The use of crowdsourcing as a strategic model in future hotels

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ABSTRACT

The purpose of this paper is to define, analyze their types, and to do an in-depth study of the concept and the importance of crowdsourcing for the management and marketing of hospitality and tourism firms. More concretely, the paper analyzes the impact of crowdsourcing related processes, together with the evolution of the new conceptions of marketing and management, in the transformation of hotels. Furthermore the paper forecast the future of hotels, by exploring and studying diverse uses and possibilities of crowdsourcing techniques for improving diverse processes in different organizational areas of hotel business. With the new marketing perspective, the paper provides also several examples of its use in hotels, and pretends to create an exploratory framework, and analyze the strengths of the use of crowdsourcing related techniques in the hotel arena, and also the negative consequences of some of these techniques for hotel firms.

Keywords: crowdsourcing, hotels, Web 3.0 innovations, consumer behavior, new technologies

INTRODUCTION

Recent studies identify some of the current and future trends affecting the hospitality industry, including globalization and the development of new technologies. The progress of information and communication technologies, together with the evolution of the Internet and the social networks have had a deep impact in the structure of firms and have altered the way organizations manage the production process of all kind of firms (Garrigos et al., 2012), and tourism and hospitality firms are not an exception (Garrigos et al., 2015). We should add the new complex and dynamic market realities, and the unprecedented access to information and networks by customers, which are increasing the pressures to hotels to produce better and cheaper products and services, and more adapted to the needs of customers. In order to answer to these changes, destinations and business are following a new conception of the production process, centered in a new marketing perspective where the customer is the essential part of the design of all kind of products and operations in the firm. In addition, pioneer firms are considering innovative perspectives to improve organizational and marketing processes, innovating mainly by using new techniques, and by incorporating the crowd in their developments.

Actually, in order to face the new transformations on the business environment, the most successful enterprises in the world, belonging to diverse sectors, are developing new business models and ways of innovations centered on the customer, and related most of them to the called "crowdsourcing" (defined as taking a specific task once performed by employees and outsourcing it to a large group of people via the internet in the form of an open call (Howe, 2006), in which customer participation and stakeholders integration in the value chain of the firms has become the new key success factor. Such as Della Corte et al. (2013: 456) state, in a study in the tourism sector, "in a today competitive environment, the co-creation of solutions is of fundamental importance for the firm in order to gain competitive advantage". In the new scenario, the participation of the crowd is critical according to these authors, as the crowd is able to create new solutions regarding tourist organizations, markets, society as well as virtual community. More specifically, in a recent work in the lodging industry, Richard, et al (2015) posit for the importance of crowdsourcing for innovation, by highlighting that nowadays, by seeking to co-create solutions with a diverse crowd of potential customers, interested parties and experts, hotels are opening up their innovation process to the world. However, and although their growing and strategic importance, the studies of crowdsourcing in general are scarce. More concretely, the studies of crowdsourcing in the tourism and hospitality sectors are reduced and dispersed, and no previous study has analyzed it globally focusing in our sector.

In order to avoid this situation, the aim of this paper is to define crowdsourcing and analyze deeply the different kind of processes that this term comprises. Moreover, the paper aims to forecast also the future of tourism firms, by analyzing the transformation of their marketing and management, due to the emergence of crowdsourcing related processes, the changes in the conception of the marketing and the emergence of the Web 3.0 with the development of the new technologies.. The importance of anticipating and analyzing these mechanisms are critical for the managers of hotels, and for destination managers, in order to copy with the most important challenges of the future.

Moreover, the paper aims to identify and explore diverse uses and possibilities of Crowdsourcing techniques in the hotel sector, in order to improve diverse processes in different organizational areas of this business. In addition, and taking into account the new conceptions of the nowadays marketing, the paper tries to provide several examples of its use in hotels, and pretends to create a framework and analyze the strengths of the use of Crowdsourcing related techniques in the hotel arena, studying also the use the power of the crowd in some important areas of hotels. Finally, the paper analyzes some negative consequences for hotels of some crowdsourcing techniques

CROWDSURCING: DEFINITION AND TYPES

The expression "crowdsourcing" was coined by Jeff Howe (2006) in the magazine Wire as "the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call". The

term, mainly based on the idea of the consumer as a "helper" in product development (Artič, (2013). or as provider of almost every task for organizations, is extended nowadays to as "the outsourcing of tasks to the general Internet public" (Kleemann et al. 2008). Hence, after analyzing several definitions in the literature, Estellés-Arolas and González Ladrón-de-Guevara(2012:197) include this definition:

"Crowdsourcing is a type of participative online activity in which an individual, an institution, a non-profit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task"

After this definitions, we could conceived it in the tourism sector as the act of taking a job or a specific task usually performed by an employee of the tourism organization, or more widely termed by a "designated agent", such as a contractor, and outsourcing it through an open call to a large group of people or a community (crowd or mass) over the Internet.

Although this is not the purpose of this work, the crowdsourcing process is important, first of all because several motivating factors make crowd participants, to work on low-paying tasks. Motivators can be the simple satisfaction, like in the case of Wikipedia, till other monetary or financial compensations (Mason and Watts, 2010; Horton and Chilton, 2010). Such as Estelles and Gonzales (2012:195) stress "the user will obtain satisfaction of a given necessity, whether it be economic, social recognition, self-esteem or the development of individual skills." These low cost motivations, make companies to acquire services, knowledge, solution, ideas and so on, that economically could not be so profitable to obtain by other mechanisms.

Secondly, the contributions obtained from crowdsourcing processes, can not only be cheap, but also of a great quality. Moreover, apart from the low cost, crowdsourcing is very relevant, because. relative to more traditional outsourcing, crowdsourcing has the potential to provide higher quality solutions cheaper and faster Hence, some authors have studied several motivators and their impact on solution quality (Huang et al., 2012; Leimeister et al 2009); while other have analyzed for instance quality measures of idea generations.(Poeth and Schreier, 2012, Blohm et al, 2011) to get the best from the crowd.. In addition, several crowdsourcing applications has been used for solving problems and/or for dealing with managerial decision making (Zhao and Zhu, 2012; Chiu et al., 2014).

Nevertheless, in order to understand the process, we have to consider the wide amplitude of the crowdsourcing potential, as we can realize about the existence of several modes of crowdsorucing. Hence, the literature relates different alternatives or kinds of crowdsourcing schemes to be applied.

Looking for instance for the more extended schemes of crowdsourcing possibilities, some crowdsourcing initiatives include crowdvoting, crowdfunding, microwork, creative crowdsourcing, crowdsource workforce management and inducement prize contests (Wikipedia, 2015). However let us analyze previous models. For instance, in a pioneer study

Kleemann et al., (2008: 12-14), studied and provided examples of the next types of crowd-sourcing: consumer participation in product development and configuration; product design; competitive bids on specifically defined tasks or problems; permanent open calls; community reporting; product rating by consumers and consumer profiling, and customer-to customer support. Estelles and Gonzalez (2012b) focused on: crowdcasting, crowdcollaboration (crowd-storming, crowdsupport), crowdcontent (crowdproduction, crowdsearching, crowdanalyzing), crowdfunding, and crowdopinion. In the context of education, Alghamdi et al (2013) stress for example crowd creation, crowd voting, crowd funding and crowd wisdom. Pedersen et al. (2013), in a framework based on an input-process-output model, differentiated among crowd creation (generating ideas), crowd wisdom (reducing, clarifying and organizing the ideas), and crowd voting (evaluating ideas and building consensus). According to the more extended work by (Brabham, 2013), Crowdsourcing can apply to four main directions: knowledge discovery and management (or organization), with the aim of finding and assembling or organizing information; broadcast search (or optimization), in order to come up with a solutions to a probably objective or measurable problem, such as scientific problems; peer-vetted creative production (or ideation), to debate ideas and solve problems that have subjective answers in domains as politics, design, aesthetics, or art.; and distributed human intelligence tasking (or analysis), focusing on processing and/or analyzing a large amount of data/information better than computers in due time. In addition, other activities added by (Trifu and Croitoru, 2014) are: crowdvoting, to gather a large group's opinions or judgment on a certain topic; crowdfunding; to gather the necessary financial resources for funding different projects by a multitude of people that contribute with a small amount; creative crowdsourcing, that refers to graphic design, crowdsourcing architecture, apparel design, illustration, writing; or crowdsearching, looking for a general search for answers, solutions, or missing persons, pets or lost items. More recently Prpic et al (2015:79) differentiate among crowdvoting, idea crowdsourcing, micro task crowdsourcing and solution crowdsourcing, according to the two dimensions of subjective versus objective content, and filtered versus aggregated contributions. In this sense, in the case of crowd-voting an "organization request choices between alternatives and then aggregates the votes"; for Idea crowdsourcing the organization "invites opinions for small and big questions and then evaluates the proposed ideas"; for Micro-task crowdsourcing the organization "breaks a problem into smaller jobs and then re-assembles the completed task"; and for solution crowdsourcing the organization "invites and tests contributions for every specific problems and then adopts the best non-falsifiable solution".

Figure 1: Crowdsourcing alternatives.

Subjective content			
Aggregated Contributions	CROWD-VOTING	IDEA CROWD-SOURCING	Filtered contributions
	MICRO-TASK CROWD-SOURCING	SOLUTION CROWD-SOURCING	
Objetive Content			

Source Prpic et al (2015)

Although the works about crowdsourcing in the tourism sector are still scarce, we can also find some pioneer classifications based in the previous works. For instance, applied to the marketing in the tourism sector on the cases studies of "Turismo Emilia Romagna" and "Destination New South Wales", Della Corte et al. (2013) analyze four categories of crowdsourcing: crowd sharing (user to user), where users share knowledge and information (suggestions, pictures, videos); Crowd interaction (Tourist-to-potential tourist; citizen to tourist), that aims to create a relationship between tourists/citizens and tourists who are looking for specific information; Crowd creation (User-with-firm), where users create contents in a dynamic and evolved way (in this case they put together users and firms through a map; and indirect crowdsourcing (Customer Relationship Management) with the purpose of listening of complaints, suggestions or impressions with the aim of improving the service

More recently, Richard,et al (2015), suggest also Crowdsourcing in the lodging industry as an important innovation technique, and propose, based in the model by Brabham (2013), a crowdsourcing framework, and also examples of solutions for the industry, together with managerial implications of pursuing a crowdsourced strategy. In this model, where the first horizontal axis represents the stakeholders in the lodging industry (the owners, who provide the funding for the hotel; the brand or the identity of the hotel, responsible for image, product design and marketing; and the management firm or the operational core of the hotel, responsible for its employees and processes), and the vertical axis represents ways in which the crowd can be called upon in order to provide innovative solutions to lodging industry problems (based in the model by Brabham, 2013 explained before)

Figure 2: Crowdsourcing framework in the lodging industry (with examples)

Solution Type:	Brand	Management Firm	Ownership
Organization: Finding and collecting information into a common location and format	Amenity Preferences Wallpaper Color Bedding	Employee Benefits Laundry Chemicals Accounting Software	Financing Terms Franchise Fees Brand Availability
Optimization: Solving empirical Problems	Wireless Internet Business Center Layout Room Ergonomics	Housekeeping Cart Car Pool Program Energy Savings	Location Selection Meeting Room Design CapEx Budgeting
Ideation: Creating and selecting creative ideas	Loyalty Program New Logo Design Kids Programs	Employee Menu Staff Recognition Cost Savings Program	Management Terms Recreation Amenities Spa Equipment/Design
Analysis: Analyzing large amounts of information	Comment Cards	Employee Surveys	Expense Statistics

Source: Richard,et al (2015:20)

Hence, diverse applications of crowdsourcing can be implemented in different parts of tourism organizations by following these previous examples. However, for us, more that the specific applications, the importance is the concept, as it represents a break in the previous business models, and in the previous conceptions of the production and marketing processes in the tourism industry in general, and especially in the hotel industry.

CROWDSOURCING FOR TOURISM FIRMS IN THE NEW WEB 3.0 ERA

Crowdsourcing has been proved as an important mechanism to improve the management of tourism organizations and destinations, in a way that could copy with the main developments of the marketing. In this way, in our point crowdsourcing should be used in organizations mainly to improve the efficiency of operations and services offered to clients, according to the perception of customers (by using crowdsourcing as a tool for assessment and control function), but essentially as an element to know and influence tourist decisions. To sum up, we state that crowdsourcing is a key mechanism to improve the two-way relationships existing between tourism

organizations and customers. From the outside to inside perspective, crowdsourcing can be critical in order to improve the efficiency of tourism organizations, but also from the inside to outside perspective, in order to spread the image and communicate the existence and advantages of tourism organizations. Let us focus in these two directions.

The first direction of this relationship (outside-inside) is analyzed for instance by State & Popescu (2014), in a work that studies the use of crowdsourcing for the improvement of the customer relationship management of organizations in the industry of tourism and hospitality. Such as these authors posited, "By crowdsourcing, the managers of the profile units can get extremely useful information in order to improve their own activity" (Ibid, p.12). This is important in our perspective, as crowdsourcing can help organizations to cover the gap between the services offered by tourism units and the reality met and/or perceived by the customers or tourist, as it can provide with a reliable feedback of the opinion of the tourism units' clients. In addition, such as Della Corte et al. (2013:453) stress, the information of tourists is essential as "tourist reveals a wider and more articulated vision comparing the specific and limited vision of the tourist organization and the whole destinations reference system". For instance, State & Popescu, (2014) explain the importance of this information specially to adopt measures to improve/develop the training of subordinate human resources. However, we could extend the importance of the information obtained from the opinions of tourist obtained through crowdsourcing techniques in order to improve all the operations of organizations, in a way that could meet the expectative and perceptions of customers. Such as Garrigos et al (2012b:1885) state, enhancing the participation of the people can help to the personalization of the services offered to customers, and in this point, the use of crowdsourcing techniques and "the specific task of the community manager in creating, managing, and enhancing participation and collaboration in virtual communities and social networks is of vital importance to firms". Following Richard et al (2015), with the two-way dialogue between the organizations and the crowd, hotels hope to be able to develop new models of service excellence, to provide a new level of authenticity and personalization, and position themselves to successfully adapt to future trends.

Furthermore, we have to consider that crowdsourcing can be used not only as a mechanism to obtain information, but also to generate ideas, provide solutions…. so other crowdsourcing mechanisms should also be considered in the improvement of the operations of tourism organizations. For instance, According to Garrigos et al (2012b:1887), the process of crowdsourcing "may be very broad and could include everything from the design of a product or process, product development and configuration, solving technical or other problems, creating content, corporate R&D, advertising, quality monitoring… to the inclusion of almost every step in an organization's value chain". At this point, Brabham (2008: 79) explains that the public could help designing products, or in the area of marketing, even producing memorable commercials and images, outperforming the industry faster and cheaper than even the top minds in these fields. For instance, Della Corte et al. (2013:45) explain that with different formulas and methods or application of crowdsourcing,, the crowd can suggest new ideas to promote for instance destinations "in terms of the right things to do in the destinations, the best experience to live, the place in which they can find tour information or opinions for new tourist services"

In addition, we have to look also to the other direction (inside-outside) of the dialogue between the crowd and the organizations, and consider for instance the possibilities offered by crowdsouricng technique for instance to promote the tourism or vacation organizations. First of all, we have to take into account that crowdsourcing, and the better management of social media and customer participation on the internet by firms are also essential for "improving customer trust and the reputation and image of organizations" (Garrigos et al. 2012b:1885). Then, according to these authors, the use of crowdsourcing tools and the figure of the community manager are essential. Moreover, we have to consider that usually decisions of choosing the final travel destination (or the election of the particular organization to provide a tourism service) are taken by the clients based more on their own research and/or consulting friends and/or relatives, than on the efficiency of tourism units efforts (hence, State & Popescu, (2014) posit for instance for the importance of crowdsourcing for creating databases about tendencies of the clients in choosing destinations and the criteria for substantiating their decisions, and the importance of the customer relationship management of firms). Obviously, if the customers take as a basis of their decision the information spread in the social media, it is crucial that tourism organizations emphasize on the management of this information, not only to consider that information, but also to manage and spread the information that can promote and expand the image of the tourism companies. For example, and following Della Corte et al. (2013:453), in the tourism industry, "the crowdsourcing enriches the visibility of contents, information and news, helping firms emerging in the current competitive scenario and stemming the general confusion caused by the dispersion and pulverization of information both on the demand and the offer side". Moreover these authors stress that crowdsourcing is important in their case study because "the exchange of information, knowledge and competences between tourists and the virtual community creates a word-of mouth… that influences and shapes tourist's attitudes and preferences both at organic and induced level."

THE USE OF CROWDSOURCING IN HOTELS

Let us emphasize then in some previous uses of crowdsourcing techniques in the hotel industry in order to know the successful of previous experiences. Although the research about crowdsourcing in hospitality is still reduced, the literature shows that Crowdsourcing in hotels is being applied in different ways. Among them, and following our previous scheme we are going to differentiate among the use of Crowdsouricng in order to improve the production, the processes, and the services of the company, and the use of Crowdsourcing in order to spread the brand and image of the firms.

a) Starting for the use of crowdsourcing in order to improve operations, several of these techniques are essential for hotel companies when developing their products or when they try to adapt them to the diverse tourists. For instance, several application of crowdsourcing provide a view into a problem solving model that can be generalized and applied to solve mundane and highly complex tasks (Brabham 2008) in almost all the operations of hotel organizations, since the design of the hotels, till the design of the rooms, the facilities, the technologies to be used,

the development of product and processes, and even the tasks related to human resources management. Let us know some examples:

1)   Crowdsourcing for improving design of and the installations of hotels.

Initiatives of companies like Starwood Hotels link concepts of crowdsourcing and the use of virtual worlds (Second Life) for instance to facilitate hotel concept testing on the market and plan or rapidly prototype the evolving concept for new architectural projects (Jana, 2006). For instance, Starwood Hotels monitored the way that Second Life residents moved inside the hotel to know for instance to which areas of the hotel avatars preferred to go to and which furniture they found attractive. These analyses helped the company to create positive outcomes by implementing built recommendations and by not having to build features in the real world that virtual visitors have disliked. Moreover, Richard,et al (2015) and Vivion, (2014) explain the case of a project of a collaborative design of a crowdsourced hotel to be built in New York, a hotel designed and funded by a worldwide crowd of contributors. In this case the company offers up to thousands in prizes for design contributions (experts judge contributions in the areas of digital services to improve the guest experience, and designs for the suites and public spaces). The design for instance of the rooms has been also outsourced to the crowd by companies such as Marriot, which allow customers for instance to generate new ideas and innovations, together with employees and hotel owners: "Rather than someone at the company coming up with the idea and letting consumers validate it, with co-creation the idea starts with the consumer" in Marriot, according to Michael Dail, vice president of Global Brand Marketing for Marriott Hotels (Trejos, 2013). Moreover crowdsourcing has been used for instance by InterContinental Hotels Group, in order to renovate guestrooms at Staybridge Suites and Candlewood Suites, using for this the participation of graduate students from a College of Art and Design

2)   Crowdsourcing for improving the quality of the products and services offered by hotels.

The hospitality industry in seeking out solutions, essentially from customers, but al so from professionals and contributions from social media, in order to meet customer needs (Trejos, 2013). Hence, the participation of users and other stakeholders and the information that they can provide through crowdsourcing processes, as well as their participation in social networks, is important in designing and adapting all kinds of hotel services to cater for customers' needs, as it helps hotel managers to, with a continuous feedback, improve the quality of products and services. Crowdsourcing can be used in hotels for instance to improve maintenance by reducing defect incidence, concretely the exposure of maintenance issues to the guest, co-producing the identification of issues by incorporating its stakeholders into its processes, or by let them incorporate ideas and solutions.

In this vein, some examples brought from other firms in the hospitality sector could help hotels to improve their products and processes. For instance, considering the example of "MyStarbucksIdea" platform, where customers are enabled to share feedback or ideas and make suggestions on existing or new products (Müller 2011). Moreover, according to Trejos, Marriot

solicit ideas from travelers on everything from design to technology to food and beverage on its website, travelbrilliantly.com (Trejos, 2013). Literature offers also some examples used to innovate in operations, since the use of crowdsourcing in Sheraton for instance for new service developments, business processes improvements or customer relationship techniques (Sigala & Marinidis, 2009), to the project "from the ideas to the practice", where clients of the Spanish Hotel Company Hesperia are able to share their innovative ideas with the managers of the hotels. Moreover, other such as Starwood Hotels and Hyatt Hotels, are opening recently these contributions to other contributors through the social media, or by partnering with open-innovation consultancy groups (Richard,et al., 2015).

3) Crowdsourcing to improve the management of inventories.

Obviously, the previous improvements with the creation of algorism can also help firms to improve the management of operations or inventories. For instance According to Zhang et al (2009: 350) "In the tourism literature, inventory management problems, such as overbooking and revenue/yield management, have been addressed in the context of the hotel sector. We think, that crowdsourcing processes can help us to create mechanisms like algorithms or technological applications to improve these problems, apart from creating innovative formulas and recommendations to hotels to improve these questions.

4) Crowdsourcing to improve the management of personnel and other uses.

In hotel companies such as Marriott, crowdsourcing, combined to gamification on facebook has been used for human resource purposes, as a way to engage people and fill vacancies (Erkinheimo and Dombowsky., 2013). Other examples are the use of Crowdsourcing for improve the R+D tasks, with the innovation and creation of new products and services suggested by the crowd, the finance of new projects, with crowdfunding processes, the provision of specific items, with the creation of specific platforms, or the service to customers, with the use of platforms specialized to get the participation of the crowd to improve specific needs of tourist (location, weather, traffic conditions, interesting places to visit….), or to allow them to plan better their trips or offer them complementary resources).

b) If we analyze, the use of crowdsourcing for Marketing purposes, the examples are extensive.

First of all, crowdsourcing is important for hotels and customers because the Web can, in theory, head towards better-informed purchases—both online and off—thanks to sites that offer crowdsourced reviews of everything and hotels are not an exception. Examples of this is for instance the emergence of diverse webpages and firms such as Tripadvisor.com Booking.com or Hotels.com

Actually, in marketing there is a growing trend to use crowdsourcing to improve product development, to get information on everything (product, services), for instance to improve marketing research, for packaging and delivery, to design everything (logos, social media content

development such as videos or banners for viral distribution), to improve the price setting and distribution of hotel product or to improve promotion and communication. Hence, crowdsourcing allows marketers with the opportunity to exploit the crowd`s contribution to access to a huge amount of knowledge and intelligence outside the firms, which help them to make more informed decisions. Let us show some examples

1) Crowdsourcing for marketing research.

Conley, & Tosti-Kharas (2014) postulated that crowdsourcing can be introduced as a method for performing content analysis in management research, and analyzes for instance the advantages and disadvantages of crowdsourcing for content analysis. Moreover, Crowdsourcing is considered as a feasible way of providing cheap, robust, content based, analysis of digital data such as text or images e.g "choose the best picture of the hotel" (Jagadeesan et al. (2009). These data, together to the information that marketers can get in the social medias or in platforms based on votes or recommendations of customers, can help hotels for instance to design their strategic marketing and the election of their target.

In addition, one important way of the use of Crowdsouricing techniques in hotels is the use of mining data in order to rank the hotels. Going further, some authors have tried to make improvements in these directions. For instance, Ghose et al (2012) proposed and designed, based on data from U.S. hotel reservations made through Travelocity, combined with data from various social media sources (using mining user generated and crowdsourcing content, and specifically with techniques from text mining, image classification, social geotagging, human annotations, and geomapping), a new ranking systems for hotels on Travel Search Engines, based on the average utility gain a consumer receives from staying in a particular hotel. These rankings are important for companies, as they can know their weaknesses and strengths, that can allow on only to improve their marketing but also their operations

2) Crowdsourcing to create campaigns and promote tourism companies.

Firstly, the crowd can help to spread the promotion of the companies, for instance through the viral marketing, or can help to develop or improve the marketing campaigns. For instance, Starwood Hotels and Resorts have used internal crowdsourcing by asking a crowd of its own employees to choose among a variety of potential marketing campaigns (Barlow,2008). Actually this company has used simultaneously a crowdsourcing mix, by implementing an idea-crowdsourcing activity to employees, in order to generate different marketing campaign ideas, before using crowd-voting to then select the best of the submitted marketing campaign ideas (Prpic et al., 2015). Moreover, within accommodations, professionals can rate marketing, promotional and product innovations as being particularly important and impactful to their businesses (Blake et al., 2006; Richard,et al (2015).

However, hotel marketers have to take into account and copy with some of the problems derived of the extension of crowdsourcing processes. In this sense, and apart from the advantages

for marketing, we have to take into account that ethics can potentially be abused through crowdsourcing, for instance with review manipulation, by using the crowd for surveillance, or by invasive and unethical gathering of information for revenge or to expose potential fraud (Harris, 2011). For instance, Fisman (2012) mention that Researchers at Yale, Dartmouth, and USC founded evidence that hotel owners have posted fake reviews to boost their ratings on the site—and may even be posting negative reviews of nearby competitors. Although some specialiced web or firms such as TripAdvisor have removed suspicious reviews in the wake of the fake postings, the importance of these reviews is critical, The thing is that, despite the fraudulent posts, Consumers, do seem to take online reviews seriously.

Another special case of fraud is the case of crowdturfing, defined as "systems where customers initiate "campaigns," and a significant number of users obtain financial compensation in exchange for performing simple "tasks" that go against accepted user policies" (Wang et al., 2012:679). Moreover,, Gokhman et al (2012) analyze the possible use of crowdsourcing services such as Mechanical Turk to solicit deceptive hotel reviews. Ott et al (2011) also analyzed the use of Amazon mechanical Turlk to compare truthful and deceptive positive reviews for hotels found on TripAdvisor in the Chicago area, while Yoo and Gretzel (2009) compared the psychologically relevant linguistic differences between truthful and deceptive hotel reviews. Finaly, in another example, Ott et al (2012) explored the prevalence of deception tourists online review communities such as Expedia, Hotels.com, Orbitz, Priceline, TripAdvisor,

CONCLUSION

The purpose of this paper is to do an in-depth study of the concept of Crowdsourcing and analyze the transformation of the marketing in hotels due to these processes. The paper has analyzed the concept of crowdsourcing and diverse classifications of crowdsourcing processed for firms. Moreover, the paper has analyzed the importance of crowdsourcing processes for tourism and specifically hotel companies. The work has provided also with diverse examples of the use of crowdsourcing processes for improving design of and the installations of hotels; improving the quality of the products and services offered by hotels; improving the management of inventories; improving the management of personnel and other operational uses; Crowdsourcing for marketing research; and Crowdsourcing techniques to create campaigns and promote tourism companies. Moreover the paper analyzes some of the frauds and negative situations that have to face hotel companies due to negative use of crowdsourcing techniques. The paper offers new perspectives that can be useful for practitioners, who can implement these innovations in their tourism business, and also to authors, who can extend these perspectives and applied in new theoretical developments.

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