



Motivation and background

Since internet booming, tourism industry is going through a deep revolution, new **players**, new **channels** and even new **needs** are **rising and vanishing at an astonishing speed**. As a consequence, **the ability of generating and appropriating economic value is changing too**. In fact **online visibility** is a strategic need of hotels, but they depend from few **big intermediaries platforms**

Materials and methods

The analysis will firstly look at the **evolution of the competition** from a **qualitative** perspective, then it will analyses **quantitatively the value distribution** among the industry.

Once the historical analysis is finished the focus will move on finding the **causal correlation between online visibility strategies** (popularity index, OTA rankings, users reviews...) and improved **economic performances** (revenue, profit, RevPAR...).

The thesis will be carried on in collaboration with interdepartmental research center **Smart-data** (data mining & data science tools) and hospitality sector service provider **Octorate** (experience and data about industry).

Addressed problem

The scope of the thesis is twofold:

- 1) Generating a **clear picture of the players**, their features, and how they relate each other **in the value chains** that are emerging **around online visibility**;
- 2) Understanding how **online visibility** provided by platforms **impacts on the economic and the operational performance** of small firms.

I have taken the **hospitality industry** as the empirical setting for my research.

RQ1: How has tourism industry changed from the arrival of **internet intermediaries** in terms of **value generation & appropriation**?

RQ2: Does online visibility truly have an impact on hotels' performances? If yes, what are the possible **strategies to improve performances**?

Preliminary results

- Hotels **popularity index database** under construction
- **Agreement with external company** to collaborate on research topic
- **Historical analysis** of hospitality sector evolution started

Conclusions and future work

As future studies, I also have the ambition to extend this study to **cultural heritage institutions** (e.g. Museums), who are facing a similar challenge of capturing value from their online visibility.