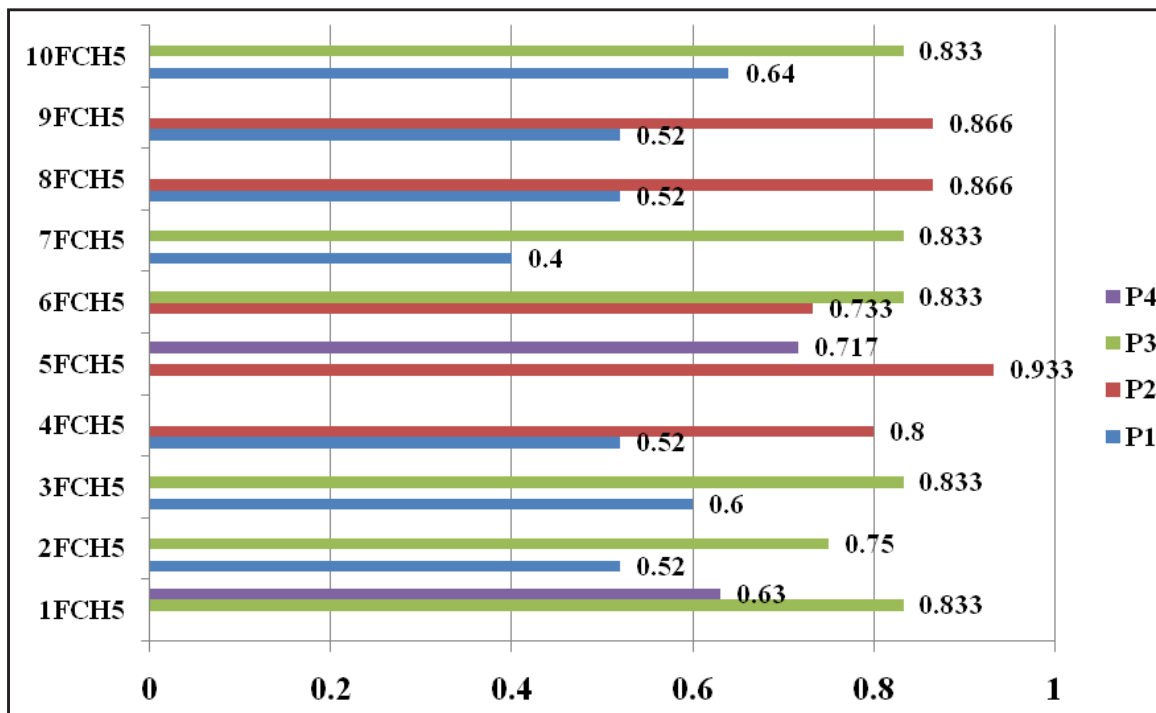
P1 = Technical Perspective

P2 = User-friendliness Perspective

P3 = Website Attractiveness Perspective

P4 = Marketing Effectiveness Perspective

Exhibit 21: Strength and Weakness of Websites of Foreign Chain 5-Star (FCH5) Hotels



P1 = Technical Perspective

P2 = User-friendliness Perspective

P3 = Website Attractiveness Perspective

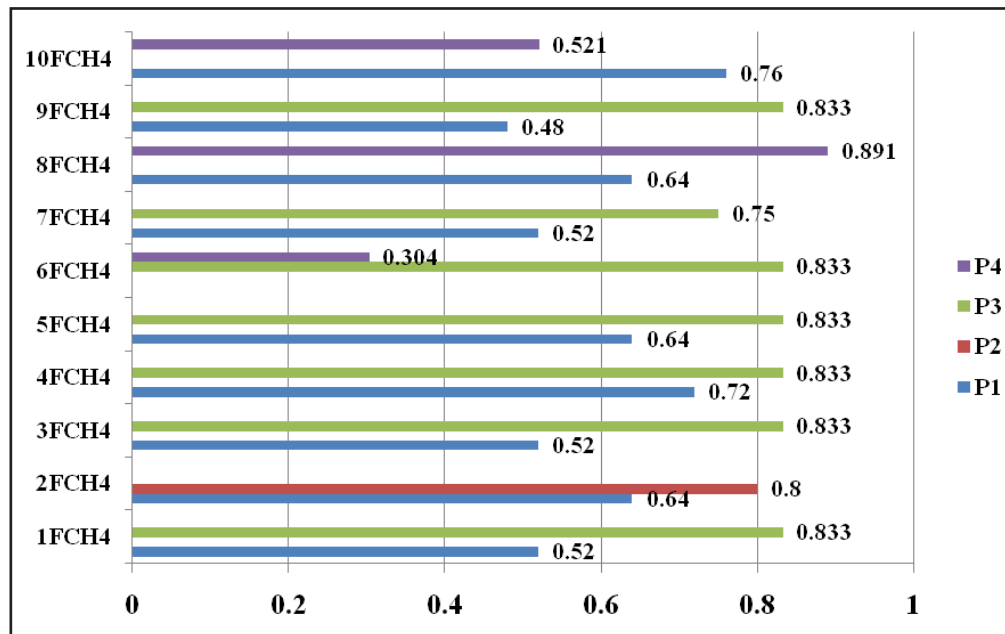
P4 = Marketing Effectiveness Perspective

Though most of them provide information related to hotel and reservation. The inefficiency in marketing and promoting the products and services may adversely affect the buying behavior of the potential customers since their information needs are not met properly. The technical perspective is found to be the weakest dimension of the foreign chain 5-star hotels and needs improvement on certain technical features like minimizing number of dead links, HTML errors, downloading time and improving the browser compatibility in some of the sample websites.

- The websites of Foreign Chain 4-Star Hotels (FCH4) are found to score highest in site attractive with colorful backgrounds, clear and uncluttered pages, good quality pictures and clear text. The hyperlinks

show readability and the web space is used judiciously and effectively. Most of them do not have virtual tour, photo album and audio facility. Seven of the websites of the sample hotels score more than 80% in site attractiveness perspective. The websites are found to perform well in user-friendliness perspective though need to include more features for ease of contact. Most of them have clear and effective navigational tools with limited vertical and horizontal scrolling that facilitate better navigational experience. The sample websites do not score equally well in marketing perspective lacking in providing complete information related to the surrounding areas and management of the websites. Though most of them provide information related to hotel and reservation.

Exhibit 22: Strength and Weakness of Websites of Foreign Chain 4-Star (FCH4) Hotels



P1 = Technical Perspective

P2 = User-friendliness Perspective

P3 = Website Attractiveness Perspective

P4 = Marketing Effectiveness Perspective

The inefficiency in marketing and promoting the products and services may adversely affect the buying behavior of the potential customers since their information needs are not met properly. The technical perspective is found to be the weakest dimension of the foreign chain 4-star hotels and needs improvement on certain technical features like minimizing number of dead links, HTML errors, downloading time and improving the browser compatibility in some of the sample websites.

B. Remedial Measures for Catalyzing the Website Performance

It is based upon the conclusion of the performance of the websites in different perspectives already discussed above.

The following measures are suggested to various hotel management companies:

- The websites of the Foreign Chain 5-Star Deluxe Hotels are found to be weak in technical perspective. The websites are also needed to improve their performance in other perspectives too. To strengthen their performance in these perspectives, they must incorporate the following measures:
- Decrease in the number of dead links, Error free HTML check, strengthening browser compatibility and quick downloading promotes the technical efficiency of the websites leading to a better browsing experience to the end-users.

- Ease of contact makes the user-friendly interface effective with the incorporation of the features like “E-mail”, “Fax Number”, “Feed Back Form”, “FAQ” and “Fact Sheet”. It helps in fortifying the client relationship management.
- Inclusion of features like “Effective and Aesthetically Appealing Backgrounds”, “Audio” and “Virtual Tour” improves website attractiveness that grab the attention of the end-users and stimulate them to browse further.
- Presence of “Video Clips” helps the potential customer to finalize his decision.
- The information related to the surrounding area equipped with “Surrounding Photos”, “Weather”, “Restaurants, Shopping arcades and Bars in the Area” help the potential visitors to plan a vacation and make reservation online.
- The communication related to “Announcements”, “Awards” and the “Newsletters” help promoting the hotel business online.
- The proper management of the website improves website performance.

The websites of the Foreign Chain 5-Star Hotels are found to be weak in technical and marketing perspective. The websites are also needed to improve their performance by a little degree in other perspectives too. To strengthen their performance in these perspectives, they must incorporate the following measures:

- Nullifying the dead links and HTML problems, improving the compatibility of the browser and fixing up the slow loading of web page improves the technical efficiency of the websites.
- By giving the fax number, FAQs, feedback form to know about customers’ preferences deepens the customer relationship.
- The attractiveness of the website can be enhanced by putting the photo albums, virtual tour and video clips that further appeals the customer to experience the real pleasures of services and products at the facility.
- The important information related to the destination with photographs help into conformation of online reservation.
- Management of the websites should be taken on priority by the hotel management company for updated information to the online users.

The websites of the Foreign Chain 4-Star Hotels are found to be weak in technical and marketing perspective. The websites are also needed to improve their performance by a little degree in other perspectives too. To strengthen their performance in these perspectives, they must incorporate the

following measures:

- The number of dead links and HTML errors should be minimized and the browser compatibility must be improved.
- It is imperative to add more contact information features to make the sample websites more interactive.
- It is suggested to enhance the beauty of the website by including more multimedia features.
- The information regarding weather, restaurants, bars, local activities and events with supporting pictures must be uploaded on the sample websites so as to promote the hotel as well the destination online.
- Some of the sample websites do not communicate well about press releases and announcements and therefore, must incorporate the required features.
- There must be information related to the time when the website was last updated.
- “E Shop” options must be provided on the websites.

Context – B (Objective - 4)

The fourth objective of the investigation was to undertake the comparison of the performance of the websites of Foreign origin Chain 5-Star Deluxe Hotels and Foreign origin Chain 5-Star Hotels operating in India.

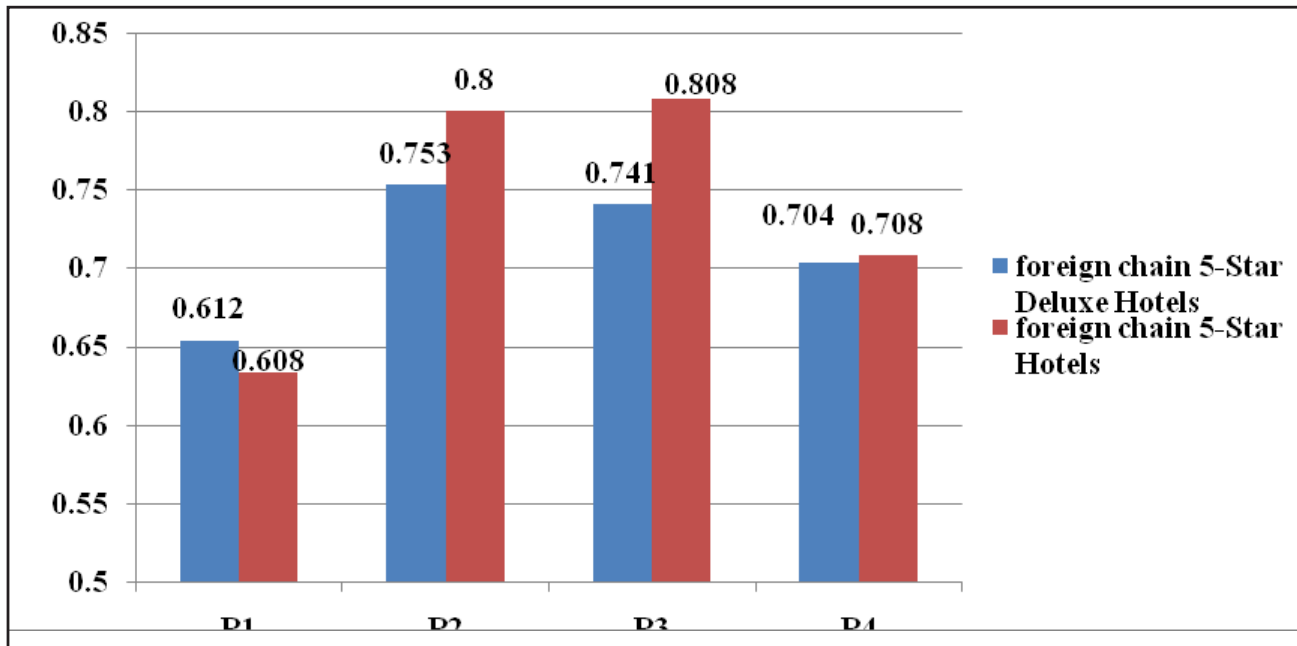
The important findings are summed up in the section given below that describes the significance of comparison in four perspectives between the websites of Foreign Chain 5-Star Deluxe hotels and Foreign Chain 5-Star Hotels.

Perspective-Wise Comparative Analysis Findings

- On the basis of the overall perspective - wise mean score, there is no significant difference in the performance of the websites of foreign chain 5-star deluxe hotels and foreign chain 5-star hotels in India in technical, user-friendliness and marketing effectiveness perspectives.
- The websites of foreign chain 5-star hotels are better performers in site attractiveness perspective than foreign chain 5-star deluxe hotels.
- The analysis of the overall performance of all the perspectives in totality deduces that there is no significant difference in the performance and the websites of foreign chain 5-star deluxe hotels and foreign chain 5-star hotels in totality.

Below is Exhibit 23 that shows the comparative performance of the sample websites on the basis of the mean scores in different perspectives.

Exhibit 23: Perspective Wise Comparative Performance of Foreign Chain 5-Star Deluxe & Foreign Chain 5-Star Hotels' Websites



P1 = Technical Effectiveness Perspective
 P3= Site Attractiveness Perspective

P2 = User-Friendliness Perspective
 P4 = Marketing Effectiveness Perspective

Context - B (Objective - 5)

The fifth objective of the investigation was to undertake the comparison of the performance of the websites of Foreign origin Chain 5-Star Hotels and Foreign origin Chain 4-Star Hotels operating in India. The important findings are summed up in the section given below that describes the significance of comparison in four perspectives between the websites of Foreign Chain 5-Star hotels and Foreign Chain 4-Star Hotels.

Perspective-Wise Comparative Analysis Findings

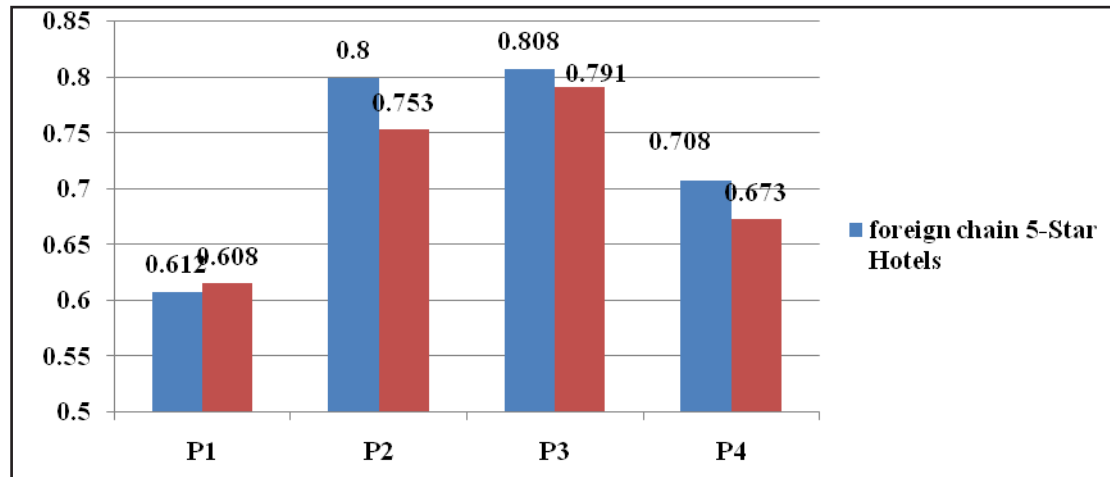
- On the basis of the overall perspective - wise mean score, there is no significant difference in the performance of the websites of foreign chain 5-star hotels and foreign chain 4-star hotels in India in technical and site attractiveness perspectives.
- The websites of foreign chain 5-star hotels are better performers in user-friendliness and marketing effectiveness perspectives than foreign chain 4-star hotels.
- The analysis of the overall performance of all the perspectives in totality deduces that there is significant difference in the performance and the websites of

foreign chain 5-star hotels and foreign chain 4-star hotels in totality with 5-star as better one. Below is Exhibit 24 that shows the comparative performance of the sample websites on the basis of the mean scores in different perspectives.

Position of the Hypotheses

S.no	Hypothesis of the study	Position of the Hypothesis
H1	There are no significant differences between the performance of the websites of foreign chain 5- star Deluxe Hotels and foreign chain 5-star Hotels operating in India.	The hypothesis is accepted since no significant difference is found between the performance of the websites of foreign chain 5- star Deluxe Hotels and foreign chain 5-star Hotels operating in India.
H2	There are no significant differences between the performance of the websites of foreign Chain 5- star Hotels and foreign Chain 4-star Hotels operating in India.	The hypothesis is rejected since significant difference is found between the performance of the websites of foreign Chain 5- star Hotels and foreign Chain 4-star Hotels operating in India.

Exhibit 24: Perspective Wise Comparative Performance of Foreign Chain 5-Star & Foreign Chain 4-Star Hotels' Websites



P1 = Technical Effectiveness Perspective

P3 = Site Attractiveness Perspective

P2 = User-Friendliness Perspective

P4 = Marketing Effectiveness Perspective

RECOMMENDATIONS OF THE STUDY

The present research study undertakes the evaluation of websites of different categories of hotels of foreign origin operating in India. The website of a hotel is the virtual face of the hotel present at global platform. Websites play a significant role in shaping the buying decision of the potential customers. Every potential customer wants to know every aspect of the hotel to make his stay memorable and for that he retrieves the information given on the website of the hotel. He makes choices according to his needs and preferences. And for this purpose, it is quintessential that the website of the foreign hotel chains must be informative in nature to satisfy the information needs of the potential customers.

A website that is technically efficient and does not spoil the browsing experience of the end users due to technical deficiencies holds the end users and facilitate them to browse more pages. Any kind of technical inefficiency in the form of dead links, HTML errors, downloading issues or the browser incompatibility brings irritation to the online users and may lead them to quit the browsing. And the hotel management companies have to understand that loss of an online user actually means loss of a real customer. That is why, it is important to have a technically sound website.

The main aim for a website is to market and promote the services and products offered by the facility online. This can be achieved only when it has all the information features to provide information to the potential guests. If the website does not provide complete information about the facility then it fails to market the product online and the website visitor fails to make any buying decision since his information

needs are not properly met with. The hotel websites should be multilingual in nature so that the end users from different cultural backgrounds will be able to understand the content of the website and thus get the information about the facility and make a decision. A hotel has different target groups. It has the facilities and services for sale to different market segments like family, business traveler, travel agency, member special, MICE and group business and numerous others. These different segments have different information needs and therefore, the website should have separate information features for these separate groups.

A traveler planning for a vacation is always in need of information about the destination, the accessibility, the restaurants and the bars, the local attractions and activities, weather conditions and shopping markets. The hotel website must give information about the surrounding area so that the vacationer easily plans his vacation and make the reservation online according to the needs and preferences.

Communication plays an important role in marketing and promotion. The management companies communicate variety of information like awards, achievements, new developments, new products or services, other announcements, periodic newsletters and press releases to market and promote their products and services. The hotel websites must incorporate such features to communicate effectively with the stakeholders.

A well designed, attractive, informative and interactive website becomes ineffective in due course of time if the proper management of the website is not done periodically. There must be website feedback form too so that the improvements can be done in the website.

It is quintessential for the hotel management companies to adhere to these recommendations for making their website an effective marketing tool that helps not only in bringing new customers but retains the customers too.

IMPLICATIONS FOR FUTURE RESEARCH

- There is a great opportunity in the future to increase the geographical scope of this research as well evaluating a larger pool of hotels operating in India.
- Future research could replicate this study and investigate the websites of various other forms of hotels like eco hotels, motels, resorts etc.
- Future research may uncover the reasons of including or excluding of certain elements of the BSC from the websites of the hotels.
- Tourism websites may be evaluated using BSC approach.

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