VISIT

A VISIT INDUSTRY REPORT

INVISIBLE TO AI

Why ratings and reviews now decide which hotels and experiences get recommended.



2026

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INTRODUCTION

EITHER YOU ARE ON THE SHORTLIST, OR YOU DON'T EXIST

For twenty years the game was search. That game still exists, but a new one has started on top of it. Travelers now ask ChatGPT, Gemini and Perplexity where to stay in Gothenburg with two kids, or which northern lights tour in Tromsø is best. Instead of ten pages of links, they get one shortlist of three to five names.

This report is built on twenty-seven published sources: industry studies of AI hotel and experience visibility running to millions of data points, academic work from Northwestern and Cornell, consumer surveys across Europe and the Nordics, the official ranking documentation of the experience marketplaces, and the first dedicated analysis of the Swedish travel sector in AI search. It also carries three interviews with Nordic operators in Sweden, Iceland and Norway, and the view of two AI search specialists.



01

THE NEW FRONT DOOR

Asking a chatbot to plan a holiday was a novelty in 2024. It is now mainstream behavior, growing at a pace the industry has not seen since online booking arrived.

TRAVELERS NOW GET A SHORTLIST, NOT A PAGE OF LINKS

In 2024, asking a chatbot to plan your holiday was a novelty. Today it is mainstream behavior, and the growth curves are steep in every market that has been measured.

01 Adoption is doubling, not drifting

56% of US travelers used AI for at least one trip in the past year, up from 43% a year earlier. In Europe, AI use in travel planning nearly doubled in one year, from 10% to 18%, led by Gen Z and Millennial travelers. In Sweden, 27% of travelers now use AI when booking, an increase of 57% in a single year, and half of Swedes say they would consider switching destination on an AI recommendation.

PHOCUSWRIGHT · EUROPEAN TRAVEL COMMISSION · ADYEN INDEX 2025 · MOMONDO

02 The answer has become the desination

Industry analysis presented by Precis and Profound projects that 25% of traditional search traffic will have moved to AI-driven search by the end of 2026, and that roughly 60% of searches now end without a click. Referral traffic to travel sites from generative AI grew 3,500% year over year, and after ChatGPT began surfacing links more prominently in May 2026 the share of answers containing a URL jumped from about 4.5% to over 20%, roughly doubling referrals overnight.

PRECIS × PROFOUND, MAY 2026 · ADOBE ANALYTICS

03 It matters twice over in the Nordics

Our largest inbound markets, Germany, the UK, the US and the Netherlands, are exactly the markets where AI trip planning is growing fastest. When a family in Hamburg asks an assistant, in German, where to stay in Åre or what to do in Copenhagen with children, the answer is being assembled right now, from data most Nordic businesses have never actively managed.

KEY TAKEAWAY

These are not window-shoppers. A traveler who asks AI for a shortlist arrives pre-qualified: they asked a specific question and got a specific answer.

THE SHIFT, IN SIX NUMBERS

THE SIZE OF IT

16%

of the world's hotel supply is visible in AI search results. The other 84% are effectively invisible.

HOTELWORLDAI, 2.36M DATA POINTS

56%

of hotels recommended by AI never appear in Google's top organic results.

THARRO

85%

of what AI knows about a brand comes from third-party pages, not your own site.

HOTELWORLDAI

2x

the conversion rate. ChatGPT visitors convert at 11.4%, organic at 5.3%.

SIMILARWEB

27%

of Swedish travelers now use AI when booking holidays, up 57% in a single year.

ADYEN INDEX 2025

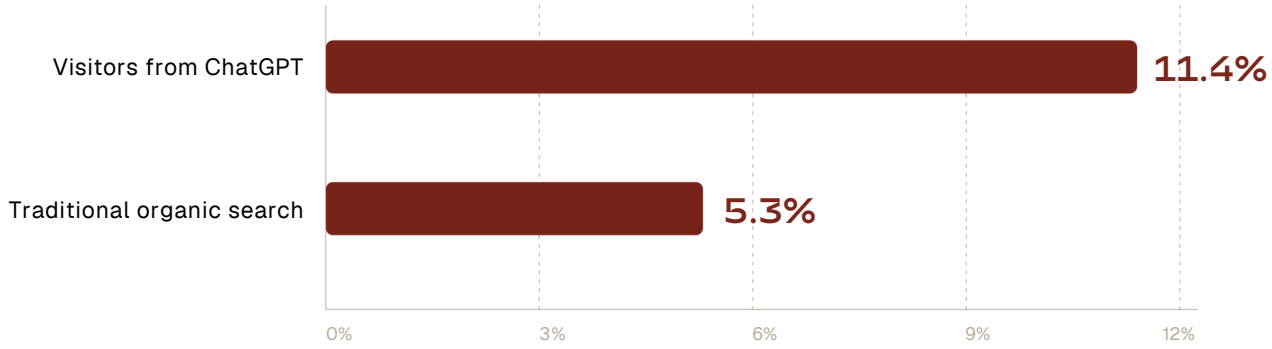
18%

of European travelers use AI in trip planning, nearly double the 10% of one year earlier.

EUROPEAN TRAVEL COMMISSION

Conversion rate by traffic source, hotel websites

SHARE OF VISITORS WHO BOOK



SIMILARWEB, HOTEL WEBSITES, VIA EHOTELIER 2026

KEY TAKEAWAY

An AI referral is worth roughly two organic visits. The traffic is smaller today, and each visit is worth more.



"

Traditional search gives people links. AI search gives them a researched shortlist. Adobe's June 2026 travel data shows AI-referred visitors spending 70% longer on site and bouncing 41% less. That is the behaviour of someone who has already researched, compared and narrowed the field.

People are building persistent context and trust with their AI assistants, and those assistants are increasingly shaping which brands even enter consideration. Most competitors are still optimizing for the click. Brands that build AI authority now have a rare chance to become the default recommendation before the market catches up. Search may win the final click. AI increasingly wins the decision before it.

Dardan Selmani
Senior Performance Marketing & AI Expert, VISIT

YOU DON'T HAVE TO WIN THE WHOLE JOURNEY IN AI. YOU HAVE TO SURVIVE THE FIRST CUT.

NOBODY FULLY TRUSTS AI YET, AND IT CHANGES NOTHING

It is worth being honest about the counterpoint, because it is real. Travelers do not hand their holiday to a chatbot.

Expedia's research found that while 39% use AI to research trips, only 8% rely on chatbots as their main planning tool, and 68% still prefer to book with brands they trust. The answers can be wrong: roughly a third of travelers report receiving incorrect or incomplete information from an AI assistant.

EXPEDIA GROUP, THE AI TRUST GAP, 2026

But note what travelers actually do with that mistrust. They treat the AI shortlist as a starting point, then verify it themselves: they check the reviews, open the website, compare on an OTA. The verification step does not undo the shortlist. It confirms it.

Which means the strategic question is not whether travelers believe AI. It is whether you are among the three to five names they are handed to go and verify. Everything downstream of that, your website, your photography, your rate, only gets a turn if you made the cut.

KEY TAKEAWAY

The AI answer has become the new first impression, the position Google's first page held for two decades.

02

HOW THE MACHINES CHOOSE

An AI assistant searches the open web, reads what it finds, and composes an answer. The properties it names are the ones it could find, verify and describe with confidence.

AI READS ABOUT YOU ELSEWHERE, NOT ON YOUR WEBSITE

Every major study reaches the same conclusion: AI systems build their picture of your business primarily from third-party sources.

85%

OF BRAND MENTIONS IN AI-ANSWERS COME FROM THIRD-PARTY PAGES

<10%

OF CITATIONS WERE THE HOTEL'S OWN DOMAIN

HOTELWORLD AI · THARRO, 695 UNBRANDED HOTEL SEARCHES

AI models scan anywhere from 8 to 58 sources to answer a single query, and the properties that survive into the final answer are the ones that look strong across most of them.

Your website still matters, as the place AI verifies facts and the place travelers finally land. But the decision about whether you get recommended at all is made out there: on Google, on TripAdvisor, on Booking.com, in reviews and forums and travel blogs you do not own and cannot edit.

This is the uncomfortable part of the shift. Two decades of digital marketing taught the industry to invest in the assets it controls. The evidence AI weighs most heavily is precisely the evidence you cannot write yourself.

"

It weights reviews and independent mentions far more heavily, because that's the evidence you can't write yourself.

James Perrott
SEO & AEO Director, Precis

SECTION 04

EVERY ENGINE TRUSTS A DIFFERENT SOURCE

Perplexity

Leans on TripAdvisor, cited in roughly 95% of hotel answer runs. A property weak on TripAdvisor is close to absent here.

Gemini and AI Overviews

Leans on Booking.com at about 63%, plus Google Business Profile and Maps data. Your Google record is doing the talking.

ChatGPT

Official websites and OTAs. Fewer sources per answer, which means higher influence per source .

What follows from it

You cannot pick one platform and win. A property strong on TripAdvisor but weak on Google wins in Perplexity and loses in Gemini. The ones that survive into the final answer look strong everywhere.

THARRO · YEXT, 6.8M CITATIONS ACROSS 1.6M QUERIES PER MODEL

REVIEWS ARE THE EVIDENCE, AND SENTIMENT SETS THE WORDING

AI assistants are cautious by design. They recommend what they can support with evidence, and in travel the richest, most machine-readable evidence that a business is good is its review profile.

01 Volume and class beat rating

In Tharro's analysis, review volume and star class predicted AI recommendation better than guest rating itself. A 4.4-star property with 2,000 reviews beats a 4.9 with 40.

02 Detail gives AI something to quote

"Great for families." "Ten minutes from the harbour." "The guide spoke perfect German." Princeton research found that quotable, specific content boosts visibility in AI answers by up to 40%.

AGGARWAL ET AL., GEO, KDD 2024

03 Silence reads as absence, not neutrality

A sparse, stale or unanswered review profile does not look neutral to an AI system. It looks like an absence of evidence, and in a machine-generated shortlist of five, absence of evidence means absence.

04 Then there is how it talks about you

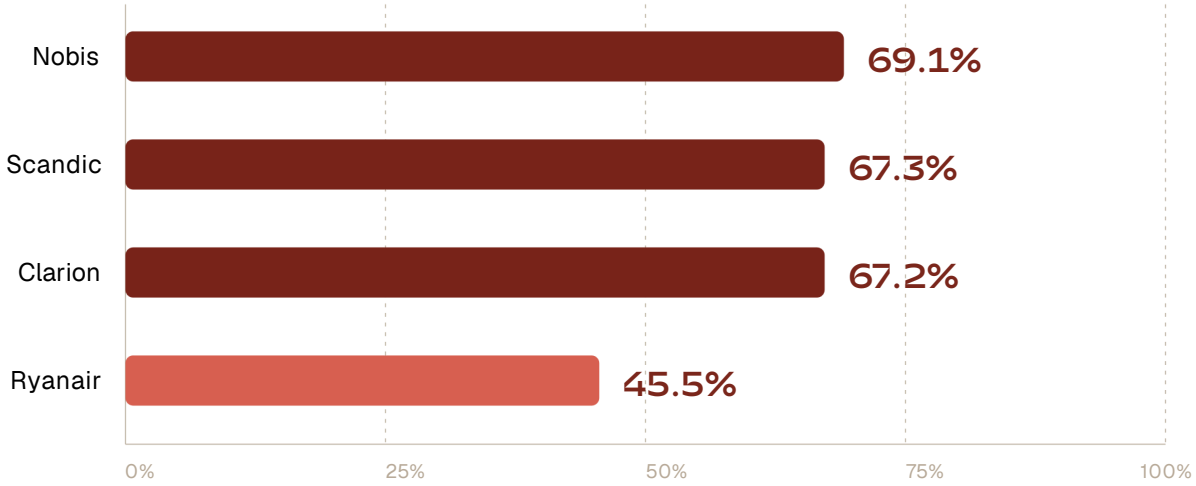
Precis and Profound measured not only how often Swedish travel brands appear in AI answers, but how positively AI describes them. Visibility and sentiment turn out to be different things, and the gap between them is instructive.

KEY TAKEAWAY

Your review profile does not just get you into the answer. It decides how the answer describes you.

How positively AI describes travel brands

SHARE OF BRAND MENTIONS CARRYING POSITIVE SENTIMENT



PRECIS × PROFOUND, SWEDISH TRAVEL SECTOR, MAY 2026. CITED WITH PERMISSION.

KEY TAKEAWAY

Ryanair, shown in the lighter tone, is highly visible and poorly described. High visibility with low sentiment buys awareness, not endorsement.

YOUR RATINGS AND REVIEWS ARE NO LONGER A CUSTOMER SERVICE TOPIC. THEY ARE YOUR PRIMARY MARKETING INFRASTRUCTURE IN THE AGE OF AI SEARCH.

WHAT THE FIRST SWEDISH DATA SHOWS

Until recently everything in this report rested on global data. In May 2026, Precis and Profound presented the first dedicated analysis of the Swedish travel sector in AI search. It confirms the global picture and adds five pieces of local nuance.

01

The winners are review-rich category leaders

Liseberg is the most visible Swedish travel brand in its category, appearing in 91% of amusement-park queries. Strömma leads archipelago tours, SkiStar leads ski resorts, and Scandic wins hotels through sheer breadth. These are precisely the brands with thedeepest, freshest review profiles in their categories.

02

Niche authority beats size

ICEHOTEL tops winter-activity queries on a modest 5.5% share of voice overall. A focused, distinctive reputation in one category outperforms broad mediocrity, which is the strategic opening for smaller Nordic
operators.

03

The OTA encroachment is real

In city-tour queries the most visible "brand" is GetYourGuide, a marketplace rather than an operator. When operators neglect their own review evidence, AI hands the recommendation to whoever aggregates it.

04

And a local twist on sources

In Swedish-language answers the most-cited single domain is not TripAdvisor. It is Reddit, at 2.67% of citations, followed by a long tail of local .se domains; TripAdvisor's Swedish site accounts for just 0.84%. The global hierarchy holds for international guests asking in English and German. For domestic travelers, community discussion carries unusual weight.

05

The Nordic multiplier: language

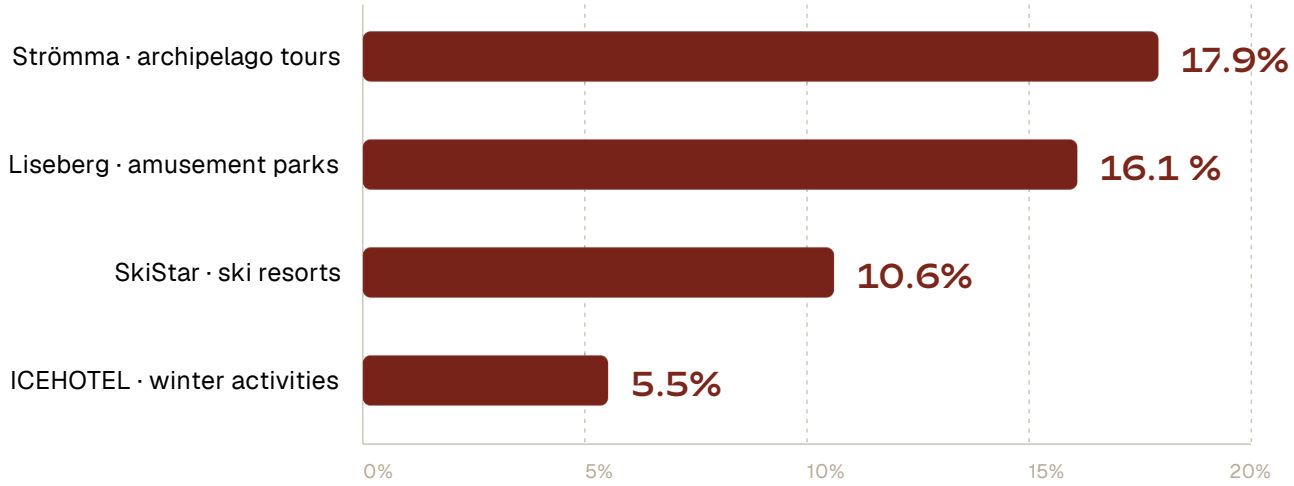
Our inbound guests review us in German, English, Dutch and French, and they ask AI for recommendations in those languages too. In the biggest European markets travelers post reviews at high rates: 70% in the UK, 64% in France, 60% in Germany. A Nordic business whose review profile is rich in the languages of its key source markets is handing AI exactly the evidence it needs to answer a German or British traveler's question. Responding in the guest's language strengthens the signal further, and is read by the next hundred prospective guests from that market.

KEY TAKEAWAY

You do not need to out-review Scandic. You need to own your niche, in the languages your guests actually write in.

Share of voice in AI answers, Swedish travel categories

SHARE OF CATEGORY MENTIONS WON BY THE LEADING BRAND



PRECIS × PROFOUND, MAY 2026. LISEBERG APPEARS IN 91% OF AMUSEMENT-PARK QUERIES.

KEY TAKEAWAY

ICEHOTEL wins its category on the smallest share of voice on this chart. Depth in one niche beats breadth across many.

03

WHAT THE EVIDENCE SHOWS

Reviews influencing business results is not new. What is new is that the same signals which used to nudge a traveler's decision now decide whether the traveler hears your name at all.

VOLUME PASSES THE THRESHOLD BEFORE RATING MATTERS

Volume is the least glamorous of the four signals and the one with the most evidence behind it. It works as a threshold: below a certain count you are not in the conversation, and the first few reviews do more than any later hundred.

270%

HIGHER PURCHASE LIKELIHOOD WITH JUST FIVE REVIEWS VERSUS NONE

54-82%

MORE REVENUE FOR BUSINESSES WITH ABOVE-AVERAGE REVIEW COUNTS

SPIEGEL RESEARCH CENTER, NORTHWESTERN · WOMPLY, 200,000 BUSINESSES

The pattern holds in local search too: a top-three Google local result carries 47 reviews on average, against 38 at ranks seven to ten.

The Womply finding is the one worth dwelling on: across 200,000 businesses, review count correlated with revenue more strongly than star rating did. And in AI recommendations specifically, Tharro found volume and star class outweighing guest rating as predictors.

For a small operator this is good news. You cannot manufacture a 4.9 average, but you can systematically ask every guest.

KEY TAKEAWAY

Review count correlates with revenue more strongly than star rating does. Getting reviewed is the first job; getting reviewed well is the second.

RATING AND RECENCY, POWERFUL BUT NOT LINEAR

+1.42%

A one-point increase in aggregate review score, on a 100-pointscale, is associated with 1.42% higher RevPAR, plus 0.89% ADR and 0.54% occupancy.

ANDERSON,CORNELLCENTERFOR HOSPITALITY RESEARCH

4.0

THE CUTOFF, AND 4.7 THE CEILING

4.0 is the most common consumer rating filter. Below it you are excluded before anyone reads a word. But perfection backfires: purchase likelihood peaks between 4.0 and 4.7 stars, because a flawless score reads as filtered. In hospitality, travelers are 3.9 times more likely to choose the higher-rated of two equally priced hotels, and 76% will pay more for it.

REVIEWTRACKERS · NORTHWESTERN · TRUSTYOU

+25%

CONVERSION, FROM A TENTH OF A STAR

A 0.1-star improvement lifts conversion by 25%, and moving from 3.5 to 3.7 stars has been linked to 120% conversion growth. The curve is steepest exactly where most businesses sit.

UBERALL, 64,000 LOCATIONS

73%

73%of consumers pay attention only to reviews written in the last month, and both GetYourGuide and Viator confirm that recent reviews weigh more heavily in their rankings. A profile that was excellent in 2024 and silent since tells humans and machines the same story: something changed.

BRIGHTLOCAL · GETYOURGUIDE · VIATOR

● KEY TAKEAWAY

Below 4.0 you disappear before anyone reads a word. Above 4.7 the gains reverse. A steady stream beats a historical total.

RESPONDING IS THE MULTIPLIER MOST BUSINESSES IGNORE

Of the four signals, this is the one almost entirely within your control, and the one most often treated as optional.

01 Responding changes the reviews you get

The definitive study, published in Harvard Business Review, followed thousands of hotels on TripAdvisor. Those that began responding to reviews received 12% more reviews, and their ratings rose by an average of 0.12 stars. Responding does not just answer the record; it changes it.

PROSERPIO & ZERVAS, MARKETING SCIENCE / HBR, 2017 TO 2018

02 The visible brands are already doing it

High-visibility brands respond to 80.5% of their reviews at an average response time of 2.1 days. More than 80% of consumers say businesses should respond to all reviews, not only the bad one s.

SOCI, LOCAL VISIBILITY INDEX

03 In the AI era, responses do double duty

Every response is indexed, crawlable text attached to your profile: content an AI system can read and quote. A reply describing your renovated spa or your new family package is marketing copy placed exactly where the machines are looking, in the guest's own language.

KEY TAKEAWAY

This field is young and most studies show correlation, not proven causation. What gives the picture credibility is convergence: independent studies, different methods, the same four signals.

04

WHAT IT MEANS FOR YOU

"Which platform matters most?" is the most common question in reputation strategy. The answer depends on what you sell, and three Nordic operators show what the work looks like in practice.

IF YOU SELL STAYS, YOU NEED ALL THREE

This report divides the industry into two master categories. STAYS is every business selling overnight accommodation: hotels, resorts, hostels, B&Bs, cabins, campsites. EXPERIENCES is every business selling ticketed activities. If you sell stays, your platforms rank in this order.

01 Google Business Profile

Feeds Gemini, AI Overviews and every Maps-grounded answer. It is the single most-read data source about your property, and the one most often left half-complete.

02 TripAdvisor

The most-cited hospitality source in AI answers, and it anchors Perplexity almost entirely. Weak here means close to invisible in one of the three major engines.

03 Booking.com and OTA reviews

Verified-stay credibility at volume. Booking.com leads Gemini's citations for hotels, which makes OTA review health a visibility question and not only a distribution one.

The uncomfortable truth is that you need all three. A property strong in one and thin in another wins some engines and loses others, and each platform reinforces the others in the AI's assessment.

KEY TAKEAWAY

The engines disagree about which source to trust, so the only robust strategy is a consistent profile everywhere. Think of it as compound interest.

IF YOU SELL EXPERIENCES, REVIEWS COUNT TWICE

01 TripAdvisor, with Viator

Dominates "things to do in…" queries in AI answers, and Viator reviews aggregate with TripAdvisor's, so the two work as one asset.

02 Google Business Profile

Local and Maps grounding for attraction queries, and now the single place travelers most often post experience reviews: 32% of US travelers post on Google against 23% on TripAdvisor.

ARIVAL, BEYOND THE STARS, 2025

03 GetYourGuide and category platforms

A growing AI citation source, and the marketplace ranking is itself review-driven. GetYourGuide lists review score among its three ranking factors; Viator confirms reviews, ratings and recency shape its sort order.

04 Nuances inside the category

Amusement parks live in a high-volume game where recency dominates. Museums benefit disproportionately from editorial mentions layered on top of reviews. Tour operators should treat booking-platform reviews as their primary AI evidence, since those pages both rank and get cited.

KEY TAKEAWAY

Reviews decide your visibility inside the booking platforms, and again when AI reads those platforms to compose an answer.



© ESS GROUP, HJORTVIKEN COUNTRY CLUB

CASE 01

ESS GROUP

Stays, destinationhotels. Sweden, Norway and Denmark. 15 destinations.

ESS Group is a Swedish hospitality group running 15 hotel and resort destinations across Sweden, Norway and Denmark. It started in 2007 with Ystad Saltsjöbad on the south coast of Sweden and has grown to include many popular destinations such as Fyri Resort in Hemsedal, Norway, and Jacy'z in Gothenburg, to mention a few. The portfolio is deliberately not built around location convenience: these are places guests travel *for*, not places they stay near something else. That distinction matters for how they are found, because a destination has to be chosen on its own merits rather than turn up in a list of what is nearby.

THE SHIFT THEY FELT

ESS Group is not speculating about the change in search behavior. They are watching it arrive in their own reporting.

"All our data says the same thing: behaviors are changing incredibly fast right now. Traditional search as a source is going down, and the AI services are going up. We see it in the data and we see it in the quantitative guest surveys we run."

FREDRIK TORESKOG

Toreskog is careful not to oversell the break with the past. Ranking well in Google and landing well in an AI answer still have a good deal in common, he notes, "but the way of working and the focus are absolutely changing fast." This is the shift this report opens with, seen from inside a group large enough to measure it: the same signals, read by a different reader.

"

If you see reputation management as administration rather than marketing, you're on very thin ice. What the guest thinks is everything.

Fredrik Toreskog
Creative Director / Partner

HOW THEY RESPONDED

Not with a tool, and not with a campaign. Toreskog turns the question of uncontrolled platforms around: the platforms report the experience, they do not create it.

"If we can deliver world-class guest experience and hospitality and always create high value-for-money, the guest comes back. If we keep the focus on the actual experience between people, then we can own the reputation."

FREDRIK TORESKOG

He has a number behind it. When ESS Group asks guests why they chose a particular destination, more than 80% name either a friend's recommendation or a previous stay. For a group whose growth has come from guests returning and telling other people, the review profile is a public record of something they were already managing.

REVIEWS AS AN OPERATIONAL SIGNAL

Ownership sits locally. Each destination runsits own reviewwork with routines to match, and a purpose-built dashboard for group-level overview arrives during Q3. Toreskog does not oversell where they are today: "I'll be honest, we can do this much better." What he insists on is where the energy goes. The tooling matters less than "local ownership, and celebrating when you make progress."
On impact he is precise in a way that is worth noting. No single review has visibly moved a property. Sustained shifts in rating, up or down, clearly do. That is the pattern the evidence chapter of this report describes, confirmed at the scale of 15 properties.

INTERVIEW CONDUCTED IN SWEDISH. QUOTES TRANSLATED AND PENDING APPROVAL BY ESS GROUP.

● KEY TAKEAWAY

No single review has visibly moved an ESS Group property. Sustained shifts in rating, up or down, clearly do.



© ARCTIC ADVENTURES

CASE 02

ADVENTURE HOTELS

Stays, countryside hotels. South Iceland.

The Adventure Hotels are the accommodation side of Arctic Adventures, Iceland's largest adventure tour operator, with more than 40 years in the market. The portfolio runs from Adventure Hotel Geirland near Kirkjubæjarklaustur to Adventure Hotel Hof within sight of Vatnajökull, with further properties in the west and the eastern highlands. The south coast hotels sit directly on the route most international visitors take out of Reykjavík, which puts them in the most crowded comparison set in the country.

THE SHIFT THEY FELT

AI has entered the planning conversation without yet taking it over. Guests began mentioning ChatGPT during the past year, still well behind Booking.com, Google and travel agents, but growing quickly. What Pancadas notices most is not the volume. It is that the questions have changed shape.

"Guests aren't just searching for a hotel anymore. They're asking AI tools where to stay between attractions, which properties have good reviews, or where to find something authentic."

SERGIO PANCADAS

For a hotel selling on location and reputation, the consequence is immediate: "these tools lean heavily on public reviews and ratings." A question phrased as "which properties have good reviews" is answered from the review record, not from the website.

"

When rates and locations are similar, reviews decide it.

Sergio Pancadas
General Manager

HOW THEY RESPONDED

By treating the rating as a commercial instrument rather than a scoreboard. South Iceland is one of the country's most competitive hotel markets. Guests choose between dozens of properties inside a small geography, most at comparable rates and equally close to the same sights. When the variables match, the rating is the tie-breaker, and it pays in three places at once.

"Good ratings help us hold our ADR, get better visibility on OTA platforms, and build trust before a guest even arrives."

SERGIO PANCADAS

Rate, visibility and trust, from one asset. This is the compounding the platform chapter of this report describes, and it is why Adventure Hotel works the OTAs and Google rather than picking one.

REVIEWS AS AN OPERATIONAL SIGNAL

Reviewsare read forpatternsrather than answered oneata time. Language is no longer the obstacle it was, since translation tools now carry context and tone well enough. The harder skill is interpretation.

"A guest rarely writes 'the housekeeping was bad.' More often it's a string of comments about room presentation or bathroom condition that, taken together, point to a real problem."

SERGIO PANCADAS

Patterns go to managers and department heads and are worked through in monthly management meetings. The clearest result is breakfast. Guests kept returning to the same two points, variety and how food was presented at the buffet. Once it was obvious this was a pattern rather than a bad morning, the hotel reworked the service, and the comments on breakfast improved noticeably afterwards. Pancadas's advice to peers is refreshingly untechnical: "Focus on guest experience and on positive interactions with hotel staff. People make the difference, especially when the services offered are limited in small countryside hotels."

KEY TAKEAWAY

One asset, three returns: rate held, better visibility on the OTAs, and trust established before arrival.



© BEST ARCTIC

CASE 03

BEST ARCTIC

Experiences, guidedtours.Tromsø, Norway.200+ products.

"

Reviews are not just feedback. If we don't get more reviews, we get less visibility, we get fewer tours, we sell less, we earn less.

Carolina Pena
Marketing & Brand Manager

Best Arctic is a tourism company based in Tromsø. They run their own experiences, such as northern lights tours, dog sledding and the Arctic Route bus network, linking Tromsø with several destinations within the Nordic region such as Rovaniemi, Narvik, Senja, Lofoten but also between Narvik and Kiruna. Around those they resell more than 200 third-party activities from local suppliers, taking on the marketing, booking and customer service so the operator can concentrate on running the experience. Roughly 19,000 guests booked directly through their website last season, and their guests are heavily international, arriving from across Europe, Asia and the US.

That mix matters for two reasons. A reputation spread across many languages is harder to build and worth more once built. And because most of the portfolio belongs to other operators, part of Best Arctic's reputation is other people's delivery.

THE SHIFT THEY FELT

Around spring last season, Best Arctic's marketing team noticed organic visibility dropping. It was not because the work had stopped. It was because the way people search had changed.

"People are now searching a lot via the LLMs like Gemini, Perplexity, ChatGPT. We are in a zero-click era where people do all their research without leaving the ChatGPT window."

CAROLINA PENA

Pena had flagged it before the numbers moved, and says so without triumph: "Our organic visibility dropped. And it didn't drop because we weren't doing our work, or because we're not good enough. It dropped because people are searching differently now."

HOW THEY RESPONDED

On two fronts. First they opened an AEO and GEO project to make their content easier for answer engines to read and cite. Work she is careful not to describe as finished: "Whatever works this week will not work next month."

Second, they began treating ratings and reviews as an authority asset rather than an afterthought. Pena launched a dedicated review project, and a named colleague now owns replying to every review, working to a script that covers tone and sets out when a review should be escalated as an operational issue instead of simply answered.

Then they engineered the ask itself, which is the part most operators skip .

"You don't control what people are saying, but you can control the effort you make to ask for that feedback."

CAROLINA PENA

Guests are handed a QR code that opens a single page of choices: pick a platform to review on, download the tour photos, or open a booklet of discounts at Tromsø bars, restaurants and shops, with notes on what to eat and which souvenirs are actually made in the region. The discounts cost Best Arctic nothing, because the businesses get exposure to a steady stream of visitors in exchange.

"It's not just about asking for reviews. It's finding the right moment, when people are relaxed, and giving something back."

CAROLINA PENA

REVIEWS AS AN OPERATIONAL SIGNAL

Reviews at Best Arctic do not sit in a marketing inbox. In weekly Monday meetings the review owner raises the patterns worth investigating: portion sizes, dietary needs such as gluten intolerance, guide performance.
Pena also took the argument outside the company. At Best Arctic's season kickoff she told the suppliers and partners whose tours they resell to build the same habit: claim the profiles, train the guides to ask, and reply to the good reviews as well as the bad ones.

KEY TAKEAWAY

They cannot control what guests write, but they can control the effort to ask. The right moment, and something given back.

05

WHAT TO DO ABOUT IT

Everything above becomes practical here.
The first 45 days need no new budget, only ownership and a routine.

THE 90-DAY PLAN

DAYS 1 TO 14

Audit: see yourself as the AI sees you

Ask ChatGPT, Gemini and Perplexity the questions your guests ask: best hotel in your town for families, things to do in your region. Document what they say. Claim and verify every profile, and check that name, contact details, hours and descriptions are identical everywhere. Benchmark three competitors on volume, rating, response rate, speed and recency.

DAYS 15 TO 45

Foundations: one ask, and every reply

Build one systematic review ask. A single well-timed invitation, at checkout, in the post-visit email, by QR at the exit, beats every clever hack; aim it at the weaker of your top two platforms. Then respond to 100% of reviews from today forward, within 24 to 48 hours, in the guest's language. Refresh your Google and TripAdvisor content: current photos, complete attributes, descriptions that mention what travelers actually ask about.

DAYS 45 TO 90

Momentum: velocity, detail, repeat

Set a review velocity target for your size, because a steady weekly inflow beats seasonal bursts. Coach for detail: "the kids loved the husky puppies and the guide switched effortlessly to German" is AI evidence, "great tour" is not. Go multilingual deliberately, and re-run the AI audit monthly. Visibility shifts within weeks, not years.

KEY TAKEAWAY

Never incentivize or fake reviews. Platforms detect it, penalties are severe, and one exposed fake destroys the trust a hundred real reviews built.

THE DASHBOARD, SIX KPI'S FROM DAY 90

From day 90 the work becomes a routine rather than a project, and a routine needs a scoreboard. Six numbers are enough.

- **Review volume.** Total, and per platform, so you can see which profile is starving.
- **Review velocity.** New reviews per week. The number that tells you whether the ask is working.
- **Rating trend.** Per platform, on a 90-day rolling basis, not lifetime average.
- **Response rate.** Target 100%, positive reviews included.
- **Response time.** Target under 48 hours. The visible brands sit at 2.1 days.
- **AI visibility.** Monthly spot-checks across the three big engines: do they mention you, and what do they say?

KEY TAKEAWAY

If nobody owns these six numbers by name, the work stops the first busy week. Ownership is the whole mechanism.

THREE DEVELOPMENTS THAT RAISE THE STAKES

Three developments will raise the stakes further within the next two years. None of them changes the advice; all of them shorten the time available to act on it.

01 Agentic booking

AI assistants are moving from recommending to transacting: searching, comparing and completing bookings on the traveler's behalf. When an agent books, there is no second chance at persuasion and no beautiful website to seduce the guest mid-funnel. The decision runs entirely on machine-readable trust, and reviews are its richest fuel.

02 The authenticity arms race

As reviews grow more valuable, so do fakes, increasingly AI-generated ones. Platforms are investing heavily in detection and regulators are moving. Businesses with long, organic, multilingual, responded-to review histories will hold an advantage that cannot be bought or faked after the fact.

03 Reputation data becomes infrastructure

When the same review signals drive marketplace rankings, classic search, AI answers and soon autonomous booking agents, reputation stops being a marketing activity you do on Fridays. It becomes operational infrastructure: monitored, benchmarked and managed like revenue or occupancy. The businesses treating it that way today are compounding an advantage the invisible 84% will struggle to catch.

KEY TAKEAWAY

A long, organic, multilingual, responded-to review history is the one asset in this report that cannot be bought retroactively.

WHERE VISIT FITS

VISIT is a platform that brings together everything hospitality, experience, and short-term rentals need to be efficient, profitable and make connections that deliver captivating guest experiences.

Your reputation now lives across dozens of platforms, in many languages, read by machines around the clock. The VISIT Reputation Module gives hospitality and experience businesses the overview they are missing.

4.1bn

REVIEWS, ACROSS SOME 8 MILLION PROPERTIES

One of the largest review datasets in the world, aggregated daily from 60+ platforms including Google, TripAdvisor, Booking.com and the major experience marketplaces.

ALL

LANGUAGES OF SENTIMENT ANALYSIS

Including Swedish, Norwegian, Danish and Finnish, analyzed in the original language, so you understand not just scores but what guests actually say. Topic-level insight identifies hundreds of recurring themes automatically, so you know why a rating moved. *All languages that are supported by GPT5.*

100%

RESPONSE RATE

Response workflows and direct reply integrations to the key Review Channels make responding to reviews a routine rather than a project and supports your way to agentic shortlists.

HOW VISIBLE ARE YOU TODAY?

We will show you what the three big engines say about your business, and how your review profile compares with the competitors that matter to you.

Book a reputation benchmark →

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ONE PLATFORM, ONE PARTNER, ONE EXPERIENCE

YOU ARE DESTINED FOR MORE

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APPENDIX

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