Article Title
Effects of crowdvoting on hotels: the Booking.com case

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Purpose
This paper aims to define and demonstrate the importance of crowdsourcing for the improvement of diverse functions of hotels, the advantages and disadvantages of this technique and, specifically, the relevance of crowdvoting for enhancing hotel sales, and diverse hotel performance dimensions.

Methodology
A total of 45,103 opinions from Booking.com, a sample of 184 questionnaires addressed to hotel managers and partial least squares (PLS)-path modeling were combined to contrast the hypotheses.

Findings

The results empirically show the direct and positive impact of the opinions of the crowd on the amount of hotel sales that do not depend on physical intermediaries and the impact that this has on the performance dimensions of hotels.

Practical implications
The paper shows the relevance of following strategies addressed at increasing the customers' recommendations in the main social media or virtual travel agencies, as a mechanism to reduce tourism and hospitality organizations' traditional weaknesses and increase their long-term performance.

Originality/value
The novelty of crowdsourcing, means that few works (although with an explosive increase and with high impact) have focused on this aspect in the literature, especially in the tourism and hospitality literature. The results of our research open new areas of research and contrast the relevance of crowdsourcing and specifically crowdvoting for the success of hotels. In addition, the methodology employed, by mixing the data from a social media, with a questionnaire addressed to managers, can open new ideas for future works.

Conclusion

The findings indicate, firstly, that crowdvoting have a positive and direct influence on the increase in direct and virtual sales. Although some authors found that customers are more influenced by negative reviews or votes in hotels (Sparks and Browning, 2011; Zhao *et al.*, 2015), our results are in line with the results of previous investigations in other contexts (Herrero *et al.*, 2015; Mauri and Minazzi, 2013; Sparks and Browning, 2011; Vermeulen and Seegers, 2009; Ye *et al.*, 2009) and indicate the relevance of focusing on crowdsourcing techniques to enhance the sales of hotels.

Secondly, the results show that the amount of direct and virtual sales have a direct and positive effect on hotel performance. This conclusion supports the results from previous studies (Helsel and Cullen, 2005; Morosan and Jeong, 2008; O'Connor and Frew, 2004), and stresses the importance of the focus on the virtual landscape, as it increases market share and reduces distribution costs (Carroll and Siguaw, 2003; Kucukusta *et al.*, 2015; O'Connor and Frew, 2004), reduces intermediations (Law *et al.*, 2015), increases trust (Sparks and Browning, 2011), image and confidence (Herrero *et al.*, 2015), satisfaction (Jeong and Lambert, 2001) reputation and prices (Yacouel and Fleischer, 2012), innovation and the identification of new opportunities (Campo *et al.*, 2014) and broadly enhances relationships and performance (Buhalis and Licata, 2002; Berné *et al.*, 2015).

Moreover, results indicate an indirect influence of crowdvoting on performance. This is consistent with Xu *et al.* (2015), who found that crowdsourcing does not exert direct but indirect influence on performance, by developing innovation distinctive competences; or with Smithson *et al.* (2011) who, in the Spanish hospitality sector, found a positive effect of online visibility on organizational performance, through the capture of new clients and by increasing the occupancy rate.