Conference Proceedings

The 22nd Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism

Jan 5-7, 2017

Houston, Texas, USA

Conrad N. Hilton College

University of Houston

Editor

Dan Wang, Paper Review Committee Chair

Preface

On behalf of the Graduate Conference Organizing Committee at University of Houston and The Hong Kong Polytechnic University, I am very pleased to introduce the proceedings of the 22nd Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism held in Houston, Texas, January 5-7, 2017.

This year we received 283 submissions. The abstracts were split equally between two presentation types. 131 papers made stand-up presentations, and 141 made poster presentations. Two panel sessions were devoted to the development of young professionals. Titles of the panel sessions were 1) Meeting with Editors and 2) TED Talk—Learning from Emerging Global Hospitality Educators. Each panel session was highly appreciated. We express our sincere thanks to the panels.

The success of this year's conference is accredited to many individuals and organizations. First, we would like to acknowledge the sponsoring schools and industry partners for their financial support. We would also like to thank all of the authors, reviewers, and track chairs for making this massive project possible. Special thanks to all 217 reviewers for their precious time spent providing valuable comments to the authors. The paper review process could not have been completed without the dedication of reviewers. We also wish to acknowledge that all of the ten track chairs were extremely supportive, and the review process was completed smoothly. This proceeding is the final result of the quality work contributed by the authors, the reviewers, and the track chairs.

Our thanks also go to the Best Paper Selection Committee members: Professor Kaye Chon, Professor Ki-Joon Back, and Professor Dennis Reynolds. They spent their valuable time evaluating papers nominated for the best paper awards and provided recommendations for the four best conference paper awards. And now, last but not least, a special thanks goes to the organizing committee. Thank you for your hard work!

In conclusion, we would like to thank Dr. Kaye Chon for having the insight to initiate this meaningful conference over 20 years ago. Without his great vision and tremendous efforts, we would not have such a valuable platform for future talents in academia to share their cutting-edge research, develop new research ideas, and network with fellow students and faculty members. The planning for the next conference will be proceeded with the team **at the University of Houston, USA.** We expect another great conference!

Dan Wang, Ph.D
Editor

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Completed Research – Consumer Behavior

HOW DO TOURISTS CHOOSE THEIR FOOD? : A COMPARISON OF TOURIST DAILY FOOD CHOICE AND VACATION FOOD CHOICE

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Introduction

While on vacation, it is highly likely that individuals fail to keep up with their "self-imposed dietary rules" at home and instead feast on high-calorie cuisines (TripAdivsor, 2012). One plausible explanation for such deviation is that food choice motives is situational (Bisogni et al., 2007). As one types of habitual behavior, eating behavior shares the characteristic of habits being highly context dependent (Triandis, 1980), including eating similar types of food each day (Khare & Inman, 2006). Previous studies on habits commonly condition that habits are only activated under "stable contexts", such as in daily setting (Wood & Neal, 2007). However, limited studies have paid attention to how daily and travel setting differs as different contexts in triggering habitual food choice behavior. Although previous studies such as Kim, Eves and Scarles (2009) have identified antecedents to tourists' food choice, past research failed to clarify if the vacation food choice results from the "spillover effect" of daily food choice, or if the drivers of food choice in the two contexts differ. Therefore, comparing how individuals' vacation food choice differs from their daily food choice could elucidate antecedents that solely contribute to vacation food choice, while offering insight as to why tourists overindulge on food while travelling.

Based on these backgrounds, this research set out to provide an empirical investigation of tourist food consumptive patterns while on vacation, and their choice motives and preferences, in comparison to their daily food preferences and behavior.

Methods

A survey was distributed to 200 respondents on Amazon Mechanical Turk (MTurk) in which the respondents were asked to asked to respond to their food behavior and food choice motives in their daily setting and travel context. Data analysis involved Exploratory Factor Analysis to ensure that the food choice motive dimensional structure developed by FCQ (Steptoe et al.,1995) remain stable in the vacation setting as well as rank order analysis based on the mean score for each of the nine motive dimensions and paired t-tests to compare respondents' food choice motives between daily setting and travel setting and also between daily food behavior and travel food behavior.

Results/Discussion/Implication

Overall, the results showed that the food behavior and food choice motives during travel can be inconsistent to what tourists tend to do at home. First, the result showed that the valence of consumers' food preferences and motives in daily and vacation settings differed. Moreover, significant differences were observed in the consumption frequency for almost all types of food between the daily and vacation settings. Lastly, the visit frequency to each type of restaurants significantly differed for daily and travel settings except for casual dining restaurant.

One of the most important findings from this study is that individuals tend to be less health-conscious during travel, which can be inferred from the health being less valued on vacation than at home as well as increased consumption of fats/sweets during vacation. This suggests that "delay discounting" is activtated in which tourists consider immediate benefits to be more important during travel such as indulging themselves in eating fats/sweets.

The findings are helpful for destination marketers to be recognizant of factors that are valued highly by tourists in terms of their food consumption as well as for consumers to be aware of how they could maintain a healthy eating regimen when they travel.

References are available upon request

INTEGRATED MODEL OF BELIEF-DESIRE THEORY OF EMOTION IN RELATION TO CONSUMERS' IMPULSE BUYING BEHAVIOR IN RESTAURANT DAILY DEAL

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Introduction

The restaurant daily deal has become a common promotion format as well as one of the necessary processes for many customers in finding good deals for their dining experience. Forty-eight percent of daily deal users were new customers (Kimes and Dholakia, 2011). About 56% of business owners gained profits from offering a daily deal, and 48% of business owners wanted to participate in daily deal promotion again (Kimes and Dholakia, 2011). Three quarters of Americans have had an impulse buying experience, with 40% of their impulse buying occurring from online shopping (Merzer, 2014). According to Kimes and Dholakias' study in 2011, it was a restaurant daily deal coupon that led to consumers' practice of impulse buying. The Belief–Desire Theory of Emotion has been applied in this study to measure comprehensive human emotional aspects (Davis, 1981; Searie, 1983). The BDTE requires that a model based upon it covers both peoples' beliefs (e.g., cognition and perceptions), and desires (e.g., motivational factors). The major purpose of this study was to examine consumers' perceptions (site trust and normative evaluation) and consumers' desires (hedonic and utilitarian desires) in their impulse buying behaviors in relation to restaurant daily deal. A conceptual model was created based on the Belief-Desire of Emotion.

Methods

The questionnaire was developed based on related studies and includes cognitive and emotional dimensions about consumers' cognitive factors, positive emotions, urge to buy feelings, browsing behaviors, and impulsive buying behaviors. A convenient sampling method was chosen. For this study participants needed to be 18 and above because the goal of this study was to investigate U.S. adults' behavioral usage of restaurant daily deal. The sample population was people who had used restaurant daily deals and had downloaded restaurant daily deal applications for their purchase. Five hundred usable survey responses were collected from those who had used restaurant daily deals using Amazon's Mechanical Turk Service. SPSS for windows and M-*plus* Version-7 were utilized to conduct a confirmatory factor analysis to determine the measurement constructs' fit, reliability, and validity. After the CFA, structural equation modeling (SEM) was conducted to assess the model fit test for the proposed path model of hypothesis testing of the proposed model and to test the proposed relationships.

Results/Discussion/Implication

Hedonic and utilitarian desires have significant effects on consumers' positive emotion, which in turn, influences consumers' impulse buying behaviour. In addition, there was a full mediation effect between positive emotion and impulse buying behaviour through consumers' urge to buy feeling. However, there is no direct influence between the four factors and consumers' impulse buying. In addition, browsing behaviour even reduced the effect of positive emotion in connecting to consumers' impulse buying. The results of this study provide a practical understanding of the wide range of non-cognitive emotional processes of consumers in their impulse buying behaviour by assessing the influence of each factor in a restaurant daily deal.

References are available upon request

THE INFORMATION SEARCH BEHAVIOR OF INTERNATIONAL STUDENTS WHEN TRAVELLING WITHIN THE COUNTRIES OF STUDY IN RELATION TO THE EFFECTIVENESS OF DMO WEBSITES

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Introduction

In 1963, international students were defined as a type of tourists by the UNWTO (United Nations World Tourism Organization) (Page & Connell, 2006). Much research has been conducted regarding the impacts, contributions and travelling behavior by international exchange students living in specific countries (Shi, Nakatani, Sajiki, Sawauchi, and Yamamoto, 2010).

Although the number of international exchange student travelers is increasing rapidly, most DMOs tend to neglect to target this market specifically. Although DMOs use social media and their official websites, these focus on visitors or travelers who come to and stay in the destination for a short period of time.

Informational searching behavior of international exchange students tends to differ as compared to domestic or general international visitors. Since the majority of international exchange students are relatively young, they tend to spend a lot of their time on the internet gathering information on tourism activities in their country of study.

The purpose of this research was to determine informational search behaviors of international student travelers and the effectiveness of DMO websites in the search process. By identifying these behaviors, information could be made available to DMOs on how to better serve this market of traveler.

Methods

A questionnaire was developed for the study. The first section asked questions of international exchange students' overall travel and information search behaviors. The second section focused on the students' information search behavior when planning a trip within the destination where they studied or are studying. The third section evaluated DMO websites. A demographic section was included. Data were collected using an online survey tool through a social media channel. Use of social media allowed collection of data from international students around the world. The total responses collected was 143 with 133 valid responses, for a response rate of 93%.

Results & Implication

This research critically evaluated the information search behavior of international students when travelling within the country of study and the effectiveness of a DMO website to international exchange students. Through the primary research and result from the main findings, various recommendations can be proposed to DMOs. The main purposes and travel concerns of international students' needs to be recognized. To meet those needs, DMOs should provide suggested itineraries focusing on cultural experiences within a minimal budget.

International students as a target market in the tourism industry is still at an early stage of growth. Little research was found on integrating information search behavior of international students as travelers. Future research might be conducted to provide a more detailed analysis and richer data by using qualitative methodology.

References are available upon request

THE EFFECTS OF AVAILABILITY CUES AND REVIEW VALENCE ON RESTAURANT MENU CHOICE

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Introduction

User-generated information in the form of product reviews has become a major influencer of consumers' purchase decisions. Reviews from fellow consumers can entice or deter potential consumers from a business and ultimately affect its reputation (Sparks & Browning, 2011) and financial performance. It is important for academicians and practitioners to understand the elements in reviews that can affect purchase decisions and the circumstances that may intensify or reduce them.

Consumers filter information using heuristics or mental shortcuts as an attempt to reduce information overload (Payne, Bettman & Johnson, 1992). This study investigates how different availability cues such as review valence, rating format, and photos influence food purchase decisions.

Methods

The research used a 2 (visual cues: picture, no picture) × 2 (format: star ratings, numerical ratings) × 2 (valence: positive, negative) experimental design. A restaurant experience was used as the stimulus. Subjects were 260 students who had dined out at a restaurant in the past six months. Subjects were shown a review page containing brief information about the restaurant followed by five reviews.

The availability heuristic cues were created by manipulating three aspects of the reviews. Rating format was manipulated using either numeric or star ratings. Visual cues were manipulated with the presence or absence of pictures. Participants were asked to evaluate a target menu item on the ratings of appeal, likelihood to purchase and willingness to pay.

Results/Discussion/Implication

The current study revealed new insights into the use of the availability heuristic in the context of online restaurant reviews. Our findings indicate that the positive reviews generated based on the experience of others can indeed influence pre-purchase evaluation (Sparks & Browning, 2011). More importantly, the findings indicate that participants were more likely to pay attention to the content of the review in the presence of a visual cue. Consumers prefer visual stimuli as it helps them to scan through assortments faster than relying on textual descriptions (Townsend & Kahn, 2014).

Findings of this study enhance our understanding of how consumers rely on easy-to-process heuristic cues in the food purchase decision process. From a practical standpoint, restaurateurs should rectify service failures as promptly as possible so that positive reviews can be generated and negative reviews can be deterred.

References are available upon request

MEASURING INTEGRATED RESORT BRAND EXPERIENCE

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Introduction

As the integrated resort destinations become more dispersed in the tourism industry, creating and managing customers' brand experience is regarded as an important source for building the brand loyalty. The brand experience has been studied in brand management, customer products, business to business, and service management. However, the concept of the brand experience has been largely unexplored in the tourism industry. Because investigation and application of the brand experience are relatively new in the tourism literature, especially for the integrated resort industry, there are tremendous research opportunities to assess the brand experience. In order to contribute to the increasing body of literature on the customer travel experience, the purposes of this study is to examine the underlying structure of the integrated resort brand experience (IRBE) and validate its measurements using combined methods (e.g., qualitative and quantitative).

Methods

In order to achieve the research goal, the authors have adopted the two-stage approach. In study 1, content analysis was employed to explore possible dimensions of IRBE. The author employed two steps to collect qualitative data. The first step was to search the major academic journals using the keywords "brand experience". In the second step, ten personal interviews were conducted that included questions related to integrated resort experience. Definitions, concepts, and measures of literature and interview data were imported to KH Coder. The authors identified four dimensions: sensory, affective, behavioral, and intellectual.

In study 2, a survey questionnaire was generated to test the conceptual framework. Based on the results of content analysis, the authors collected data from customers. In order to increase the generalization of the results, data was randomly collected through a self-administered questionnaire distributed to online survey panel members who has a travel experience to the integrated resorts. A total of 443 responses were used in the final analysis.

Results/Discussion/Implication

Factor analysis confirmed four dimensions of IRBE: sensory integrated resort experience (SIRE), affective integrated resort experience (AIRE), behavioral integrated resort experience (BIRE), and intellectual integrated resort experience (IIRE). Along with the convergent and discriminant validity, predictive-validity was supported through examining the impact of SIRE, AIRE, and IIRE on customer satisfaction and their behavioral intention to visit integrated resorts. The findings of this study suggest that the development of the integrated resorts should strength the physical attributes of the integrated resorts (e.g., interior and exterior of resorts, background music, design and sounds of slot machines). Service providers can create the environment where customers feel favorable circumstances and seek information (e.g., welcome gift, unique game program).

References are available upon request

BUSINESS TRAVELLERS' PERCEPTIONS OF THE FIT AND REPUT-TIGE OF AN ATYPICAL ALLIANCE RELATIONSHIP

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Introduction

Many functional lodging companies expand into the luxury market through acquisitions to increase their own brand image and associations (Connell, 1992; Kwansa, 1994; Kwun, 2010). We suggest that acquired upward brands should be examined as alliances when they have established individual images and associations (Samuelsen, Olsen, & Keller, 2015), which may minimize the dilution effect of treating them as brand extensions (Kapferer, 2012; Mahasuweerachai & Qu, 2015). Our model compared the acquired luxury brand and functional owner against their individual class competitors to establish their brand power. We then examined the brand power effects of the luxury brand and owner on the alliance fit between them. The final examination was to determine the effects of brand power and alliance fit on the reput-tige (a 2nd order construct of reputation and prestige) of the luxury brand and owner.

Methods

In January 2016, we used a national survey company to collect data from business travelers. Three hundred and ninety-three surveys were collected with 296 being usable for a rate of 75.31%. We define "POWER" as the consumers' perceive fit between the luxury brand and owner against their individual competitors. "ALLIANCE FIT" represents consumers' perceive fit between the luxury brand and owner. These measurements were adapted from fit measures developed by Kwun and Oh (2007). Brand reputation used a scale consistent with Aaker (1990). Prestige was adopted from a previous empirical study by Baek, Kim, and Yu (2010). We tested to determine whether reputation and prestige were independent constructs because in a previous study, their measurements were highly correlated (Lu, 2015). The next steps of the analysis include a CFA and path analysis with the appropriate validity checks. We also evaluated the mediation effects of alliance fit and luxury brand's reput-tige. The study also examined the moderation effects of frequency of travel.

Results/Discussion/Implication

The theoretical implication is that we identified a 2nd order construct called reput-tige that shows higher level of cross-loading between reputation and prestige in the luxury brand than owner. This indicates that consumers view these two constructs much more similarly for luxury brands than for more functional brands (Diamantopoulos, Riefler, & Roth, 2008). The practical implication is that a functional brand owner of a luxury brand must maintain or increase the power of a luxury brand compared to its own brand power especially for low frequent business travelers. High frequent business travelers do not use brand power or fit when deciding on the reput-tige of the luxury brand and owner, which leads to the conclusion that the more people travel, the more they use other antecedents for alliance fit, such as their personal experience, when evaluating the alliance.

References are available upon request

HOTEL GUESTS' PERSUASION IN MOBILE ENVIRONMENTS: REVISITING THE ROLE OF TASK-TECHNOLOGY FIT

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Introduction

As the use of mobile devices is continuously rising in the U.S. (Bosomworth, 2015), there is great potential to promote product information to consumers using persuasive communication on mobile devices. Given the uniqueness of the mobile environment, consumer persuasion in mobile applications (apps) can take a different course than that of traditional commercial contexts. This paper aims to develop a conceptual model of hotel guest persuasion within mobile app environments. The study investigates elements influencing consumers' attitudes and behavioral intentions toward purchasing ancillary services within mobile app environments.

Literature Review

To maximize consumer persuasion in mobile environment, it is critical to know how consumers behave when they encounter mobile advertising and to understand how consumers adopt mobile advertising (Shuang, 2011). The Technology acceptance model (TAM) proposed that the perceived usefulness and perceived ease of use influence individuals' attitudes toward adoption of new technologies and the attitudes influence individuals' behavioral intentions toward new technologies (Davis, 1989). The TAM allows the hospitality industry to understand how consumers' attitudes are changed when they encounter technology (e.g., hotel apps). However, the TAM is weak outside of the task environment (Benbasat & Barki, 2007) and therefore, the theoretical foundations necessary to inform the task environment in persuasive contexts must extend beyond system perceptions.

Persuasion is defined as communication designed to influence the autonomous judgments and actions of people (Simons, 1976). The Elaboration likelihood model (ELM) proposed receivers' attitudes changes at the different level of elaboration (Petty & Cacioppo, 1981). The ELM facilitates an understanding of the factors that influence hotel guests' attitudes, and has implications for consumer persuasion. Consumers' attitudes and behavioral intentions are strongly influenced by consumer characteristics such as personal, psychological, social, and cultural characteristics (Rani, 2014). Since consumer characteristics have a great impact on consumers' behavioral intentions, it is important for organizations to understand the influence of consumer characteristics in order to develop appropriate persuasive strategies. A conceptual model is proposed to explain how consumers' attitudes and intentions are influenced by persuasive communication in mobile app environments. Given the uniqueness of the app environment (e.g., limited screen size, micromoment-based device use, faster decision sequences for ancillary products), the model was designed to explain consumers' attitudes and behavioral intentions based on three major characteristics: system, communication and consumer characteristics.

Implications

This study facilitates a better understanding of consumer persuasion in mobile app environments in ancillary product contexts. Most importantly, this study offers a unique conceptualization of the ELM in the unique context of hotel apps, with implications for future streams of research. In addition, this study helps hotels a mapping of the most influential characteristics that facilitate persuasion.

UNDERSTANDING OF CHINESE TOURISTS' PERCEIVED VALUE OF SOUVENIR

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Introduction

Souvenir Shopping in China

Existing literature (Chang, Yang, & Yu, 2006; Wong & Law, 2003) recognizes shopping is one of major activities when tourists visit a destination. To help destinations promote shopping tourism, UNWTO even provides practical guidelines through a report titled *Global Report on Shopping Tourism* due to the importance and latest trends in shopping tourism, particularly in the emerging markets such as China.

China becomes the largest spender on international tourism globally(UNWTO, 2014). Chinese leisure travelers tend to be very price-conscious in terms of their outlay on transport, accommodation, food and beverages. However they are big spenders when it comes to shopping(UNWTO, 2014). Especially, souvenir shopping is important for Chinese tourists in term of their unique cultural characteristics(Mimi & Cai, 2008), e.g. they like to buy souvenirs for others(Pan & Laws, 2002; Zhang & Chow, 2004). Although some research has been conducted on customer shopping behavior in Hong Kong(Law & Au, 2000), the United States(Yu & Littrell, 2003) and South Korea(Kim, Chung, Lee, & Preis, 2015; Kim, Lee, & Chung, 2013), in-depth study on Chinese shopping behavior related to tourism is still limited, especially on souvenir shopping.

This paper discusses customer perceived value as a multi-dimensional construct, which is the key role in souvenir purchasing, where culture meaning transfers from local culture to customer through souvenir. This paper aims to explore dimensions of perceived value of souvenir and exam the relationship between perceived value, satisfaction and behavioral intention.

Methodology

Based on prior researches, e.g. (Kim & Littrell, 2001; Littrell et al., 1994), an on-line survey are conducted to distribute questionnaires to the tourists who have an experience of buying souvenirs, and 792 responses to the survey are effective. The proposed model was tested with smartPLS software of structural equation modelling (PLS-SEM). The evaluation of the measurement model was followed by the structural model. Finally, customer perceived value as a second order constructs was measured, and the "Customer perceived value–satisfaction–behavioral intention" structure was examined.

Conclusion and Implication

The results indicated that the "Customer perceived value-satisfaction-behavioral intention" model is supported. A multi-dimensional measure model of customer perceived value of souvenir is confirmed. Memory, spirit, utility, emotional, social, and price are the most important dimensions of perceived value of souvenir. Behavioral intention of purchasing souvenir could be predicted by perceived value of souvenir. Finally, managerial implications of the results are discussed for souvenir shopping industry. The industry need to enhance customer perceived value of souvenir in term of different dimensions to improve the level of behavioral intention in souvenir shopping.

UNDERSTANDING MILLENNIALS AND GENERATIONAL DIFFERENCES IN ONLINE GAMING

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Introduction

Millennials are the largest generation, 80 million and have potential to grow their spending (Lovat, 2016). Millennial visitors are becoming more prominent in the casino gaming market including the Las Vegas market in the U.S. (Un, 2013). For these reasons, some argue that casino managers pay more attention to millennials, an emerging market with great potential, and understanding their gaming and spending behavior is at a premium (e.g., Doocey, 2015; Rogers & Pieper, 2015; Brown, 2015; Un, 2013). When it comes to millennials, the prevalent perception in the gaming industry is that this generation is becoming more involved with online gaming than any other generation (Georgiou, 2015). Despite this on-going discussion about millennials and their gaming behavior, there is dearth of empirical research examining millennials' gaming behaviors. Hence, this study examined millennials' gaming behavior by comparing online gaming behaviors across different generations: baby boomer, Gen X and millennials. More specifically, this study hypothesizes that there are generational differences in gaming behaviors.

Methods

The convenience sample was derived from an online casino operated in the USA that tracked individual's gaming data. For analysis, a total of 2,639 online players with at least three play days during a six-month sample period in 2015 was used, and they were assigned to one of three generational groups; baby boomers, millennials, or Generation X based on their ages at the time of the study, 2015. The age bracket and the corresponding generation used in the present analysis are as follows: 51– 69: baby boomer; 35-50: Gen X; and 21-34: millennials. The different attributes of gaming behavior between the different generations were measured using variables associated with frequency of play, monetary value, length of relationship, interval between play and bonus/rewards. For analysis, the Kruskal-Wallis test which is the non-parametric alternative to ANOVA was performed using IBM SPSS Statistics 19.0. Hypothesis testing was performed at an alpha level of .05.

Results/Discussion/Implication

The Kruskal-Wallis test indicated that here was a statistically significant difference in the 15 of 18 gaming behavioral measures ($p<0.001$) between different generational groups. Overall, baby boomers scored higher on length of relationship, frequency of play and average length of gaming session than other generational groups. With respect to Gen X, the group exhibited higher levels of wins and losses for slot and table gaming, deposit amount, and gaming volume than other groups. For millennials, they exhibited higher bonus amount since sign-up than other generations. The results of this study provide better understanding of online gaming behavior among different generations and foundation for future research. This study can also help casino managers develop appropriate games, casino products and marketing strategies to attract different generations in the gaming market.

References are available upon request

TOWARD AN UNDERSTANDING OF CUSTOMER COMPLAINING: THE ROLE OF POWER

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Introduction

What drives customer complaints? Cognitive appraisal theory suggests emotion is an important factor in answering this question. However, a number of studies have returned less encouraging results suggesting that not all customers are able to speak up when faced with unsatisfying experiences. Power state of individuals has been found to be a significant driver for complaining. For example, low power individuals are reluctant to express their true attitude and opinions in public. Then, it is possible that the positive impact of anger on complaining in the service context is not applicable to low power individual. Drawing on self-presentational concerns and the implicit theory of voice, we conducted two studies to test the hypothesis that a positive relationship between anger and complaining does not exist among low power individuals. Study 1 directly tested the moderating role of power on the relationship between anger and complaining. Study 2 replicated the model with an additional question of whether power can be influenced through the service environment.

Methods

Participants (218 adults recruited from Mturk) in Study 1 were randomly assigned to one of two groups (high power vs. low power) and 130 students in study 2 were assigned to one of three groups (high power vs. low power, control group). After power manipulation, participants read a service failure scenario and completed a questionnaire measuring anger and complaining intention.

Results/Discussion/Implication

To test the proposed model, we conducted a two-step regression analysis. In Study 1, results revealed a significant main effect of anger, $\beta = .35$, $p < .01$ and a significant interaction between power and anger, $\beta = .75$, $p < .01$. The complaining intention of low power individuals appears to be independent of their negative emotion. While low power individuals maintained a relatively constant level of complaining intention regardless of the level of anger, the complaining intention of high power individuals increased as the level of anger increased. Study 2 revealed a significant main effect of anger, $\beta = .32$, $p < .01$ and a significant interaction: anger × comparison ($\beta = .84$, $p < .01$). The findings in Study 2 provide support for the results of Study 1. Additionally, we found that low power individuals drive the moderating effect of power by not complaining when they are angry. This study contributes to the body of knowledge in the hospitality industry in twofold. First, to the best of our knowledge, this study is the first study to posit that power state as a significant boundary condition of customer complaining behavior. Second, this study empirically shows that industry practitioners can empower customers. Thus, service organizations that wish to listen to all their customers including those low in power should consider empowering customers as a marketing strategy. Using a design of menu is a good example as demonstrated in this study. Also, employees' manner, tone of voice, and facial expressions during service encounters may influence the perceived power of customers.

References are available upon request

CO-CREATED VALUE: SCALE DEVELOPMENT AND VALIDATION

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Introduction

Co-created value reflects the new social reality of collaborative consumption and resource integration (Karababa & Kjeldgaard, 2014; Ostrom et al., 2015) Effective diagnosis of co-created value (CCV) in service encounters and specific instances of value co-creation processes between customers and a service provider have been hindered by the absence of: (1) conceptualization of CCV that is appropriate for various instances of value co-creation in service encounters, (2) customer-based psychometrically sound measure of CCV, (3) evaluation of CCV impact on value co-creation outcomes from personal, organizational and collaborative perspective, and (4) evaluation of potential antecedents of CCV from a customer perspective. The objectives of this study are to examine co-created value as a construct, explore aspects of CCV appraisal, define the dimensions of CCV based on Service-Dominant (S-D) logic and social exchange theory (SET), and test the nomological network of CCV including potential antecedents and outcomes of CCV. The CCV measure was defined as co-created value actors' appraisal of the meaningfulness of a target (product or service) based on what is contributed and what is realized through collaboration.

Methods

The multi-method multi stage approach to scale development proposed by Churchill (1979) and expanded by DeVellis (2012) included the following steps: (Stage1) Item generation and content validity; (Stage 2) Scale Purification; (Stage 3) Scale Validation; (Stage 4); Nomological Network and Ecological Validity. Stage 1 consisted of initial item pool generation and two expert panels. Stage 2 included two studies and exploratory factor analysis. Stage 3 step 1 was based on confirmatory factor analysis to verify the convergent and discriminant validity, and composite reliability of the measure, step 2 verified the criterion-related validity of CCV and loyalty. Stage 4 tested the nomological network of CCV scale.

Results/Discussion/Implication

The psychometrically sound measure of CCV was developed, tested and verified. Furthermore, the CCV construct was found to be related, but empirically different from loyalty (R2 = 0.511; t-value = 7.454, $p < 0.001$). Moreover, CCV as a second order construct can be used as a part of consumer value systems research (Karababa & Kjeldgaard, 2014). Within the nomological network, the antecedents: customer's personality trait as openness, and customer's appraisal of brand authenticity had significant and positive affects on co-created value. CCV significantly impacted all three spheres of value co-creation outcomes (personal, organizational and collaborative).

The theoretical contribution of this study is in creating and testing a new psychometrically sound measure of co-created value, consisting of five dimensions: meaningfulness, collaboration, contribution, recognition and affective response. The new measure will greatly assist industry professionals to appraise the effectiveness of value co-creation and measure the progress toward identifying and creating powerful value propositions.

References are available upon request

THE EFFECT OF EXHIBITORS' DRESS CONFORMITY AND SELF-CONSTRUAL ON ATTENDEES' APPROACH BEHAVIOR

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Introduction

In order to attract more attendees, staff at the booths are responsible for initiating and improving the interaction with attendees. According to uncertainty reduction theory, when initiating interaction, individuals need information about the other party in order to reduce their uncertainty (Berger & Calabrese, 1975). By obtaining information of exhibitor, it is possible for individuals to predict their behavior and resulting actions. Besides, from perspective of symbolic interactionism, an array of information, such as identity, values, moods, attitudes, could be inferred from the dress of another (Stone, 1990). Based on that, the apparel one individual wear can influence observers' behavior toward that individual, especially approach/avoidance behaviors. Therefore, the purpose of the current study is to investigate how attendees' approach behavior is influenced by exhibitors' dress styles. In addition, we also examined the moderating role of attendees' self-construal.

Methods

A 2 (exhibitors' dress styles: conforming vs. nonconforming)$\times$2 (self-construal: independent vs. interdependent) between subjects experimental design was conducted for this study. Two pictures were used to investigate how exhibitors' dress styles and attendees' self-construal affect attendees' willingness to visit the booth and approach to exhibitors. A total of 125 participants were recruited via Amazon Mechanical Turk. Participants were first asked to complete a 24-item scale, that contained 12 independent items (Cronbach's $\alpha = .84$) and 12 interdependent items (Cronbach's $\alpha = .85$) from Singelis (1994), to identify their sense of self-construal. Then respondents were randomly assigned to one of two conditions: conforming dress versus nonconforming dress. Participants in each condition read a scenario. Then they were exposed to color photographs. Approach behavior was measured by asking 6 items which were adopted from Donovan and Rossiter (1982) (Cronbach's $\alpha = .87$).

Results/Discussion/Implication

Our results shows conforming dress of exhibitors can lead to higher level of approach behavior of trade show attendees as compared to nonconforming dress, and the effect of exhibitors' dress styles on approach behaviors is moderated by attendees' self-construal. Although self-construal is not an easily observed personality trait, the results of this study provide significant insights for trade show organizers. Our findings suggest that if trade shows are held in collectivist cultures, such as Japan, it is better for exhibitors to avoid wearing nonconforming clothes. If the host cities are located in the countries that are not clearly individualism or collectivism, such as Spain, exhibitors are still recommended to wear the conforming dress. These suggestions also can be applied to concurrent events of the trade show. Event organizers can suggest dress code to encourage participants to wear the conforming dress to create a favorable atmosphere. But if trade shows are taken place in individualism cultures, like the United States, there is no difference for exhibitors to wear the conforming or nonconforming dress.

References are available upon request

CONTENT ANALYSIS OF GUESTS REVIEWS ON AIRBNB

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Introduction

In recent years, consumer attitudes towards consumption have shifted from buying products and services to buying and even sharing experiences (Morgan, Lugosi & Ritchie, 2010; Hamari, Sjöklint & Ukkonen, 2015). In fact, in the tourism sector, the sharing economy has altered industry dynamics (Cheng, 2016; Karlsson & Dolnicar, 2016; Ert, Fleischer & Magen, 2016). Peer-to-peer accommodation platforms like Airbnb for example, are significantly changing consumption patterns, with the social and economic appeals of this new phenomenon affecting expansion in destination selection (Tussyadiah & Pesonen, 2015). But despite the growing popularity of the sharing economy, there is a dearth of understanding as to why people participate in such collaborative consumption (Hamari et al., 2015). Online consumer reviews emerged as one of the most powerful factors to influence customer's decisions (Filieri, 2016; Sparls & Browning, 2011), attitudes and awareness (Vermeulen & Seegers, 2009). Previous research suggests that consumers are motivated by economic and social reasons (Dredge and Gyimothy, 2015; Guttentag, 2015), but the emotional motivations behind these decisions remains unclear. This research will therefore extend the literature through content analysis to explore consumer information processing of online reviews.

Methods

Using content analysis, authors can apply textual data in a systematic pattern. With the development of the Internet, content analysis is widely used to examine websites (Timothy & Groves, 2001). The method used here involved several steps including selecting reviews sources from Airbnb, downloading reviews, filtering out extraneous paragraphs, coding text, and testing validity (Weber 1990:21-24). This study employs software ROST to analyze the data. The data analyzed with content analysis include random 7,827 valid consumer reviews about lodging services and comments about hosts from the website Airbnb.

In this text-mining analysis, firstly, the author excludes grammatical words such as "the", "is", "an", and so on. Secondly, the author replaces hosts' names such as Chris, Kate, Ellen with the key word "host" in the analysis process. After these two steps, further words are excluded such as "room", "time", "great", "very" and other similar words which are widely used in lodging services related text. Furthermore, the author combines synonyms to reduce the bias and for further analysis.

Results/Discussion/Implication

The results show that basic lodging services as well as hosts' policies and hosts' personalities are both important for guests to consider their decisions. Both extroverted and introverted hosts are welcomed. The most important thing is friendly and good interaction with guests. Extroversion and introversion are different personality types. Based on hosts' personalities, guests have good experiences of interacting with hosts. As a result, for the hosts that seek to increase their booking rate, the focus solely on traditional lodging services is not enough. They should also interact with guests' reviews in time. This interaction with guests will contribute to their word of mouth, namely reviews on the website to attract more guests in the future.

UNDERSTANDING THE RELATIONSHIP AMONG MOTIVATIONS, SATISFACTION, AND LOYALTY IN EVENTS: A CASE OF MEDICAL MEETINGS

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Introduction

There are close to two million professional associations in the United States and their numbers continue to grow (The American Society of Association Executives [ASAE], 2015). Typically, an association's annual meeting tends to draw the largest number of attendees. Currently, associations must compete more intensely than ever before to attract attendees. The unique part of this research lies in the very nature of events and target markets. Organizers of association meetings must understand the complexity of the factors involved in enticing convention delegates to attend. Understanding why professionals choose to attend one convention over others has become a critical point of focus for association executives and meeting planners. While participant motivation has been widely researched for various conference fields, there is a paucity of research focusing on the medical domain. Accordingly, the purpose of this study is to understand attendee motivations for attending a medical convention and whether these motivations had an influence on their satisfaction and intent to return. The study also examined how differences in medical attendees' type of practice, gender, and overall perception of the convention experience affected the relationship between motivation and satisfaction.

Methods

Data was collected from over 1,100 doctors after a major medical conference held in Las Vegas. This research employed structural equation modeling (SEM) to test the proposed model by following a two-stage procedure. The first stage involved utilizing confirmatory factor analysis (CFA) to test the construct validity of the proposed measurement model within the sample. Then, SEM was performed to assess the structural model.

Results/Discussion/Implication

Whereas most research has found approximately five factors, this study found three: personal/professional development, location, and program. However, only one of these had a significant impact on satisfaction - personal/professional development. Multiple-group analysis revealed key differences between the group with high perceptions of experience and the low perception group. In particular, those with higher levels of experience rated personal/professional development much higher. Regarding the type of practice, the single-specialty groups rated location and program much higher than the other groups. Thus, specific to this target market, it would be wise for marketers to place greater emphasis on personal/professional development.

The results regarding the impact of personal characteristics can help researchers to more thoroughly form theoretical frameworks related to attendees' loyalty and decision formation. Convention marketing strategies - especially for continuing medical education - emphasize the personal/professional development component and can include the staging of events, festivals, and entertainment which can in themselves serve as marketing stimuli for convention attendees.

References are available upon request

YOU DESERVE IT: THE EFFECTS OF SUBJECTIVE WAITING TIME ON CONSUMPTION

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Introduction

The experience of time is a very subjective phenomenon and an essential part of the psychological experience. Service firms develop line-waiting strategies to minimize customers' perceived wait times. When people perceive time as passing quickly, it feels like time flies by; when people perceive time as passing slowly, it feels like time drags on. Little to no research exists that examines whether perceived wait time impacts consumers' decisions to indulge. Could it be that waiting an extended period of time leads a customer to choose more indulgent options because they feel they deserve it after such a long wait? Previous studies have linked negative feelings to consumers' indulgent behaviors (e.g., Cryder, Jennifer, James, & Ronald, 2008; Garg, Wansink, & Inman, 2007) and traits (e.g., self-focused, self-affirmation). However, fairly little is known about what shapes consumers' perceptions of their own deservingness and how this perception influences their tendency to indulge or to ignore indulgence. The current study addresses the gap presented in the previous literature, suggesting that feeling deserving will engage consumers to be indulgent in food consumption, i.e., more food items than what they want to eat or higher calories than they want to consume. By examining perceived deservingness as a factor for indulgent consumption decisions, we also investigate consumers' involvement in the consumption context to explain why and when consumers indulge or do not indulge. Even in the same situation, the importance of dining experience, depending on how meaningful or not meaningful, tends to make consumers indulge with different processes, whether in feeling pleasure (affective) or in self-deservingness as a function of self-justification (cognitive).

Methods

To understand the role of subjective waiting time on indulgent consumption, this study used a 2 × 2 experimental design in the restaurant context. Depending on the experimental condition, durations of the image presentation on time flies versus time drags were manipulated. After viewing the image, participants were asked to choose items on the hypothetical menu. We measured consumer level of involvement in his/her dining out experience in one's life and measured several behaviors within consumption and/or indulgence to demonstrate the robustness of the effect of deservingness on indulgent consumption.

Results/Discussion/Implication

The results showed that people who feel that time is dragging are motivated to reduce or eliminate the anticipated unpleasant emotions by justifying an indulgence to themselves. Thus, subjective time progressions in the waiting line provide a justification for self-deservingness so as to increase indulgent consumption, which varies depending on the characteristics of consumers. Subjective time progression motivates indulgent consumption through deservingness when consumers have low involvement in eating out experiences. Whereas, subjective time progression leads to control of indulgent consumptions through feeling happiness when consumers have a high involvement in eating out. This research has meaningful implications not only for consumers when they lose control of indulgent habits but also for restaurant managers who seek to effectively manage their waiting lines with different types of consumers.

References are available upon request

UNDERSTANDING THE EFFECTS OF CAFÉ AND COFFEE SHOP ATTRIBUTES ON SELF-CONGRUITY AND LOYALTY OF ITS PATRONS

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Introduction

Previous studies have discussed the determining factors and features that coffee and café shop owner's use in the identification and differentiation of their brand (Pickton and Broderick, 2001). Originally, Martineau (1958) described the 'personality of the retail store' which resulted in the concept that consumers form 'thoughts and feelings' about stores. These thoughts and feelings in turn influence their shopping behavior and loyalty (Porter and Claycomb, 1997). These usually include the architectural setup, the designs, the atmosphere and the customer service system. The construction of stores' brand comprises both tangible and intangible elements. These elements have been defined in multiple dimensions that combine the stores' functional qualities with the psychological attributes which the consumer relates them to (Kent, 2003). In addition, a few studies have indicated that these owners and managers seek to implement and make every store to have its own personality and identity (Darden and Babin, 1994; d'Astous and Levesque, 2003; Zentes et. al., 2008).

There has been a number of studies on the attributes of coffee shops and cafés in the area of consumer behavior and also on the aspect of self-congruity (Hyun and Kim, 2011; Kimpakon and Tocquer, 2010; Kang et. Al, 2014; Becerra et. Al, 2013). However, there have been significant gaps in the literature regarding these concepts. This paper seeks to address those gaps by: 1) Investigating the important factors that form a customer's self-congruity and functional congruity (self-image, store physical attributes, emotional and relationship quality with the store); 2) Ranking those factors based on how customers view each of these attributes as important to their self and functional congruity; and 3) Comparing these segments of customers to measure their relationship quality and loyalty.

Methods

The instrument was developed through extensive literature review and focus groups consisting of 8 demographic questions, and a scale of 22 items to measure the importance of the physical attributes of the coffee shop on the customer's self-concept and self-congruity. Data was collected over a time frame of one month at different name brand coffee shops in Southeast Asia. The scale used in measuring the importance of the physical attributes was made up of five important factors; architecture, cleanliness, interior design, staff (manpower) and ambience.

Results/Discussion/Implication

A total of 239 surveys were usable for the purpose of the data analysis. This study proved that there are two major groups: customers with a functional congruity and those with self-congruity. It also showed that some customers may not have both a self and functional congruity and hence customers may have differing reasons for choosing a coffee shop or café. The results of this study show that management should treat the various segments of customers based on each attributes' importance to encourage a strong relationship with the brand image.

DIFFERENCES IN GUEST EVALUATIONS OF HOSPITALITY IN HOTELS AND SHARING ECONOMY ACCOMMODATIONS

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Introduction

The sharing economy is having a competitive impact on the lodging industry (Zervas and Byers, 2012). At stake is the core product itself, which is hospitality, with words like authenticity, personality, local tips etc. being associated with Airbnb experiences when compared to the mainstream lodging product (Smith, 2015; Glusack 2016). This study examines differences in how guests review hospitality in mainstream hotels and the sharing economy.

Literature in theology, philosophy and hospitality management highlights generosity, caring and individual attention as important aspects of hospitality (King, 1995; Lashley, 2000; Scanlan and McPhail, 2000; Beldona & Kher, 2015). Based on the etymology of the word "hospitality", the terms "host" and "guest" are critical because they are distinctive roles that are central to the facilitation and consummation of hospitality (King 1995; Lashley 2000). The role of hospitality is to not just provide for basic amenities, but also be consultative about the surroundings of the destination to enhance the guests' overall experience (Hemmington, 2007).

Methods

Data were collected from Airbnb.com and Trip Advisor.com representing each. The samples comprised 820 reviews from Airbnb and 900 from TripAdvisor. While the reviews from Airbnb were mostly from SuperHosts, the TripAdvisor reviews had ratings between 4 and 5.

Sentiment analysis based on Natural Language Processing (NLP) was used to analyze the review. Using Monkeylearn, a cloud-based machine learning platform, classifiers corresponding to each category (TripAdvisor and Airbnb) were generated. SVMs (Support Vector Machines) which are supervised learning models with associated learning algorithms were used to analyze data used for classification and regression analysis (Mullen & Collier, 2004).

Results/Discussion/Implication

The most significant keywords that were extracted from the Airbnb reviews were host, experience, neighborhood, conversations, recommendations, like home etc. In the case of the reviews of mainstream hotels drawn from TripAdvisor, the most significant keywords extracted were staff, service, lobby, beds, housekeeping etc. In relative terms, the Airbnb keywords were reflected on the larger experience as opposed to the mainstream hotel reviews that focused on the hotel's attributes. In both reviews, the "people" aspect of hospitality was the most significant; host for Airbnb and "staff" for mainstream hotels. Based on the theoretical review of hospitality, the keywords from Airbnb were closer to hospitality and its intangible elements as opposed to keywords drawn from mainstream hotels.

The findings provide a comparative understanding of hospitality provision at a theoretical level. For practitioners, it provides a perspective to factor into strategies going forward. The findings should be viewed under the caveat that only positive reviews were used largely because hosts that generate negative reviews are seemingly discarded from the system.

References are available upon request

AESTHETIC MOTIVATIONS OF CRAFT BEER CONSUMERS

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Introduction

Aesthetics, the appreciation of beauty, has been studied in marketing and wine research (Celhay & Trinquecoste, 2015; Charters & Pettigrew, 2005; Hall, 2016; Patrick and Hagtvedt, 2011; Oxford Dictionaries, 2015; Schmidt & Simonson, 1997). With the recent rise in craft beer consumption, there is a need to explore aesthetics as a motivation to purchase craft beer. Many consider the brewing process an art form because professional brewers must possess hands-on experience and knowledge, specifically the science of fermentation and chemistry skills, to be able to produce beer on a large scale. The brewing process is where the beauty of craft beer begins with the ingredients, fermentation, aging, and packaging conducted by an expert brewer.

Methods

A qualitative descriptive design was used to collect data via in-depth interviews. This design is warranted when little is known about a phenomenon of interest (Sandelowski, 2000). Interviews were conducted January 2016 to May 2016. This study required participants to be at least 21 years of age, had consumed at least one craft beer within the last month, and willing to participate in the study. Each interview lasted approximately one hour. Interviews were semi-structured, covering the main theme of aesthetics. A total of 10 people participated in this study. Various age groups participated in this study including: 21 to 24 (20%), 25 to 45 (30%), 45 to 54 (20%), 35 to 44 (20%), and over 55 (10%). The number of participants followed recommendations of Creswell (1998) and Morse (1994) of between 5 and 25 participants.

Results/Discussion/Implication

From the data analysis, several subthemes were present: label design, flavor profile, packaging, and alcohol content. The subtheme label design was present in 80% of the interviews (n = 8). Respondents expressed that craft beers have a more intricate, beautiful, and innovative label design compared to their mass-produced counterparts causing them to look at craft beers more closely and appreciate the effort that went into creating an artistic label. Furthermore, respondents expressed that craft beer labels tend to stand out on the shelf because of their colors, imagery, and font. Some respondents expressed they are more likely to try a craft beer with a label that invokes a pleasurable memory i.e. fishing, farming, camping. Flavor profile was present in all interviews (n = 10, 100%). Within flavor profile, the participants expressed craft beers are richer and more full-bodied, and they have more variety and distinctive flavors. The word most described by the respondents was "hoppiness". They expressed craft beers have a better hops flavor than their mass-produced counterparts. Packaging was also a major subtheme. Respondents stated that craft beers are packaged in a variety of unique shapes and sizes. Because of this, they stated they are more drawn to craft beers. Respondents further stated that craft beers are usually packaged in bottles or purchased in growlers from draught, but they have seen an increased number of craft breweries switch to cans. Drought was the preferred option among respondents. Watson (2015) confirms that in 2011 can packaging constituted less than 2% of craft beer packaging compared to 10% in 2014.

References are available upon request

SERVICESCAPE AT AN INAUGURAL BEER FESTIVAL

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Introduction

Beer festivals have grown substantially in the last 15 years. In 2015, beerfestivals.org reported almost 1,500 beer festivals for the year. This number has grown from approximately 250 beer festivals in 2000. More importantly, beer-related events have quadrupled from 2012 to 2014 growing from 1,500 to over 6,000 beer-related events (Buell, 2015). Because of the rapid growth in beer-related events and beer festivals, event organizers continue to host inaugural beer festivals hoping to capitalize on the popularity of these types of events.

Methods

This research was conducted using quantitative methods. First, scales from a variety of studies were used to develop a survey to be administered during the event. The servicescape scales were modified from scales incorporated into sportscape at sports arenas, travelscape during a guided tour, and servicescape at business-related events (Rashid et al., 2015; Siu et al., 2012; Tan, Aziz, Khairil, & Zaiton, 2015; Wakefield et al., 1996; Wakefield & Blodgett, 1996). The event coordinator donated a booth at the festival for the researchers to collect data. After making modifications to the scales, the researchers created a survey that consisted of ninety-three questions. The researchers administered all surveys using tablets at the event via the Qualtrics application. All survey data were then uploaded to the Qualtrics server when the event had concluded. In total, 60 attendees out of the 175 attendees at the festival completed the survey.

Results/Discussion/Implication

Exploratory factor analyses with Varimax rotation was performed to measure and refine the scales used in this study. All the factors had a satisfactory Cronbach's alpha value of at least 0.70. A multiple regression analysis was performed to test the effect of servicescape on satisfaction. The result revealed that the overall model was significant ($R^2 = 0.24$, $F = 4.21$, $p < 0.01$). A linear regression was performed to examine the effect of satisfaction on the intention to purchase wine/beer from vendors in the festival. The regression analysis result revealed that the overall model was significant ($R^2 = 0.26$, $F = 20.51$, $p < 0.001$). Another linear regression was performed to examine the effect of satisfaction on the intention to visit a winery/brewery from the festival. The regression analysis result revealed that the overall model was significant ($R^2 = 0.41$, $F = 40.86$, $p < 0.001$).

Additional research should be conducted to validate the research presented in this study. With additional responses, the more generalizations can be made for a servicescape model at a beer festival. These vendors should bring appropriate information about their establishment to give to attendees and have bottles of wine and beer available for purchase. The information provided in this study will help breweries/wineries make a decision to be a vendor at a festival based on the potential profit they could make by being a vendor. Furthermore, the elements in this model are a good resource for event organizers because they can use the model to better prepare for beer festivals by focusing on the servicescape elements.

References are available upon request

CHINA'S FOOD CULTURE: REJUVENATING ITS INBOUND MARKET FROM U.S.

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Introduction

China's tourism has developed and grown dramatically since it opened doors to the rest of the world. Yet, the number of inbound tourists, including American, has been on a continuous decline recently (Xu & Sofield, 2013). Such a drop in tourists can partly be attributed to the changes in Americans' mindset: China is no longer perceived as an exotic destination. China seems to be entrenched in the (mis)belief that the exoticism that once appealed to Westerners is still valid. Therefore, China should devise new ways of presenting itself, reflecting a current understanding of its inbound markets such as the United States, particularly the characteristics of the tourists that can be appealed to by one or more of China's unique selling propositions (USP). The paper posits that one such USP is China's food culture that can be positioned to capitalize the U.S. lifestyle trends in health and wellbeing. Accordingly, this study examines 1) the changing perceptions of China as a destination, 2) food choice and lifestyle trends in the U.S., and 3) Chinese food culture as USP. The paper concludes with recommendations for China's destination marketing organizations.

Methods

The first phase of the study involved analyzing 195 articles published in The New York Times over two periods between January 1980 and May 1989 and between January 2005 and December 2015 to understand how China has been perceived as a destination for the U.S. tourists. Articles were searched with "China tourism" as keywords. Dimensions that are pivotal in the description of perception of China by the U.S. tourists were identified and these dimensions were classified into certain themes. Second, literature on the topics that is relevant to the study was reviewed.

Results/Discussion/Implication

During the period between January 1980 and May 1989, exoticism explains the positive image of China tourism image. China was also being viewed to be under development, explained by the themes of deficiencies and acceptance of deficiencies in China. During the period between January 2005 and December 2015, China was viewed as an ordinary destination that is modernized with no sense of superiority offered to Americans. Furthermore, the negative national image represented the image of China as a travel destination with negative views on the locals and sociopolitical issues.

It was concluded that Chinese food possesses characteristics that are suitable to satisfy both Americans' eager to be healthy and their tendency to value sensory factor in food choice. Chinese food culture offers healthy lifestyle experiences to tourists as represented by the notion of hot/cold dualism and maintenance of a body balance. Other healthy eating practices are also present such as the practice of using chopsticks that helps to eat slowly. Moreover, as Americans are actively accepting new cultures nowadays with low food neophobia level, Americans will be willing to try the authentic Chinese food. In accordance with the findings, Americans' needs should be integrated into the Chinese food tourism product and Americans need to be educated on the healthy aspects of the Chinese cuisine

References are available upon request

EFFECTS OF SKEPTICISM ON CONSUMER RESPONSE TOWARD CAUSE-RELATED MARKETING IN HOSPITALITY INDUSTRY

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Introduction

Cause-related Marketing (CRM) is characterized by dual nature due to the focus on for-profit goals of the company and establishment of a favorable philanthropist image (Robinson, Irmak, & Jayachandran, 2012). If communicated adequately, CRM can lead to positive attitudes and greater customer engagement (Hanks, Line, & Mattila, 2015). However, because companies promote their products or services to donate certain percentage of profits to non-profit organization (Polonsky & Macdonald, 2000), consumers become skeptical about the true motives behind companies' CRM initiatives (Yoon & Gurhan-Canli, 2006). Yet, the role of consumer skepticism towards CRM has been sparsely addressed (Youn & Kim, 2008). Drawing on attribution theory (Kelley & Michela, 1980), this study investigates how brand-driven and CRM-driven attributes influence the consumer skepticism toward CRM, which in turn leads to unfavorable impact on attitudes toward the brand, word of mouth (WOM), and CRM participation intention.

Methods

This study employed a survey-based design on an online (or MTUrk) sample of general consumers. The respondents were provided with a hypothetical scenario about CRM promotion of a restaurant and asked to provide their assessment of a set of dependent variables. The four-items of skepticism were derived from Mohr et al. (1998). Brand credibility and familiarity were measured (Simonin & Ruth, 1998). Perceived fit and egoistic motive items were from Barone et al. (2007). Lastly, consumer evaluation of CRM was measured (Cui et al., 2003). For data analysis, a confirmatory factor analysis (CFA) (Anderson & Gerbing, 1998) and structural equation modeling analysis (Hair et al., 1998) were utilized.

Results/ Discussion/ Implications

The results of CFA indicated a satisfactory model fit of measurements ($\chi^2 = 651.28$, $df = 296$, $\chi^2/df = 2.20$, $p < .001$, TLI = .966, CFI = .973, RMSEA = .043). The SEM results validated the proposed model with $\chi^2 = 1818.085$, $df = 311$, $\chi^2/df = 5.846$, $p < .001$, TLI = .863, CFI = .888, RMSEA = .08). The SEM results indicated that both brand credibility, and familiarity had a negative relationship with skepticism, familiarity. In contrast, perceived selfish motive had a positive influence on skepticism. In addition, skepticism had a negative influence on attitude and intention, respectively. However, skepticism had a positive relationship with negative WOM.

Considering that skepticism exerts a direct and deleterious influence on consumers' brand evaluation, it is important to identify several factors that may cause consumers' skepticism about CRM initiatives. In addition, managerially, these findings have significant implications for foodservice managers when they design or embark on a CRM promotion by minimizing consumers' skepticism.

Reference Available Upon Request

WILL CELEBRITY-CHEF CO-BRANDING HELP OR HURT? : THE ROLE OF ATTRIBUTE-SIMILARITY AND ATTRIBUTE-COMPLEMENTARITY

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Introduction

Celebrity-chefs and their collaborative works have created a popular culture and a growing trend all over the world (Cheshes, 2015). In recent years, a number of restaurants have increasingly connected with celebrity-chefs for culinary collaborations (e.g., launching new menus with celebrity-chefs' unique recipes). While co-branding partnerships between restaurants and celebrity-chefs are expected to provide mutual benefits to each party, it may not always be a win-win strategy. One party may experience more positive effects, whereas the other party experiences less positive or even negative effects. It may even be possible for co-branding to backfire for both parties. Therefore, each party should be careful about choosing partners and participating in co-branding activities. Particularly, when it comes to long-term brand value, the above discussion is very critical. This study aims to address how restaurants and celebrity-chefs are, respectively, affected by culinary co-branding partnerships. Specifically, this study examined how each restaurant and celebrity-chef is differentially affected by different types of culinary co-branding partnerships.

Methods

An experiment was conducted using a two-by-two between-subjects factorial design yielding four scenarios for launching a new collaborative menu item between a restaurant and a celebrity chef. Data were collected through an online survey platform, Amazon Mechanical Turk. Participants were randomly assigned to one of the four scenarios. In the scenario, they were asked to imagine visiting a restaurant and seeing one of the new collaborative menu items between the restaurant and celebrity chef. Then, participants were mainly asked to answer questions on the dependent variables (i.e., purchase intentions toward the co-branded product and perception changes—both pre- and post-exposure measures—in the brand attitude). All items were measured using a seven-point scale. For the data analysis, analysis of variance (ANOVA) was performed.

Results/Discussion/Implication

The results showed that, depending on the types of co-branding partnerships and the combinations of salience statuses on brand-attribute association, there are evidently different outcomes for the two different stakeholders. In other words, co-branding partnerships between restaurants and celebrity chefs do not necessarily provide mutual benefits to each party. Thus, marketing practitioners should carefully implement appropriate strategies by being aware of the possible risks. This study provides the important implications of selection strategies for co-branding partnerships, with co-branding being an enticing, strategic marketing tool.

THE PREDICTION OF LOYALTY BASED ON GROUP IDENTITY AND PLACE ATTACHMENT: A CLUB MEMBERS' PERSPECTIVE

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Introduction

A country club is a member exclusive organization, where individuals are gathered with common interests and values (Bascher, 2003). Members are the lifeblood of the private country club business (Fornaro, 2003). Club members interact with clubs' physical settings, products, and other members, and form the positive bonds with the club and its members, which is considered place attachment and group identity, respectively. Group identity refers to a person's sense of self derived from a group membership (Chen & Li, 2009). Place attachment is an environmental psychological concept that describes the emotional relationship between people and place, consisting of four dimensions: place identity, place dependence, social bonding, and place affect (Florek, 2011; Ramkissoon, Smith, & Weiler, 2013).

Shoemaker and Lewis (1999) pointed out that retaining customers instead of searching for new customers contributed to the success of hospitality marketing. While customer loyalty has been extensively studied in most areas such as business, hotels, and restaurants, relatively little research has examined member loyalty in the club industry. To fill this gap, this study investigated member loyalty by incorporating concepts of place attachment and group identity.

Methods

A total of 23 measurement items for group identity, place attachment, and loyalty were adapted from previous studies (Obst & White, 2005; Ramkissoon et al., 2013). A seven-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree (7)* was used. An online questionnaire was developed and distributed via Qualtrics between August 1, 2015 and September 15, 2015. The survey was distributed to about 10,000 members of nine clubs. A total of 815 valid responses were received. The data were analyzed using the two-step approach using EQS 6.0 (Anderson & Gerbing, 1988).

Results/Discussion/Implication

Overall, the research findings showed the significant relationships among group identity, place attachment, and member loyalty (McLeod & Busserm 2012; Borden & Schettino, 1979; Ren et al., 2012). In particular, this study measured specific relationships at dimensional levels. Group identity had significant effects on all place attachment dimensions. Furthermore, place identity, place dependence, and place affect only influenced attitudinal loyalty while place identity and place dependence only influenced behavioral loyalty. That is, social bonding had no impact on any loyalty. Lastly, the mediating effect of place attachment was detected.

By empirically incorporating place attachment and group identity to loyalty, this study brings a new perspective to examine customer loyalty in the club business. This study will help country club managers to recognize the significant factors influencing loyalty of club members.

References are available upon request

U.S. THEME PARK VISITORS' CHOICE—A CONJOINT CHOICE MODEL

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Introduction

Theme parks in the United States face stiff competition in local and international markets. Therefore, theme parks tend to create competitive advantages through features that influence visitors' selection of a theme park. Investigating visitors' choice of U.S. theme parks presents a real-life challenge for theme park industry (McClung, 2012), with a complexity to understand the importance of influencing attributes. Among influencing attributes, literature presents price (Braun and Milman, 1990), type of theme park (McClung, 1991), online reviews (O'Connor, 2008), children-friendliness (Haahti and Yavas, 2004) and visit duration (Birenboim, Anton-Clavé, Russo, and Shoval's, 2013). The purpose of this study was to explore the relative importance of theme park visitors' influencing attributes and find the best and worst theme park profile.

Methods

The methodology used to analyze the relative importance of price, type of theme park, online reviews, children-friendliness and visit duration was Choice Based Conjoint (CBC) analysis. The CBC experiment model was build based on six attributes and their respective levels: price per day (less than \$20, \$21–\$50, \$51–\$100, more than \$100); theme park type (adventure, futuristic, international, nature, fantasy, history and movie parks, and culture (Wong and Cheung, 1999)); distance from home (less than 10 miles, 11–20 miles, more than 20 miles); child friendliness (yes-or-no); visit duration (half a day *(6 hours),* 1 day *(12 hours),* or more than 1 day); and guest reviews based on TripAdvisor scale (1 *(terrible)* to 5 *(excellent)*). Choice preferences were similar to real-life decisions and participants selected their preferred option between two hypothetical alternatives, with a none-of-these-choices option. Data was collected through Mechanical Turk™ (MTurk). Data from 380 US theme park visitors was valid for analyzes.

Results/Discussion/Implication

The results of CBC analysis revealed that theme park visitors considered guest reviews as the most influential attribute with a relative importance of 40%, followed by price 29.94%, type of theme park 16.38 %, child friendliness 6.04%, visit duration 5.63% and distance from home 1.68%. The conjoint revealed as the best theme park profile is an adventure theme parks, for a full day experience, with a price of less than 20\$ per day and a distance of less than 10 miles from hotel, that is children friendly and has online reviews 4.8 (out of 5). On the other hand, the worst theme park profile was a history and culture theme park, for half a day visit, with more than \$100 per day, in a distance of 11-20 miles from hotel, that is not children friendly and has online reviews 1.8 (out of 5). The results of this study contribute to a better understanding of US theme park visitors. In addition, the study suggests managers for a strategical investment and planning of theme park attributes. However, the findings of this study are limited to US theme park visitors. Future research in other countries can confirm the validity of this study's results and compare theme park visitors with cultural differences (Ah-Keng, 1994). References are available upon request.

BOOTH RELEASED PSYCHOLOGICAL STIMULI AND IMPULSE BUYING: PERSPECTIVE OF THE THEORY OF MENTAL BUDGETING

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Introduction

This study aims to propose and examine the mechanism of booth released psychological stimuli and impulse buying. Based on the theory of mental budgeting (Heath & Soll, 1996) and the context of exhibition attendees' purchase with an exhibition booth, this study justifies the relationships among booth released psychological stimuli, impulse buying, mental budgeting, and anticipated satisfaction.

Methods

Research settings of this study are three exhibitions in China: (1) tourism trade show in Xiamen, Fujian Province, (2) tea trade show in Chengdu, Sichuan Province, and (3) coffee and bake trade show in Wuhan, Hubei Province. Target participants of this study were those who attended one of the sampled exhibitions and purchased something at the exhibition booth(s). Through convenience sampling, survey questionnaires were distributed to attendees at these three exhibitions from March to May in 2016. Researchers waited at exits of these exhibitions, and asked attendees who just completed purchase behavior at the exhibition to complete the survey questionnaire. Participants should based on one exhibition booth which they had purchase behavior with at the exhibition to complete the whole survey. Finally, a total of 251 usable responses were collected (251 out of 400).

Results/Discussion/Implication

Structural equation modeling (SEM) was applied to test the hypotheses. As predicted, both booth released psychological stimuli and mental budgeting exerted positive influences to attendants' impulse buying. However, the effect of booth released psychological stimuli on anticipated satisfaction was not supported. Additionally, mental budgeting is positively related to attendants' impulse buying and anticipated satisfaction. Meanwhile, impulse buying improved attendants' anticipated satisfaction.

This study contributes insightful knowledge into impulse buying behaviors driven by booth released psychological stimuli based on mental budgeting perspective. Findings of this study revealed that booth released psychological stimuli could enhance attendees' mental budgeting and impulse buying. Meanwhile, mental budgeting exerts positive effect on impulse buying. In addition, this study proved that mental budgeting and impulse buying significantly improve attendants' anticipated satisfaction. For theoretical implications, this study contributes pioneering knowledge in exhibition attendees' purchase at exhibition booths, especially in proposing and examining the mechanism how booth released psychological stimuli lead to the follow-up impulse buying, mental budgeting, and anticipated satisfaction. For practical implications, this study informs exhibitors the importance to not only stimulate impulse buying through booth released psychological stimuli, but also consider attendees' mental budgeting and anticipated satisfaction. Exhibitors should concern both short-term financial gains and long-term purchase relationships should be concerned.

UNOBSERVED HETEROGENEITY IN TOURISM SHOPPING: A FINITE MIXTURE SEGMENTATION APPROACH

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Introduction

Researchers suggest shopping without specific intent may be more significant than the actual acquisition of products since the impulse experience can provide a highly pleasurable involvement (Maclnnis & Price, 1987). Leisure shoppers such as tourist shoppers, who experience high hedonic values, are less likely to have a plan of what they are going to buy when in the shopping context, which suggest greater levels of impulse shopping (Bellegnger & Korgaonkar, 1980). The current study aims to address gaps in the literature by achieving the following research objectives: (1) to empirically examine factors which influence tourist impulsive shopping behavior by testing a proposed model of tourist impulsive shopping; and (2) to examine whether there is unobserved heterogeneity among constructs and their relationships and consequently, to identify the different segments of tourist shoppers that account for this heterogeneity.

Methods

The target population of this study is the Chinese adults who have taken a leisure trip outside Asia for at least three nights in the past two years and have spent 6,000RMB (approximately US$1,000) on shopping during the trip. Eight major cities in China, including four Tier I cities and four Tier II cities, were selected for the data collection. The fieldwork of data collection was conducted by a professional marketing research company in China in April 2014. Two screening questions were asked at the beginning of the survey to ensure the representative of the respondents. Cross-sectional data were collected via a questionnaire survey. For constructs' items, participants were asked to rate the level of agreement or disagreement from 1 = strongly disagree to 5 = strongly agree. All the measurements used in the survey were drawn from existing literature.

Results/Discussion/Implication

The results showed materialism, impulsive trait and hedonic tendency positively influence impulsive urge whereas conspicuous consumption negatively affect impulsive urge. Impulsive urge in turn positively and significantly influence actual impulsive purchase. The FIMIX-PLS segmentation revealed 3 segments of tourist shoppers, indicating heterogeneity underlining the structural model. Specially, for segment 1, impulsive trait had negative, weakest, and non-significant influence on impulsive urge. Impulsive urge had negative, weakest, and non-significant influence on impulsive purchase. Hedonic tendency had the strongest influence on impulsive urge. For segment 2, impulsive trait had the strongest influence on impulsive urge. Materialism and hedonic tendency had the weakest and non-significant influence on impulsive urge. For segment 3, impulsive urge had the strongest influence on impulsive purchase. The three segments were significantly different from each other in terms of the model relationships.

References are available upon request

THE ROLE OF SOCIAL INTERACTIONS IN BUILDING BRAND LOYALTY THROUGH ONLINE SOCIAL NETWORKS: AN EMPIRICAL STUDY IN THE HOSPITALITY INDUSTRY

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Introduction

With the ubiquitous accessibility to the Internet, the limitations of space and time of the past have been translated into multiple opportunities around the globe to connect, interact and exchange products and services in real-time (Sashi, 2012). Furthermore, online social networks (OSNs) have become an important part of people's social life creating the social bond and social capital (Brandtzag, 2012). Firms have realized the importance of developing, bridging and maintaining numerous social network ties in the form of online interactions (Tian, 2016) with all stakeholders. More importantly, OSNs have reshaped the way people share personal experience and interact with service providers (Nusair et al., 2013).

Customers frequently engage in interactions via OSNs to make traveling decisions, but how such behavior contributes to customers' loyalty toward hotel brand has not been well understood. To address this question, this study aims to illustrate the relationship between customers' social interactions on OSNs and their loyalty toward hotel brand. This study also investigates whether there is significant difference between Generation Y (Gen Y) and older generations in responding to interactions via OSNs.

Methods

Online survey method was used to collect responses from customers who used OSNs to interact with others with reference to hospitality brand and its service. Undergraduate students from a Midwestern U.S. university were instructed and given extra credits as incentives to invite their friends to participate in the survey via Internet. Survey instruments were adopted from previous literature and measured using multiple-item scales. Survey questionnaires were distributed through Qualtrics and 400 responses were collected. Mediation, moderation and moderated mediation analyses were performed using the PROCESS macro (Hayes, 2013) via SPSS. 22. Such program enables the estimation of mediation and moderation effects through bootstrapping.

Results/Discussion/Implication

The mediation analysis indicates that social interaction indirectly affects brand loyalty through its effect on brand trust. The results also suggest that there is a significant direct effect of social interaction on brand loyalty. Finally, the integrated model using conditional process analysis indicates that the mediation effect of social interaction on brand loyalty via social trust is significantly moderated by generation difference.

The findings of this study provide practical implications to senior managers in the hospitality industry. Since Gen Y is the major group that actively interacts with others on OSNs, hotel firms should frequently update fans pages and constantly entice topics for youngsters to browse, share and comment. Effective marketing segmentation strategies should be made accordingly. For example, hospitality firms should focus on allocating resources to target Gen Y customers through social media while targeting older generations through emails or offline channels. Additionally, hospitality firms should devote a variety of resources to maintaining trustworthy online community which is crucial to win customer's trust leading into their loyalty.

Completed Research – Finance & Economics

GEOGRAPHIC DIVERSIFICATION AND RESTAURANT FIRMS' FINANCIAL RISK: THE MODERATING EFFECT OF FRANCHISING

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Introduction

Advantages of geographic diversification have been supported by the internalization theory (Buckley & Casson, 1976), the resource-based theory (Barney, 1991; Wernerfelt, 1984), and the modern portfolio theory (Markowitz, 1952, 1959; Sharpe, 1964). On the other hand, another stream of research indicated negative effects of geographic diversification on risk-reduction, mainly based on the transaction cost (Coase, 1937; Williamson, 1981) and agency cost theory (Jensen & Meckling, 1976). Despite the inconclusive results from previous studies, considering idiosyncrasies of the restaurant industry, the current study proposes the negative effect of geographic diversification on a firm's risk based on the transaction costs theory. Also, this study introduces a negative moderating effect of franchising based on the aggravated agency problems due to moral hazards in the franchising contract.

Methods

The smaple of this study is publicly traded U.S. restaurant firms from 2000 to 2015. Geographic diversification is measured by the Berry-Herfindahl index using the number of restaurant units in each state. This study employs three measures of risk: return on assets as accounting-based risk, and systematic and unsystematic risk as market-based risks. This study employs the degree of franchising as a moderator measured by the number of franchised units divided by the total number of units. Six control variables are considered in the model (firm size, leverage, degree of internationalization, capital intensity, liquidity, and profitability). This study employs two-way random/fixed-effects models, clustered by firms to estimate robust standard errors (Peterson, 2009).

Results/Discussion/Implication

This study found an insignificant main effect of geographic diversification on the risk, which may imply that the benefits and costs in geographic diversification may cancel each other's effect. Firms may acquire a certain level of economies of scale and market power as they diversify, but at the same time, increased costs may offset such benefits. Moreover, this study found that the risk is increased by geographic diversification when a firm utilizes a high level of franchising. According to Combs, et al. (2004), franchising contract cannot achieve a perfect equilibrium and there exist moral hazards involved in both parties and free-ridings of franchisees, which possibly gives temporal shocks or surprises to a franchisor and thus increases variability of performance.

Findings of this study provide some practical implications. From the insignificant effect of geographic diversification on the risk, firms may need to find an efficient monitoring and transaction mechanism when they expand into dispersed locations so that the benefits of diversification can overcome costs. Also, restaurant firms need to consider franchising carefully when they are highly diversified. It may be advisable for restaurant firms to develop a sound relationship with their franchisees to overcome possible moral hazards in franchising contracts.

References are available upon request

SHOULD HOTEL PRODUCTS BE DIFFERENT OR SIMILAR? THE EFFECT OF PRODUCT DIFFERENTIATION ON PERFORMANCE AND RISKINESS OF HOTELS

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Introduction

The question on being different from or similar to other organizations has received considerable attention in economics, strategic management and organizational theories (Deephous, 1999). Past research has shown mixed results as firms generally have seemingly two contrasting incentives. Firms choose different products from others in order to attract diverse market demand (Chamberline, 1933) or mitigate price competition (Porter, 1980), while firms conform to others to jointly achieve heightened demand (Pinske and Slade, 1998) or obtain agglomeration externalities. Both differentiation and conformity can improve performance.

Within the lodging literature, earlier studies provided evidence supporting both perspectives. For example, favorable impacts of differentiation have been cited, such as reduced hotel failure rates (Baum and Mezias, 1992), protection from competitive forces to reduce room rates (Mazzeo, 2002), and higher room rates and less price discount (Becerra et al., 2013). Geographical clustering (conformity) has also received credit for higher performance of hotels (e.g., Kalnins and Chung, 2004; Canina et al., 2005).

While studies to date have offered meaningful implications to researchers and industry practitioners, we identify a literature gap. A successful strategic decision of hotels should provide evidence of increased performance as well as the stability of returns. Though meaningful, conventional methods evaluating one strategic outcome (i.e., performance) are of limited value. Risk consideration plays a significant role in addition to the expected returns when firms make decisions (Bossaerts and Plott, 2004). Thus to provide a 'holistic' picture to the researchers and practitioners, this study examines the effect of product differentiation in capacity and location on both performance and performance risk. The strategic decisions on these characteristics may exert long-term effects, as hotels generally do not change location and capacity for very long periods (Fernándex and Marín, 1998).

Methods

For the empirical analysis, a random effects panel model with first-order autocorrelation was applied to the hotel performance data on the Houston lodging market from third quarter of 2011 to third quarter of 2014. Performance and performance risk were modeled as a function of differentiation in capacity and location and a set of control variables.

Results

We found that differentiation in capacity improved hotel performance but also increased performance risk, and that conformity in location improved hotel performance but did not influenced performance risk.

Implication

The findings of this study may help hotel developers and owners in establishing profitable strategies ensuring business sustainability. Investors can improve their decisions by looking into hotels' strategic capacity and location positions in a market, rather than relying on aggregated market reports.

UNDERSTANDING THE REASONS FOR HIGH GROWTH AND ITS EFFECTS: AN INVESTIGATION OF THE RESTAURANT INDUSTRY

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Introduction

Growth and profit are considered imperative benchmarks of business success. However, in reality it is difficult to pursue both growth and profit simultaneously. Firms enjoying rapid growth often have abnormally low market returns, whereas firms experiencing contraction often have substantially higher market returns (Titman et al., 2004; Cooper et al., 2008; Lipson et al., 2011; Gray & Johnson, 2011). This negative asset growth effect was reiterated by Cooper, Gulen, and Schill (2008), who provided empirical evidence of a strong negative correlation between a firm's asset growth and subsequent abnormal stock returns.

These empirical findings elicit several questions in relation to the restaurant industry: first, does asset growth have a negative impact on the operational performance of restaurant firms? Second, if it does have a negative effect, which type of asset growth has the greatest impact on operating performance? Finally, why do firms continuously pursue business expansion using costly external financing? This study aims to answer these questions using restaurant firms. Further, this study intends to identify whether a CEO's compensation can trigger agency problems that drive a firm to pursue rapid growth despite deteriorating operating performance.

Methods

This study used fixed-effects regression models with robust standard errors for Models (1) and (2). In addition, this study developed a logistic regression model to identify the determinant of restaurant firms' investment in asset growth, as seen in Model (3). For dependent variable in regression models, the ratio of net income over sales (ROS), total assets (ROA), and sales over total assets (Asset turnover) were used. In logistic model, high asset growth restaurant firms (above 75% of distribution) were coded 1 and low asset growth restaurant firms (below 25% of distribution) were coded 0 for dependent variable.

Results/Discussion/Implication

This study reveals that there is a significant negative relationship between asset growth and operational performance (both profitability and efficiency), especially when restaurant firms grow fast. Interestingly, cash holdings had opposite effects on firm profitability for low and high growth firms: a positive effect for low growth firms but a negative effect for high growth firms. Therefore, the importance of efficient cash management practices to enhance the profits of restaurant firms can never be overstated. Also, both the operating profitability and efficiency of fast growing firms deteriorate significantly as other long-term assets grow. It can be concluded that other long-term assets play a significant role on operating performance when restaurant firms grow fast. Lastly, but not least, CEOs' bonuses, but not salary, were significantly related to overinvestment by restaurant firms. The results of this study help restaurant owners and managers better understand the effects of high firm growth and the reasons behind rapid firm growth.

References are available upon request

WHAT DOES FINANCIAL DISTRESS IMPLY FOR EMPLOYEE RELATIONS IN HOSPITALITY COMPANIES?

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Introduction

In line with stakeholder theory, which suggests that firms create as much value as possible for their stakeholders (Donaldson & Preston, 1995), the utility of a favorable relationship with stakeholders becomes important. Although who become legitimate stakeholders may vary by firms, there is general agreement that employees represent one of the key stakeholders of any firm, while accounting for the firm's sustainable competitive advantage (Rupp et al., 2006). Given the importance of employees, many firms have implemented corporate social responsibility (CSR) directed at employees, such as fair compensation, job security, safe working conditions, and the like (Shen & Zhu, 2011).

Conversely, financial distress - i.e., when a firm's financial obligations are not met, or met with difficulty (Wu, Liang, & Yang, 2008) - may lead the firm to not act beneficially towards, or even to act harmfully towards, its employees. For example, firms facing financial difficulties could have strong motivations to increase future cash flows by cutting costs associated with employee benefits, thus avoiding immediate bankruptcy. In addition, financially distressed firms are more likely to execute mass layoffs or frequent downsizing and sale or spinoff of operations (Jiang, Probst, & Benson, 2014). A firm's financial distress therefore suggests negative spiral of worsening the relationship between the firm and its employees due to the lack of ability to provide CSR directed at employees. Based on the above reasoning, we investigate if and how a firm's financial distress level influences its relationship with employees. Specifically, we analyze the results in comparison of hospitality companies with firms in other industries as the hospitality industry is characterized by high sensitivity to economic conditions (Singal, 2012), highly leveraged capital structure, and capital intensiveness (Schmidgall, 2006; Singal, 2015), all of which are likely to increase financial distress.

Methods

This study takes advantage of panel data on US publicly-traded hospitality companies and retail trade companies from 1991 to 2015. To collect the necessary data, we combine two databases: MSCI for a firm's relationship with employees and Compustat for annual financial and accounting data. To account for unobserved heterogeneity among firm-year observations, fixed-effects model is used in the estimation, with robust standard errors.

Results/Discussion/Implication

Overall, the results show that financially distressed firms are less likely to treat their employees fairly and more likely to treat their employees unfairly. Importantly, the influence of a firm's financial distress on its misconduct to employees becomes more salient in hospitality companies than it does in retail companies. In many hospitality firms, reductions in employee relations might have been used as a quick-fix to overcome the distressed situation. However, new costs of poor relationships with employees can be raised in the form of loss of the firm-specific human capital in the labor-intensive hospitality industry.

References are available upon request

LONGITUDINAL VALUE RELEVANCE OF ADVERTISING EXPENDITURES IN THE TOURISM AND HOSPITALITY INDUSTRY: INVESTMENTS OR EXPENSES?

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Introduction

The purpose of this study was to investigate the nature of advertising expenditures in the tourism and hospitality industry. Adopting a valuation approach, this study assessed the economic effects of advertising expenditures by comparing the magnitude of the effects with those from other expenses and book value. In addition, the influence of sector variability, firm variability, and within firm variability were compared to investigate whether there was a significant difference in explaining firm market value variance among tourism and hospitality sectors.

Methods

Financial data of public companies, from 2005 to 2014, within tourism and hospitality industry in North America was retrieved from the Compustat database. Firms in the tourism and hospitality industry were identified using Standard Industrial Classification (SIC) codes: SIC 4512 represents airlines, SIC 5812 represents restaurants, and SIC 7011 represents hotels. Both a marginal model using an AR(1) correlation matrix assumption and a three-level random effect model were used in this study.

Results/Discussion/Implication

Results from the marginal model showed that advertising expenditures had a significantly larger positive impact on firm value than other expenses in the tourism and hospitality industry ($p<.0001$). This large difference in magnitude indicated that within tourism and hospitality context advertising expenditures didn't expire totally in the current period, unlike other expenses; instead, they might have some future economic benefits, which is one of the characteristics of assets.

Furthermore, results from the marginal model showed that advertising expenditures had a larger positive impact on firm value than book value in the tourism and hospitality industry ($p<.0001$). The magnitude comparison indicated that firm market value priced advertising expenditures significantly higher than other assets in the tourism and hospitality industry. As a result, advertising expenditures within tourism and hospitality context should be valued as strategic investments and be capitalized as intangible assets.

The proportions of total variance of firm value explained were compared among sector variability, firm variability, and within firm variability by the three-level model. 25% of the variance in firm value was significantly explained by individual firms' variability ($p=0.0001$). On the contrary, 16% of the variance in firm value was explained by sector variability, but it was not significant ($p=0.2013$). The rest (59%) of the variance in firm value was significantly explained by within firms' variability ($p<.0001$). As a result, individual variability had a larger and more consistent contribution to the firm value variance than sector variability. This research provided significant insights into the nature of advertising expenditures within the tourism and hospitality industry. This research concluded that advertising expenditures should be regulated as strategic investments rather than short-lived expenses in the tourism and hospitality industry.

References are available upon request

ECONOMETRIC MODELING OF THE U.S. HOTEL INDUSTRY

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Introduction

According to the co-alignment theory, if hotels can identify existing external opportunities and invest in competitive methods and allocate resources to those that create the maximum value, desirable financial results will be achieved (Olsen et al., 1998). However, there is very limited prior research that delves into hotel econometric models at the macro level (Anderson & Scott, 2000). This suggests there is a gap in literature in applying econometric models in a hotel context, specifically as it relates to utilizing key external drivers to predict U.S. hotel industry revenue across hotel segments. Thus, the current study is set out to answer the following research questions:

1. Is there an econometric model for predicting overall hotel industry revenue?
2. Is the model consistent in predicting revenue across hotel sub-segments?

The objective of this study is to predict monthly hotel industry revenue using three predictor variables – domestic trips, consumer confidence index, and inbound trips by foreign nationals. In addition, we will be testing the model across industry sub-segments, which include luxury, upper upscale, upscale, upper midscale, midscale, and economy hotels.

Methods

Seasonally-unadjusted monthly data from January 1996 to December 2015 was collected from a variety of sources such as Smith Travel Research (STR), Bureau of Transportation Statistics, Conference Board, and National Travel and Tourism Office. For data analysis, we undertook descriptive analysis, correlation analysis, and hierarchical multiple regression in SPSS version 23. Percentage changes were computed for each of the variables before conducting the hierarchical multiple regression to better reflect the changes in monthly data.

Results/Discussion/Implication

Domestic trips by U.S. residents and CCI add significant explanatory power to the monthly aggregate revenue model at the 0.05 significance level, explaining 45.9% of the variability. The positive effect of domestic trips is explained by the fact that lodging industry accounts for nearly 17 percent of total travel related spending (Select USA, 2016). CCI's positive effect on U.S. hotel revenue is consistent with Singal's (2012) finding that CCI can explain a significant part of variation of consumer expenditure on hotel industry. The insignificant effect of inbound trips by non-U.S. residents can be explained by the fact that the majority of international tourists come to the U.S. to visit family or friends and do not stay at hotels (AH&LA, 2015). The same model was applied in the six hotel industry sub-segments. The influences of domestic trips and CCI are significant all throughout the sub-segments. For midscale and economy hotel sub-segments, inbound trips have significant positive influence on the revenue, showing that foreigners mostly prefer hotels in these sub-segments based on their travel habits. The econometric model and comparisons across sub-segments will help stakeholders of the hotel industry such as operators, suppliers, and investors better understand the influential factors in each sub-segment. As such it is expected that they will be able to undertake more segment-specific strategic planning.

References are available upon request

IMPACT OF CORPORATE GOVERNANCE ON FINANCIAL PERFORMANCE FOR THE CHINESE HOSPITALITY INDUSTRY

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Introduction

The 1978 "Open Door Policy" reformed Chinese economy. However, poor financial performance of state-owned enterprises (SOEs) have impeded the overall economic reform. In particular, with strong support by the government, hotel sector was the pioneer in this reform that nearly 50% of star-rated hotels in China are still SOEs (Chen & Kim, 2010). But they account for over half of the loss of all hotels in the country (Mak, 2008). State ownership has been identified as the major cause of such loss given its lack of focus on profit-making and excessive political control over hotel management (Tang, Xi, Chen & Wang, 2006; Cai, 2004).

Given that lack of corporate governance is one of the main reasons to cause poor financial performance of SOEs including state-owned hotels (Yu and Gu, 2005), it is important to investigate which aspect of corporate governance to significantly affect financial performance of state-owned hotels. This study aims to answer the question. Based on the past literature (Bai, et al., 2006), six corporate governance variables are identified. We expect concentrated equity ownership has U-shaped relationship with performance because it can overpower largest shareholders; Government being the largest shareholder has negative effect on performance; Concentration of other large shareholders has positive effect on performance; Number of board meetings and stockholder meeting are expected to have positive affect on performance; Board of directors to have negative impact on performance.

Methods

This study utilized two databases: (1) The CSMAR-China Listed Firms Corporate Governance database for governance data, and (2) Capital IQ database to obtain financial data of Chinese publicly traded hospitality companies including hotels and restaurant. The proposed model is:

$$\begin{aligned} FV_{it} = {} & \alpha_{0it} + \alpha_1 TOP1_{it} + \alpha_2 TOP1sq_{it} + \alpha_3 SOTOP1_{it} + \alpha_4 CSTR2\_10_{it} + \alpha_5 BOARDM_{it} \\ & + \alpha_6 STOCKM_{it} + \alpha_7 CEOTOP_{it} + \alpha_8 LEVERAGE_{it} + \alpha_{10} SIZE_{it} + \mu_{it} \end{aligned}$$

where firm value is measured by Tobin's Q TOP1 represents the stake of largest shareholder, estimated by the portion of shares held by the largest shareholders; SOTOP1 represents a dummy variable that equals 1 if the government is the controlling shareholders and 0 otherwise; CSTR2_10 represents external mechanisms, measured by natural log of the sum of squares of the percentage point of shareholding by the 2nd to the 10th largest shareholders; BOARDM and STOCKM represent the number of board of directors meetings and shareholders meetings held in the fiscal year; CEOTOP is a dummy variable that 1 denotes the CEO is the chairman or the vice chairman of the board, 0 otherwise; we also control for LEVERAGE and SIZE.

Results/Discussion/Implication

After controlling leverage and firm size, this study found a high concentration of shareholding among other largest shareholders has statistically significant and positive effects on firm performance. This finding provides a guideline for listed hospitality firms in China and other hospitality firms with significant portion of government ownership in emerging markets to design their corporate governance for enhanced financial performance.

CAPITAL STRUCTURE AND INTANGIBLE ASSETS: AN EXPLORATORY STUDY IN U.S. RESTAURANT INDUSTRY

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Introduction

The studies of the firm capital structure have been extensively developed over decades. Most efforts attempt to "explain the mix of securities and financing sources used by corporations to finance real investment" (Myers, 2001). Deb ratios vary by industries. For instance, the book-debt-to-capital ratios varied from 0.128 to 0.854 across 96 sampled U.S. industries as of January 2016 (Damodaran, 2016). The average debt leverage ratio of companies in the restaurant industry was 0.263 in a sample of 156 public traded restaurant firms from 1991 to 2007 (Kang et al., 2010). The U.S. economy has shifted to more service-based industries, and has the biggest service sector in the world. It is necessary to rethink the increasing influence of intangible assets status on the firm capital structure choice process, because more innovative financing tools have been developed in service-based industries. Moreover, the current commonly used measurement methods of intangible assets under the GAAP significantly neglect firm's self-created intangible assets. Therefore, this study aims to examine the explanatory power of the intangible assets on the restaurant capital structure. The results fill out the gaps that (1) capital structure variable has been not well examined as the dependent variable, and (2) the self-created intangible assets have been measured by the recently developed proxy (Peters & Taylor, 2016).

Methods

COMPUSTAT and Peters and Taylor Total Q database are used to produce a sample of 182 publicly traded U.S. restaurant companies with 1974 firm-year observations from 1992-2014. The book current debt leverage, book long-term debt leverage, market current debt leverage, and market long-term leverage are four dependent variables. The main independent variables are firm's tangible asset ratio and intangible asset ratio. The intangible capital measure developed by Peters and Taylor (2016) is applied to represent the aggregate intangible assets by summing up S&D expense, SG&A expense, goodwill and other intangible assets. Firm sales, returns on assets and profit margin are used as control variables.

Results/Discussion/Implication

Due to many sampled observations with zero debt ratio, Tobit estimation is more efficient to handle truncated dependent variables. Overall models are statistically significant at 0.05 level. The results show intangible assets ratios are significantly positively related to the debt leverage ratios at 0.05 level. Our results indicate that the restaurant firms with more intangible assets opt for more debt to finance their operations. In the future study, we may continue to explore the influences of sub-categories of intangible assets (i.e. knowledge capital and organization capital) on the capital structure.

References are available upon request

NURTURING ORGANIZATIONAL CULTURE: THE ROLE OF CORPORATE CITIZENSHIP

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Introduction

The importance of Corporate Social Responsibility (CSR) in business and industry has been widely debated, discussed and researched (Porter & Kramer, 2006; Gardberg & Fombrum, 2006; Halme & Laurila, 2009). However, CSR studies were largely focused on the dimensions of social and environmental impacts generated by companies, until a more generalized term, 'Corporate Citizenship (CC)', was added to the discussion. Maignan and Ferrel (2001) define the term as "the extent to which businesses meet economic, legal, ethical and discretionary responsibilities". This paper adopts a behavioral outlook towards CC and examines how perceptions of Corporate Citizenship of firms will affect employees' service performance and innovation behavior. The paper argues that perception of CC will positively influence employees' Organizational Citizenship behavior (OCB) and subsequently, their service innovation behaviors. Further the research, through a confirmatory factor analysis, explored how of each of the different dimensions of CC affects OCB of the employees.

Methods

A survey based research method was adopted for addressing the research questions, in which the employees' perspectives of the firm and their self reported behaviors were measured. The target population was employees of the hospitality industry in the United States and an online Qualtrics survey was distributed through Amazon Mechanical Turk (MTurk) survey. The data was collected from individuals who presently work in the hospitality industry in the United States. A Pilot survey of was conducted to validate the CC scale used in the study, which yielded 98 responses. In the final survey, after the data cleaning process, there were 392 complete responses which could be used for the analysis, thereby ensuring an acceptable sample size for a survey consisting of 76 questions according to the guideline set forth by Gorsuch (1983) and Cattel (1973). Structural equation Modelling was used to test the proposed hypothesis.

Results&Implication

Factor analysis conducted on the pilot data indicated that instead of four factors suggested in the original scale (Economic, Legal, ethical and Discretionary Citizenship), the items loaded well into two different factors. These factors were named as 'Discretionary citizenship' and 'Expected citizenship' based on the meaning of the items loaded onto each of them. The study shows that positive perceptions of corporate citizenship, especially discretionary citizenship is associated with high levels of Organizational Citizenship Behavior (OCB) and social innovation behavior among employees, and New service development at the organizational level. This highlights the importance of hospitality firms engaging in more philanthropic activities. That is, these activities are no longer a charity or a favor to the society, but could play a fundamental role in developing a sustainable and innovative culture within the organization. In addition, the research also demonstrates the importance of not only nurturing Corporate Citizenship at the organizational level, but also developing the right perceptions among employees through effective information exchange and communication of the CC activities fo the firm as their behavior is influenced by the perceptions they form about their employer.

Completed Research – Restaurant Management & Food Service

TO CHOOSE OR NOT TO CHOOSE? THAT IS THE QUESTION: THE PHANTOM DECOY EFFECTS IN RESTAURANTS

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Introduction

The decoy effect has been widely researched in the business literature (Ariely & Wallsten, 1995). The primary reason to use a decoy is to draw attention to a more profitable option in the choice set rather than to generate the direct sale itself (Shoemaker, 1994). In this regard, the decoy effect in marketing refers to the phenomenon whereby customers are likely to change their preference and choose from among the existing options when they are exposed to an alternate and asymmetrically dominated option (Huber, Payne, & Puto, 1982).

Contrary to the traditional decoys, phantom decoys possess a distinctive trait – unavailability (Pratkanis & Farquhar, 1992). The underlying reasons for their lack of availability when chosen range from time restrictions to market scarcity, budget limitations, or simply legal requirements. In contrast to drawing from the attraction effects of dominated decoys, the presence of non-dominated decoys has the potential to increase the likelihood that customers will choose the target item because a phantom increases the perceived importance of the attribute on which the phantom excelled. This increased perceived importance of the attribute can be explained by scarcity enhancement (Pratkanis & Farquhar, 1992).

The current research empirically tested whether the inclusion of phantom decoy items on a menu increases the attractiveness of the target item and further increases customers' likelihood of choosing the target-marketing item.

Methods

An online experimental design was employed. The independent variables are the food options (in the form of price and portion size) on the menu, while the dependent variable is the subject's choice decision. To test the dimensions of price and portion size, six treatment groups plus one control group were randomly assigned to the participants. Each treatment group consists of two options and at least one phantom option. Subjects were told they were going to a restaurant during dinner hours. In the control group, subjects were asked to choose between two dinner items (8 pieces of sushi, $12.50; 12 pieces of sushi, $18.75). In the other treatments, the phantom items were displayed as unavailable lunch items. Subjects were told they could only choose between two available dinner options.

Results/Discussion/Implication

A total of 619 online samples were collected through online marketing company. Respondents were more likely to choose the small-sized dinner when small-sized lunch [30.7% vs. 69.3%] ($\chi_2 = 13.136$, $df = 1$, $p < 0.001$) or when both large-sized lunch and all-you-can-eat lunch [37.1% vs. 62.9%] ($\chi_2 = 5.944$, $df = 1$, $p = 0.015$) were present on the menu but unavailable to order (phantom). According to the findings from the current study, incorporating small lunch menu items tends to attract more customers to order the small dinner item. Similarly, introducing large lunch and all-you-can-eat lunch items simultaneously with a discounted price also lures customers to choose small dinner item. Restauranteurs are encouraged to carefully evaluate the possible outcomes to incorporate different phantom decoy items in the menu.

References are available upon request

REUSABLE WATER BOTTLES: SUSTAINABLE, YES – SANITARY, MAYBE?

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Introduction

The environmental cost of bottled water has led to a social push to adopt reusable water bottles, which are more environmentally friendly. According to the FDA Food Code (2013), water is considered a food. However, consumers may not perceive the importance of cleaning water bottles, resulting in careless behaviors with regard to their cleaning. Add in the difficulties associated with various bottle designs/materials, as well as the propensity for sharing bottles, and it is clear that improperly cleaned water bottles may present a foodborne illness risk. Therefore, the purpose of this study was two-fold: to measure microbial samples from water bottles, and to collect survey data from the bottle owners as to their bottle usage and cleaning behaviors.

Methods

The testing and surveying process was setup in a linear fashion in a Midwestern college campus building. Upon agreement, passersby handed over their reusable water bottles, which were photographed and tested to assess the level of contamination. The bottle exteriors were assessed for organic contamination by way of adenosine triphosphate (ATP) bioluminescence testing, and the interiors were assessed for microbial contamination by way of Heterotrophic Plate Counts (HPC) and Coliform Plate Counts. The samples were shipped overnight to the National Sanitation Foundation (NSF) International Applied Research Center for plating, incubating and colony counting. Lastly, the bottle owners were asked to complete a digital survey to document routine behaviors related to the use (e.g. bottle age and refill frequency) and cleaning (e.g. method of cleaning) of the bottles. Microorganisms from water bottles were analyzed statistically to compare the effect of bottle design, usage, cleaning behaviors, and demographic information.

Results/Discussion/Implications

Significant microbial contamination occurred in water samples originating from reusable water bottles. Of the 90 samples collected, 100% exceeded the 30 RLU limit set by the ATP manufacturer, 60% had a HPC result that was higher than 500 CFU/mL, and 23.3% contained coliform counts that were greater than one CFU/100mL. The exterior cleanliness of reusable water bottles was associated with bottle material and the frequency of use, while the interior cleanliness was affected by type of beverage and method of cleaning. More than half (51.1%) of the respondents indicated that they shared their bottles with others, which suggests a cross-contamination risk.

In conclusion, safe use of reusable water bottles should include cleaning that effectively removes all residues and disinfects the bottle on a regular basis. In addition, users should dump and rinse bottles each time before refilling and avoid sharing the water bottle with someone else.

References are available upon request

Acknowledgment

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FOODBORNE ILLNESSES: STRATEGIES TO MINIMIZE HOSPITALITY OPERATIONS LIABILITY

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Introduction

Hospitality operations are vulnerable to foodborne illness due to the multiple food supply intermediaries involved and the increases of dining frequency. About 96% consumers believe that restaurants are the major source of foodborne illnesses, and consumers have less favorable attitudes towards restaurants than other food suppliers (e.g., food manufacturers and farmers) regarding food safety (Knight, Worosz & Todd, 2007, 2009). It is imperative for foodservice practitioners to realize the necessity of preventing foodborne illnesses as opposed to passively defending themselves in lawsuits.

The purpose of this article is to systematically examine causes of food borne illnesses, financial costs associated with foodborne illness cases, potential liability laws, and propose prevention steps to minimize foodborne illness and legal liabilities for foodservice operations.

Methods

The present paper combines a thorough review of the literature on foodborne illness and in-depth interviews with an accomplished products liability legal practitioner who is specialized and has frequently involved with foodborne illness cases.

Results/Discussion/Implication

This research provides practitioners a profound understanding of the causes, financial costs, laws and legislation regarding foodborne illnesses and proposes actionable strategies to keep restaurateurs from legal liabilities. Assuring a safe food supply in the United States has come a long way in preventing foodborne illness across foodservice sectors. Developing a CEO's checklist could offer instrumental implications and prompt educational training programs within foodservice organizations to improve food safety performance and reduce the chance of food safety outbreaks.

References are available upon request

A COMPARISON OF PERCEIVED RESTAURANT AUTHENTICITY AT INDEPENDENT AND CHAIN ITALIAN RESTAURANTS

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Introduction

There is strong demand for full-service restaurants in the United States, but sales growth in this sector has fallen behind sales growth for the overall American restaurant industry (Alvarez, 2016). One potential way to enhance growth is to increase customer perceptions of authenticity, but this is not a straightforward endeavor as the full-service restaurant industry is not homogenous (Tsai & Lu, 2012). Authenticity perceptions can differ between independent and chain full-service restaurants (O'Neill & Carlbäck, 2011). Thus, it is essential that researchers understand these differences. While full-service restaurants can serve many cuisines, it is advantageous to assess these at full-service Italian-style restaurants as they represent one of the largest segments of full-service restaurants in the United States (Alvarez, 2016).

Based on lagging sales growth at full-service restaurants, the differences in perceived authenticity at independent and chain full-service restaurants, and the size of the Italian restaurant sector, the following questions are posed: To what extent do perceptions of authenticity differ between chain and independent Italian restaurants? With which attributes regarding authenticity are customers at Italian full-service chain and independent restaurants most satisfied?

Methods

A self-administered questionnaire was utilized for this study. In the first section, respondents were asked to rate perceived importance and performance with regard to authenticity, for 17 restaurant attributes. The second section assessed respondent demographics.

Data was collected over two weeks in the summer of 2016 using a convenience sample at two full-service Italian-style restaurants- one chain and one independent in a mid-sized city in the Southeast U.S. Overall, 423 customers were approached and asked to complete the survey via tablet computer and 352 usable responses were collected (83.21% response rate). Data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 21.

Results/Discussion/Implication

A comparison of restaurant attribute importance and performance scores determined that differences existed between the two restaurants. Notably, several importance scores were higher at the chain, while a majority of performance scores were higher at the independent. To assess satisfaction, gap scores were calculated for each attribute by subtracting importance from performance for each restaurant attribute. Three gap scores were positive for the chain, while ten scores were positive for the independent. Thus, customers were satisfied with more attributes at the independent, than the chain.

With regard to the current study's theoretical contribution, the observation that restaurant customers were satisfied with a greater number of attributes at the independent restaurant supports Ritzer's (1996) McDonaldization theory, which asserts that chains have diminished levels of authenticity due to a standardization of their operations.

References are available upon request

AN ASSESSMENT OF THE RELATIONSHIP BETWEEN RESTAURANT ATTRIBUTES AND SATISFACTION AT A "3S" DESTINATION

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Introduction

Research suggests that some visitors to sun, sand and sea (3S) destinations (leisure destinations that attract visitors based on an abundance of sunshine and beautiful beaches) spend more than one-third of their budget on food and beverages (Hong, Fan, Parlmer, & Bhargava, 2005). Research also suggests that restaurant customer behavior at 3S destinations differs from behavior in other locales (Erkuş-Öztürk & Terhorst, 2016). Additionally, customer behavior differs between first and repeat visitors to 3S destinations (Meng & Choi, 2016).

Considering the findings and suggestions of previous studies related to restaurant customer behaviors when visiting 3S destinations, the current study poses the following research questions (RQ): 1) To what extent do key restaurant attributes influence customer satisfaction at a 3S destination? 2) Does the influence of these restaurant attributes differ based on the rate of prior visitation to a 3S destination? For the purposes of this study, restaurants in the 3S destination of Aruba will be assessed. Aruba has been selected as its tourism industry represents nearly 67% of the gross domestic product (Ridderstaat, Croes, & Nijkamp, 2014).

Methods

A self-administered questionnaire with three sections was utilized for this study. The first part of the survey asked respondents to assess perceptions of eight restaurant quality attributes: food quality, service quality, atmosphere, cleanliness, social connectedness, value/ brand image, sustainability and authenticity. The second section assessed restaurant customer satisfaction. The final section addressed restaurant customer demographic information.

Data was collected at 11 full-service restaurants located on Aruba during lunch and dinner periods in August 2016. Of the 1,289 individuals approached by researchers, 1,022 completed questionnaires with a response rate of 79.28%. For the estimation of the structural model, the partial least squares (PLS) path modeling method was applied using SmartPLS 3.0.

Results/Discussion/Implication

With regard to RQ1, results indicated that, overall, food quality had the strongest positive influence on satisfaction followed by value and brand identity. Social connectedness had a slight, negative influence on satisfaction. The strong positive relationship between food and satisfaction suggests that practitioners in 3S destinations should be attuned to the unique dining habits and preferences of their most prominent guests.

To assess RQ2, customers were segmented into three groups: first time visitors (group one), those who have visited two to five times (group two), and those who have visited for six or more times (group three). Results of a multi-group analysis indicated that significant differences existed between these three groups with regard to the relationships between assessed restaurant attributes and customer satisfaction. These findings suggest that practitioners must be aware of how frequently their customers have visited Aruba as this value can influence their perceptions and consumer behavior.

References are available upon request

POP-UP RESTAURANTS: INCREASING THE EXPERIENTIAL VALUE OF DINING EXPERIENCES

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Introduction

Recent market research indicates that Americans dine out roughly 4.5 times a week ("The state of American dining 2015," 2015). Furthermore, consumers have indicated, they are looking for new and exciting experiences when dining out (Krummert, 2015). One way consumers are able to enjoy these experiences is through a growing trend in the foodservice industry, pop-up restaurants (pop-ups) (National Restaurant Association, 2016). In 2014, pop-ups saw an 82% growth ("The Rise of Pop-Up Dining Events," 2014), in part due to the fact that they provide these new experiences that consumers are looking for while potentially increasing their experiential value when compared to traditional restaurants.

Experiential value refers to the perceived value that comes from consumption experiences (Keng & Ting, 2009). Previous studies in the foodservice industry have indicated that creating value by enhancing the consumer experience signifies an effort to increase relationship quality which in turn influences consumer behaviors (Han & Ryu, 2009; Hyun, 2010; Jin et al., 2013).

Methods

Overall, 32 items were utilized to assess respondents' perceptions of the four original components of experiential value as well as the added component of food and beverage excellence and relationship quality. Survey items were developed first, by reviewing the relevant literature and second, by conducting in person interviews of guests at multiple pop-up events. The survey also included items related to basic demographics.

Utilizing Amazon Mechanical Turk, a convenience sample consisting of 120 useable responses was collected. A Principal Component Analysis (PCA) was conducted on the five factors of: aesthetics, escapism, service excellence, customer return on investment, and food and beverage excellence with Varimax rotation to ensure all items loaded onto their expected factors. After the PCA analysis, a multiple regression analysis was run in order to predict relationship quality.

Results/Discussion/Implication

Results of the PCA analysis revealed a simple four factor solution consisting of 18 items accounting for 69.13% of the overall variance, all with Cronbach's alpha scores greater than .7 (Hair et al., 1998). Results of the multiple regression model indicated that three of the four predictors in the model statistically significantly predicted relationship quality.

Specifically, results indicated that the dimensions of aesthetics and escapism should be combined into a new dimension called 'exciting escape'. Furthermore, this new dimension was the only dimension that did not add significantly to the regression analysis. Regarding the findings of the regression analysis, respondents indicated that the return on investment, service excellence and food and beverage excellence are greater at pop-ups as compared to traditional restaurants, and thus provide a greater overall experience.

References are available upon request

IDENTIFYING THE UNDERLYING BELIEFS OF MICROBREWERY CONSUMERS: A QUALITATIVE STUDY

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Introduction

Microbreweries have become increasingly popular in the United States. This is demonstrated by their tremendous growth within recent decades. Regardless of their growing popularity, there is a lack of research regarding consumer behavior at microbreweries.

This study uses the theory of planned behavior (TPB) as the theoretical framework to explore the underlying behavioral, normative, and control beliefs of microbrewery consumers. According to Fishbein (2010), elicitation studies are an effective way to determine the underlying beliefs of the target population and are considered a vital part of understanding belief structures as well as the decision-making process. The purpose of this qualitative study is to explore and identify the underlying behavioral, normative, and control beliefs of microbrewery consumers. In order to gain a deeper understanding of these beliefs, they were compared to those held by microbrewery owners/operators.

Methods

The population of the study consisted of U.S. microbrewery consumers who were 21 years old or older. The sample consisted of 25 visitors and 5 owners/operators of microbreweries in Alabama. The study featured a series of semi-structured, in-depth interviews which were audio recorded, and transcribed. The interview questions were derived from the TPB model. They included the (a) advantages and disadvantages, (b) supportive and non-supportive entities, and (c) facilitators and barriers of visiting microbreweries. Participants were also asked probing questions that lead to a deeper understanding of their beliefs. Each interview took approximately 15 to 20 minutes. The transcriptions underwent a content analysis using Nvivo 11, a qualitative software. The data was then coded based on surfacing themes.

Results and Implications

Based on consumer interviews, quality products and supporting local businesses/communities were the greatest advantages of visiting microbreweries. While owners/operators also mentioned supporting/local business as the primary advantage of visiting microbreweries, they did not mention the quality of the products. Both consumers and owners/operators stated that limited inventory and cost were major disadvantages of visiting microbreweries. The majority of both groups stated that, in general, everyone they knew were supportive of them visiting microbreweries. Aside from general responses, family and friends were also mentioned frequently as being supportive of visiting microbreweries. Interestingly, family was also seen as an unsupportive group by consumers and owners/operators. Both groups stated that location was the primary facilitator and barrier of visiting microbreweries. Consumers also mentioned transportation as a major facilitator/barrier, and additionally mentioned cost as another barrier. In contrast, owners/operators did not mention transportation as a barrier.

This study provides useful information to microbrewery owners/operators which will help them better serve their patrons. In addition to practical implications it also provides a measurement instrument as a basis for future qualitative research.

GENDER DIFFERENCE IN ADVANCE ONLINE RESTAURANT BOOKING BEHAVIOR: A BIG DATA APPROACH

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Introduction

The business environment and marketing strategies have been revolutionized due to the rapid development of Internet (Callahan & Pasternack, 1999; Morrison, Jing, O'Leary, & Cai, 2001). One of the changes is the rapid growth of online commerce, among which online booking has received great popularity in the last decade years. The differences between male and female include both biological and social reasons, and the differences have become a basis for market segmentation for a variety of products and services (Putrevu, 2001; Kim, Lehto, & Morrison, 2007).

Within the context of hospitality management, relatively little research has been done on gender differences (Kim, Lehto, & Morrison, 2007), especially regarding online restaurant booking behavior. To fill in the research gap, the objective of this study is to examine the effects of gender on online restaurant booking behavior, specifically the booking timing decision, as well as several moderating factors in the relationship between gender and online restaurant booking. This study will contribute to online restaurant booking behavior literature, particularly from the gendered perspective.

Methods

The empirical data was collected from a leading dining reservation website in China, Xiaomishu.com, from December 2014 to July 2015. To make a comparison between instant consumption (i.e., booking and dining in the same day) and non-instant consumption (booking and dining in different days), and to ensure there are sufficient data, restaurants with less than 10 reservations for instant consumption or for non-instant consumption were discarded. As a result, the sample includes 2,918,980 bookings from 5,546 restaurants in Shanghai, China.

Results/Discussion/Implication

The empirical results demonstrate that: (1) females tend to make the restaurant booking more in advance than male do; (2) dining group size, dining time, and weekend/weekday dining also affect the advance booking behavior; (3) dining group size negatively moderates the gender difference, while dining time positively moderates the gender difference; (4) for non-instant consumption, consumers tend to make the booking for weekend meal much more in advance than for weekday meal, and the opposite is true for instant consumption.

References are available upon request

THE RELATIONSHIP BETWEEN CONSUMING CRAFT BEER AND SENSE OF PLACE THEORY

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Introduction

Recent market trends show a growing consumer interest towards craft beer. Craft beer is defined as a traditional, locally brewed beer (Brewers Association, 2015). Craft beer is not a part of the mass produced mainstream brands, and typically has strong loyalty by enthusiasts (Brewers Association, 2015). Similarly, research from the Brewers Association defines a craft brewery as a small sized, independent beer production plant relying on traditional beer ingredients. Production and sales volume statistics indicate that there is a remarkable shift from people buying mainstream beer brands to people buying craft beer from craft breweries (Brewers Association, 2015). While the market research is well studied, there is limited research on the relationship between consuming craft beer and consumer buying behavior theories. This study is concerned with the study of Sense of Place (SoP) and its relation with consuming craft beer frequency. The Sense of Place is a very vague concept, which explains the relation between environmental psychology such as attachment, identity, and dependence (Jorgensen, 2001).

Methods

In order to objectively study the relationship between SoP and craft beer consumption, online surveys were used to ensure a large reach of users via MTurk. The survey population was 21 years old or over craft beer consumers. Consumers were verified on the survey of whether they consumed craft beer; those who remarked no did not qualify for next stage of research since they were not in a position to give research-specific information.

Surveys were also administered at a Southwest university to the student population. Students, who were willing to participate, used an electric device to access the online survey and were not compensated for their participation. The researcher also announced the research and gave the survey link to a university announcement, as well as social media postings such as twitter, Facebook, LinkedIn, and craft beer blogs. The survey questions were adapted from Sense of Place measure (Jorgensen & Stedman, 2001). The questions had a five-point scale with anchors running from “strongly disagree” to “strongly agree.”

Overall, 247 participants completed the study, but 83 participants were eliminated from analysis due to missing data. Approximately 60% were male, 30% female and 10% unidentified. The ethnic breakdown was predominately white/Caucasian (80.5%), with Hispanic, African American, Asian, and Native American all composing less than 3 % of the sample each. A high percentage (67%) of the participants had a university degree, and 23% had at least a high school degree while 9% was unidentified.

Results/Discussion/Implication

Ordinary least squares multiple regression will be used to determine factors influencing craft beer consumption from the SoP theoretical perspective. Other demographic variables will be included in the regression analysis. Practical, theoretical, and future research will be discussed.

References are available upon request

THE MODERATING EFFECT OF PERCEIVED SPATIAL CROWDING ON THE RELATIONSHIP BETWEEN PERCEIVED SERVICE ENCOUNTER PACE AND CUSTOMER SATISFACTION

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Introduction

Price, time, and space have been identified as the strategic levers of revenue management (RM) (e.g., Kimes & Wirtz, 2015). While the price dimension of RM has received significant attention in the literature, research relating to time and space has been relatively limited. In this study, we seek to contribute to the literature in the domains of space and time by building on the work of Noone, Kimes, Mattila, and Wirtz (2007, 2009) regarding the relationship between service encounter pace and customer satisfaction, and the work of Robson, Kimes, Becker, and Evan (2011) in relation to consumer reaction to table spacing, to examine the role of perceived spatial crowding in the perceived service encounter pace-customer satisfaction relationship. Specifically, we draw on the literature relating to perceived spatial crowding and coping strategies to propose that the relationship between perceived service encounter pace and satisfaction is moderated by perceived spatial crowding.

Methods

We employed a 3 (meal duration: shorter than average [30 minutes], average [60 minutes] and longer than average [90 minutes]) x 2 (spatial density: high [6 inches] and low [24 inches]) experimental design. These manipulations were designed to create variability in participants' responses with regard to service encounter pace and spatial crowding perceptions, enabling us to meaningfully measure the direct impact of those perceptions on customer satisfaction. Participants were randomly assignment to one of the experimental conditions and were provided with a relevant scenario and photos of the restaurant. They were then asked to complete manipulation checks, and measures for the variables of interests and several control variables.

Results/Discussion/Implication

In total, 215 individuals participated in the study, with an approximately equal distribution of valid cases across experimental conditions. Polynomial regression was used to test the study's hypotheses, with analyses of the cubic and quadratic terms for perceived pace supporting the inclusion of the quadratic perceived pace term. The interaction of the quadratic perceived pace term and perceived spatial crowding was significant. A follow-up analysis using PROCESS Model 1 was then conducted to enable us to better interpret the interaction effect (Hayes, 2015). The results indicated that when spatial crowding is perceived as relatively low, the relationship between perceived pace and satisfaction is curvilinear (inverted U-shape). As perceived spatial crowding increases, the curvilinear nature of the relationship between perceived pace and satisfaction begins to flatten out, with no evidence of curvilinearity at relatively high levels of perceived spatial crowding.

These findings indicate that customers will be more tolerant of a fast perceived pace when spatial crowding is perceived as high. This suggests that, where a more tightly-spaced table configuration is applied, whether as a norm in an expensive real estate market, or solely during high demand periods, the opportunity exists to accelerate pace without engendering a negative effect on customer satisfaction.

CONGRUENT AUDITORY AND VISUAL STIMULI: THE IMPACT OF BACKGROUND MUSIC AND PLATE COLOR ON FOOD EVALUATION

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Introduction

Restaurant managers have long been interested in the role of environmental factors in influencing consumers' dining experiences. Past studies in the food decision-making literature have examined the impact of visual (e.g., color) or auditory (e.g., background music) cues in food evaluations and consumption behaviors. However, there is scant research on how a combination of environmental factors impacts consumers' food evaluations. Relying on the marketing and retail literature, this study hypothesizes that congruence in the arousal qualities of auditory (background music) and visual (plate color) cues has a positive impact on food product evaluations.

Methods

A 2 (background music: high vs. low arousal) x 2 (plate color: high vs. low arousal) between-subjects experimental design was used to test our predictions. A total of 126 participants were recruited. One session accommodated eight to ten participants. Each participant was seated in an individual booth and was asked to answer questions about their arousal-seeking tendency, food involvement, general liking of chocolate chip cookies, and hunger level (covariates). Once everyone finished the first set of questions, we introduced background music and the chocolate chip cookies were served. All of the participants in the same session were exposed to one of two pieces of music (low arousal music vs. high arousal music). The plates (low arousal color: blue vs. high arousal color: red) were randomly distributed to participants in each session. After tasting the cookie, participants were asked to evaluate overall liking and perceived quality.

Results/Discussion/Implication

The results demonstrate that participants exposed to the congruent environmental stimuli rated the food higher than those in the incongruent arousal conditions. More specifically, when the background music was high in arousal quality, participants evaluated food more highly than when the cookie was serviced on a red (vs. blue) plate. Conversely, when the music was low in arousal quality, a blue plate induced higher food ratings. This study provides a contribution to the food sensory literature by considering the two environmental stimuli jointly. Most food sensory studies had focused on the effect of environmental factors examine a single, isolated stimulus. Also, this study contributes to the consumer behavior literature. Previous research shows that matching the arousal levels of background music and ambient scent has a positive impact on consumers' store evaluations and approach behaviors. The findings of the current study show the power of matching the arousal levels of music and color on consumers' taste evaluations. Restaurant practitioners may benefit from this study. Diners incorporate their visual and auditory senses into their evaluations of food. Consequently, restaurant managers need to pay attention to establishing congruent visual and auditory stimuli in their restaurants.

References are available upon request

THE INFLUENCE OF GUEST PERCEPTION OF AUTHENTICITY: THE CASE OF ARUBAN RESTAURANTS

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Introduction

With so many potential travel destinations in the Caribbean region, it has become more important than ever for these locations to create their own competitive advantage. One factor that may influence a traveler to choose a particular location could be its available dining options (Nield, Kozak, & LeGrys, 2000). Given the role that dining may play in the destination selection process, it is essential to determine which restaurant attributes affect sales and patronage. One attribute that may affect this consumer behavior is authenticity.

While research evaluating the impact of authenticity on restaurants has been growing, few of these studies have looked at its effect on restaurants in an island setting. An ideal location to investigate this potential influence is Aruba. Aruba is a Caribbean destination with a strong reliance on tourism (Ridderstaat, Croes & Nijkamp, 2014). This study will evaluate how perceived authenticity may influence consumer behavior, and also determine if there are any differences related to demographics regarding a consumer's perception of authenticity.

Methods

For the purpose of this study, a survey approach was used. A questionnaire was developed in two parts. The first part asked respondents to rate perceived authenticity and behavioral intentions, while the second part inquired about the participants' demographics. The majority of the items were measured with a 7-point Likert-type scale, with 1= I completely disagree, and 7= I completely agree.

The data for this study was collected using a convenience sample at three local Aruban restaurants between the dates of February 27th and March 3rd, 2016. A total of 138 questionnaires were collected and usable for the study with 25 respondents refusing to complete the survey, generating a response rate of 84.66%. To evaluate the results of this survey, t-tests, ANOVA, and linear regression tests were conducted. All statistical analyses were computed utilizing Statistical Package for Social Sciences (SPSS v.21).

Results/Discussion/Implication

The results of this study determined that respondent's had a strong and positive response to the restaurant attributes regarding authenticity. This positive response also correlated with a willingness to revisit and recommend the restaurant to others. In addition, several statistically significant differences were noted in the way that individual demographic groups perceived the authenticity of particular restaurant attributes.

The positive response to the attributes related to authenticity and the potential influence on consumer behavior should cause managers to better focus their efforts regarding atmospheric strategy. Managers should pay particular attention to the differences regarding the perception of restaurant attribute authenticity among different demographic groups and ensure that they are correcting for their target market demographic.

References are available upon request

WHAT ATTRACTS OLDER ADULTS WHEN DINING OUT? AN APPLICATION OF THE KANO MODEL

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Introduction

Approximately 10,000 Americans become older adults every day until 2030, and one in five Americans will be an older adult in 2030 (Cohn & Taylor, 2010). Around one third of this cohort belongs to the higher income group (i.e., ≥ 400% of the poverty threshold) (Federal Interagency Forum on Aging-Related Statistics, 2012). In other words, the U.S. hospitality industry is serving the largest group of older adults in history with considerable spending power.

Previous studies have identified more than 50 unique attributes in restaurant services that affect older adults' dining behaviors (e.g., Ghiselli, Lee, & Almanza, 2014; Kim, Bergman, & Raab, 2010; Sun & Morrison, 2007). However, it is questionable whether these attributes are equally important to older adults when dining out. The purpose of this study was to identify restaurant service attributes that affect older adults' dining experiences using the Kano model. Specifically, we aimed to distinguish the characteristics of each attribute and to explore the attributes attracting older adults the most.

Methods

A total of 305 older adults (i.e., 65 years of age or older), who dine out at least once a week were recruited from a national online customer panel through random sampling. The instrument included two parts: (1) the Kano matrix investigated older adults' opinions about 50 restaurant service attributes under seven categories (i.e., food, service, ambiance, physical surroundings, hygiene and cleanliness, perceived value, and aging related attributes) and (2) demographic information. The instrument was reviewed by hospitality and gerontology experts to ensure content validity, revised, converted into an online survey format, and pilot-tested (n = 30).

Data quality control mechanisms were implemented in the online survey, including two attention check questions, a median completion time filter, and zip code verification. Survey responses were transferred from the Kano matrix to the service requirements matrix. Each of the 50 restaurant service attributes had its own distribution, resulting in percentages for each service requirement in the Kano model, with the final classification determined by the relative percentages.

Results/Discussion/Implication

Among 50 attributes, seven key factors significantly influenced older adults' dining behaviors. Must-be requirements, which affect customer dissatisfaction, were accurate billing and cleanliness. One-dimensional attributes, which influence both customer satisfaction and dissatisfaction, were related to food quality and consistency. Attractive attributes, which derive customer delights, were senior discounts and easy-to-read menus. The remaining 43 attributes were labeled as indifferent, meaning that it nearly has no effect on older adults' dining behaviors.

This study contributes to existing literature by identifying the most influential restaurant attributes for older adults and providing managerial implications accordingly. This study also showed the applicability of the Kano model for restaurant research, especially for marketing to a specific cohort, providing theoretical implications for future studies in this area.

*References are available upon request. Please email the first author for more information.

EXPLORING CONSUMER PERCEPTIONS OF GREEN RESTAURANTS USING STRUCTURAL TOPIC MODELS ON CONSUMER REVIEWS

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Introduction

In the restaurant industry, sustainable practices such as using locally sourced food and reducing food waste are among top trends (National Restaurant Association [NRA], 2016). Customers prefer sustainable, "green" restaurants because they perceive green food to be healthier and less harmful for the environment than food produced using conventional methods (Chen, 2007; Namkung & Jang, 2013). In order to guide and encourage green practices in restaurants, several certification programs have been developed (DiPietro, Cao, & Partlow, 2013; Green Restaurant Association [GRA], 2016). While firms' green practices led to positive customer attitudes and revisit intentions (DiPietro et al., 2013; Kwok, Huang, & Hu, 2016; Namkung & Jang, 2013), the relative importance of green practices compared to other typical restaurant attributes such as food and service quality has been underexplored.

Therefore, the purpose of this study is to explore consumer perceptions of green restaurants using topic modeling, a big data analytic method for text analysis. By analyzing a large sample of user-generated content (UGC) over a long period of time, this study assesses restaurant patrons' sentiment changes. Moreover, the current research explores actual consumer behaviors regarding electronic word of mouth (eWOM) to overcome the gap between intended behaviors and actual behaviors (Blake, 1999).

Methods

Data were collected from Yelp.com in April 2016. A list of U.S. based certified green restaurants was obtained from GRA, and 85,505 online reviews for the 255 certified green restaurants were collected. Structural Topic Modeling (STM), a new topic model incorporating covariates or additional review-level information in the process of inferring topics, was used for this study. After determining the number of topic considering cohesiveness and exclusivity (Roberts et al., 2014), word frequency, content analyses, and regression analysis were conducted for data analyses.

Results/Discussion/Implication

Based on STM, 40 topics were emerged from 85,505 UGC. Most of the topics were related to typical restaurant attributes such as food and service quality. Two out of 40 topics were related to food-focused green restaurant practices. Environment-related green practices such as energy and waste management did not emerge in the dataset. Based on content analysis, two topics were named as local/organic ingredient and vegan menus. Over time, customers increasingly noticed food-focused green initiatives, and these green initiatives positively influenced customer satisfaction ratings. Restaurateurs are recommended to continue engaging customers with food-based green practices. If restaurateurs engage in environment-related practices, these should be promoted so that customers recognize such practices. While green practices led to positive customer perceptions, common restaurant attributes should not be neglected. Even with recognizable food-based green-practices, poor or mediocre performance led to negative customer ratings.

Key words:
Restaurant green practices, Sustainability, Customer satisfaction, Big data analytics, eWOM

MCDONALD'S USERS PERCEPTION OF NUTRITION AND HEALTH, QUALITY, AND VALUE ON VISIT FREQUENCY

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Introduction

With approximately one-third of the United States (US) food dollar being spent on eating at quick service restaurants (QSRs), the hospitality industry has become an integral part of Americans' diet and lifestyle (Morrison, 2013). This study examines how McDonald's consumers' perception varies demographically (gender, age, race/ethnicity, and educational level) and by frequency of purchasing food based on perceived health and nutrition, perceived quality, and perceived value.

Methods

An online survey through Amazon Mechanical Turk was employed to collect data of participants who were18 years of age and older, McDonald's users, and living in the US. Of the 843 respondents who filled out the survey; 747 (88.6%) surveys were completed and usable. The survey consisted of a total of 23 questions related to perceived health and nutrition, perceived quality, and perceived value, adopted from previous studies (Jang & Namkung, 2009; Lee & Ulgado, 1997; Oliver, 1997, Tam, 2004), along with demographic information and frequency of participants purchasing food at a McDonald's restaurant. The data were compiled and analyzed using SPSS version 23. One-way analysis of variance (ANOVA) was employed to investigate customers' different perceptions on perceived health and nutrition, quality, and value across gender, age, ethnicity, education, and frequency of visiting a McDonald's restaurant.

Results/Discussion/Implication

A significant and unique aspect of this study is the effect of perceived health and nutrition, quality, and value on restaurant frequency. The respondents who visited McDonald's more often had a significantly lower perception of health/nutrition, quality, and value (each $p < .001$ respectively). Other results show that females perceived McDonald's food to be more nutritious and healthy than males above any of the other perceptions ($p < .05$). More specifically, younger generations had higher perceptions of health and nutrition ($p < .001$) and quality ($p < .05$), but there was no difference by age group in perceived value. Additionally, respondents who had a bachelor's degree had a significantly higher perception of health and nutrition than respondents who had a high school degree or less ($p < .05$),

Not surprising is the relationship between perceived food quality and restaurant frequency. Previous research has shown that it is a primary reason for customers to return to a QSR. In addition, this study's findings on value and restaurant frequency support previous research showing perceived value as an effective measurements of customer satisfaction and loyalty (Eggert & Ulaga, 2002). However, the findings on nutrition and health are interesting. In 2010, McDonald's began to voluntarily post calories on their menu boards (Baertlein, 2012) due to increased interest by consumers (Nielsen, 2015) and restaurants efforts to be more transparent about menu items (Failla, 2015). Based on this study's results, one could speculate whether nutrition information on menu boards has increased consumers' awareness of the amount of calories consumed when eating at McDonald's, hurt restaurant frequency, and encouraged consumers to choose healthier alternatives at other restaurants instead.

EVALUATING CONSUMER BEHAVIOR RELATED TO VOLUNTARY MENU LABELING AT A MALAYSIAN RESTAURANT CHAIN

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Introduction

Menu labeling is a list of nutritional information that help customers make healthy food choices when dining out. Currently in Malaysia, no mandatory policy for menu labeling exists. However, some international chain restaurants have voluntarily offered nutrition labels.

There are only two known studies related to menu labeling that have been conducted in Malaysia and these studies assessed customer perceptions and intentions to use menu labeling, not actual behavior (Delvarani, Ghazali, & Othman, 2013; Din, Zahari, & Shariff, 2012). Given the lack of focus on customers' actual behaviors, this proposed study will examine Malaysian customers' behaviors when they purchase food at chain restaurants that voluntarily offer nutrition menu labeling.

This study will answer the following research questions: What are the relationships between attitude, subjective norm, and perceived behavioral control and customer intention to use menu labeling? What are the relationships between attitude, subjective norm, and perceived behavioral control on the actual customer purchasing behavior? What is the relationship between customer intention to use menu labeling and their actual purchasing behavior? Is there a significant difference between perceived and actual calories of purchased meals? and What are the purchasing behaviors of customers based on customer characteristics?

Methods

The Theory of Planned Behavior (TPB) will be used as the theoretical underpinning for this study. A seven point Likert scale will be used in measuring attitudes, subjective norm, perceived control, and intention, ranging from 1=strongly disagree to 7=strongly agree. There will be questions related to customer characteristics including sociodemographic, current health status, dieting habits, label use, and frequency of eating out.

A sample of 10 Subway outlets will be systematically selected and a questionnaire will be distributed to 50 customers at each selected outlet. Additionally, sales receipts will be collected from each of customers and the calories for the meal will be quantified. Customers will be asked to estimate the calorie content of the meal. This will allow the actual and perceived calories to be measured. The statistical software SPSS will be used for data analysis.

Results/Discussion/Implication

The findings of this study will add an important theoretical contribution in describing customers' actual behaviors and utilization of menu labeling. This current study could assist restaurateurs in establishing effective strategies for successfully marketing healthy food choices. It could also allow health educators to utilize the TPB construct in educating customers to use menu labeling when eating out.

References are available upon request

UNDERSTANDING CONSUMERS' DECISION-MAKING PROCESS IN MAKING FOOD CHOICES

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Introduction

A large variety of food items are listed on the restaurant menus. For example, T.G.I Friday's menu contains 79 food items, not including side dishes, desserts, and the 14-item gluten-sensitive menu. Faced with such a broad range of alternatives, consumers process their consideration set, which is constructed of goal-satisfying alternatives (Shocker, Ben-Akiva, Boccara, & Nedungadi, 1991). In a restaurant context, consumers engage in the process of screening by menu category in which food items are organized, and then they use several important considerations that they weigh in food decision making (Furst, Connors, Bisogni, Sobal, & Falk,1996; Steptoe, Pollard, & Wardle, 1995). Most of previous studies have focused on the impact of external factors on food chocies; however, the thinking process involved in making food choices, as opposed to the actual outcomes of food choices, has received insufficient attention. The research question, then, is "what goes through cosnumers' minds when they make restaurant food choice decisions?" More specifically, there are three objectives in this study: 1) to understand people's paradigm of restaurant food choices; 2) to explore how people make sequential restaurant food chocies; and 3) how food choice trajectories change over a lifetime.

Methods

This study adopted an in-depth, semi-structured interview approach. Participants who recently (within the past two weeks) experienced a sit-down restaurant meal were invited to participate in an interview. Thirty-one informants were interviewed. The interviews lasted between 30 and 60 minutes. After each interview was transcribed, the data was examined for common themes in accordance with content analysis.

Results/Discussion/Implication

Data analysis showed that sensory appeal was the most important food consideration, followed by price, health and nutrition, uncommon food, and familiarity. Food choice was found to be multifaceted with five distinctive profiles of eating behavior being classified: healthy eaters, cautious eaters, hedonist eaters, activist eaters, and disciple eaters. Furthermore, data analysis identified informants' behavioral tendencies in sequential consumption episodes, and balancing behaviors (choosing a healthy entrée after an unhealthy appetizer) consistently appeared to be more prevalent behavior than highlighting behaviors (choosing a healthy entrée after a healthy appetizer). Lastly, findings showed that food-related, decision-making processes evolved over a lifetime. The eating trajectory processes can be described as 1) food preference development, 2) food preference expansion, and 3) food preference constriction processes. While previous studies regarding food chocies tend to focus on the relationships between motivations and outcomes of food chocies, this study adds new insights into the consumers' paradigm of restaurant food choices by looking at consumers' subjective experiences at sit-down restaurants.

References are available upon request

FOOD SAFETY KNOWLEDGE AND PRACTICES, RISK PERCEPTIONS, AND CONSUMERS' WILLINGNESS TO PAY FOR FRESH-CUT PRODUCE

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Introduction

Foodborne illness outbreaks associated with fresh and fresh-cut produce have become more frequent in food service industry (Choi, *et al.*, 2016). Fresh and fresh-cut produce was once considered a safe food by consumers (Neal, et al., 2012); however, due to the frequent outbreaks related to fresh and fresh-cut produce, consumers' food safety perception may have changed. To our knowledge, no previous study has been conducted to investigate consumers' risk concerns toward fresh-cut produce and their willingness to pay (WTP) for improved safety attributes. To fill this gap, this study aimed to investigate (1) consumers' knowledge and practices of fresh-cut produce handling, (2) consumers' risk concerns toward fresh-cut produce, and (3) factors influencing their WTP for improved safety attribute.

Methods

A survey instrument was designed to collect data in the study. The survey instrument was distributed by an online panel (www.Qualtrics.com) nationwide. The participants included 1043 respondents. A survey instrument was designed containing four major parts. The first section consisted of questions to assess the respondent's fresh-cut produce handling knowledge and practices. The second section consisted of questions regarding respondents' risk concerns of fresh-cut produce. Respondents' risk concern was measured by evaluation risk factors and perceived likelihood of this consequence based on theory of planned behavior "E-V" method (Ajzen, 1991). The third section consisted of questions regarding consumers' WTP for improved food safety in fresh-cut produce using contingent valuation method (CVM) Respondents were asked to decide whether they would like to pay $1 more per bagged salad to reduce the probability of foodborne illness by 50% based on the information related to fresh-cut produce. ANOVA, logistic regression and linear regression were used for data analysis in the study.

Results/Discussion/Implication

The results on food safety knowledge and practices showed respondents lacked knowledge of storage order (CR= 9.5%), surface cleaning (CR= 27%) and when to discard fresh-cut produce (CR= 34%). There was a significant difference between concerns of each risk factors related to fresh-curt produce ($F(6,6348) = 56.90$, $p<.001$). the risk concern of pesticide (Mean= 3.84) was significantly higher than other factors. For respondents' WTP, the majority (64.2%) of respondents agreed to pay an extra $1 per bagged salad to enhance food safety practices. The results of logistic regression and linear regression indicate risk perceptions ($B= .217$, $p<.05$), high income level ($B= .591$, $p< .05$) and purchasing frequency ($B= .357$, $p< .05$) increased the probability of consumers paying an extra $1 for improved food safety fresh-cut produce. Millennials (18 to 35-year-old) were more likely to pay $1 compared to baby boomer ($B= -1.52$, $p < .001$) and generation X ($B= -1.878$, $p < .001$). Also, there was an interaction effect between purchasing frequency and risk perceptions ($B= .628$, $p < .001$). The study implied consumers lack knowledge on storing and disposing fresh-cut produce. In addition, millennial consumers with higher risk concerns are more likely to pay for a premium for food safety.

References are available upon request

COOKBOOKS IN HISTORY: HOW DO THEY REFLECT FOOD SAFETY?

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Introduction

Cookbooks, produced within a cultural, and historical context, serve as an important component of the discourse of food. By indicating the "normal" or "ideal" ways of cooking, a cookbook provides important clues about how cooking was influenced by the social/cultural trends and technology (LeGreco, 2011; Neuhaus, 2003; Tobias, 1998). Using a qualitative approach, this study assessed how food safety information in cookbooks has evolved and how quickly cookbooks have incorporated the advancements in food safety knowledge and technologies over the past 120 years.

Methods

The study sample included all 15 editions of Better Homes and Gardens New Cookbook (BHG) published between 1930-2014, all 13 editions of The Fannie Farmer Cookbook (FF) published between 1896-1990, and five editions of Betty Crocker's Cookbook (BC) published between 1956-2005 (no later editions were available). The cookbooks and selected recipes in all cookbooks were reviewed to collect food safety related information. The information was then organized into six categories based on the National Restaurant Association's ServSafe textbook (NRA, 2014) and FDA's and USDA's consumer food safety publications (FDA, 2012, 2014; USDA, 1990, 1995, 1999, 2000, 2006). They were: safe food supply, cleaning, cross-contamination, cooking, chilling, and miscellaneous food safety. Within each category, information was organized chronologically and evaluated as to how quickly food safety guidelines, technological advances in kitchen equipment and cleaning, foodborne illness outbreaks, food safety knowledge, and education were assimilated into cookbooks.

Results/Discussion/Implication

Results suggested that cookbooks did reflect the food safety concerns of their time period, although the information related to food safety from the older cookbooks was not always accurate by modern standards. Four themes emerged over the 120 years: 1) spoilage, food preservation, and food safety (late 1800's); 2) appropriate use of kitchen equipment (1930's-1970's); 3) how to do cleaning (1970's); and 4) microbial food safety, increased food safety awareness, and detailed food safety guidelines (1970's-2010). Changes in kitchen equipment, educational resources (USDA/FDA hotlines and websites), and foodborne illness outbreaks appeared in cookbooks quickly; whereas changes in cleaning supplies appeared in cookbooks slowly. Educational materials were intermediate in their incorporation.

Modern cookbooks, particularly those published after the 1980's, have evolved with the growth in food safety knowledge and its inclusion in textbooks and government publications. While historic cookbooks provide fascinating reading, the application of modern food safety knowledge when preparing recipes from the older cookbooks would be beneficial. Perhaps this is one instance where "mom knows best" does not apply.

References are available upon request

THE INFLUENCE OF POLYCHRONIC TIME USE ON JOB SATISFACTION, WORK ENGAGEMENT, AND TURNOVER INTENTION: A STUDY OF NON-SUPERVISORY RESTAURANT EMPLOYEES

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Introduction

Polychronicity, known as the extent to which people prefer to engage in multiple tasks simultaneously (Palmer & Shoorman, 1999), was studied to determine its connection with job satisfaction, turnover intention (Arndt, Arnold, & Landry, 2006; Jang & George, 2012), and work engagement (Karatepe, Karadas, Azar, & Naderiadib, 2013). Although a growing body of studies have started examining the concept of polychronicity in the hospitality industry (Jang & George, 2012; Karatepe et al., 2013), no study has emphasized on a particular segment, such as restaurants. Understanding polychronicity in the restaurant context is necessary, employees who work in a restaurant are expected to have the capability of handling several tasks at once. Interruptions at work are frequent and servers are required to rotate among multiple tables. As a result, polychronic-oriented employees are compatible with the work environment in a restaurant. Therefore, a more comprehensive study is needed to examine how polychronicity influences job satisfaction, work engagement, and turnover intention within this environment. The results of this research, conducted with restaurant servers, will allow restaurant managers to select candidates that best fit their organizations.

Methods

This study targeted full-time restaurant servers working in full-service restaurants throughout the nation. A convenience sample of 20 hospitality management students with full- or part-time serving jobs were selected for a pilot study. For the main study, a total of 251 responses were collected through an on-line private research software company. SPSS, version 22, was used for data analysis. Linear regressions were run to test the relationships among the four variables.

Results/Discussion/Implication

It was found that polychronicity was positively related to job satisfaction and work engagement. In addition, both job satisfaction and work engagement were negatively associated with employee's turnover intention. Interestingly, polychronicity did not negatively predict restaurant server's turnover intention. One explanation is that four demographic factors including age, education level, gender, and job tenure were proven to have significant associations with turnover intention, which explained 11% of the total variance.

This is one of the first studies examining the comprehensive relationships among polychronicity, job satisfaction, work engagement, and turnover intention in a restaurant setting. This study also clarified three different aspects of polychronicity and distinguishes the time-use preference, which involves multitasking and task switching from the behavioral aspect of one's ability to multitasking and switch tasks. Using the findings of this study, restaurant managers should focus on matching the right person to the right position, to create better person-organization fit between employees and the restaurants. It also increases employee job satisfaction and assists in reducing employee turnover intention. In addition, restaurants may consider developing and implementing training programs to enhance employee multi-tasking skills in order for servers to keep up with the fast-paced work environment.

A MODEL OF SOLO DINING INTENTION: DO OTHER CONSUMERS MATTER?

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Introduction

An increasing number of consumers today are eating alone than with someone else for meals (Bisogni et al., 2007; McLynn, 2014), and the emergent phenomenon of solo consumption patterns can be in part attributed to a huge increase in single households (Bianchi, 2015; Ratner & Hamilton, 2015). In this respect, the understanding in solo dining behavior and the underlying mechanism is of significance to the hospitality industry. What are the factors determining the intention to eat alone in restaurants? This study addressed whether a solo dining intention is affected by other diners adopting the social identity theory and the social impact theory, and the mediation mechanism through two different pathways: anticipated loneliness and negative evaluation from others.

Methods

Using a 2 (Group type: In-group vs. Out-group) × 2 (Crowding level: High vs. Low) between-subjects experimental design, online survey data were collected through a U.S. web platform. The survey described scenarios of an ordinary dine-out on a weekday lunchtime. In the in-group (vs. out-group) condition, most of other diners in the restaurant were solo (vs. group) diners. The crowding level was manipulated by the number of other diners in the restaurant. The variables were all measured on a 7-point Likert scale using previously validated items. Data analyses were performed in SPSS ver. 22, using independent group t-tests, analyses of variance (ANOVA), and PROCESS macro (Hayes, 2013) which applies multiple regression and bootstrapping method to test a moderated mediation.

Results/Discussion/Implication

The results showed significant interaction effects between the group type and the crowding level of other diners as well as main effects of the group type across the intention to eat alone in the restaurant, anticipated loneliness, and anticipated negative evaluation from others. That is, focal solo diners were more (vs. less) willing to dine out and anticipated less (vs. more) loneliness and negative evaluation from others in the restaurant filled with other solo (vs. group) diners, which was strengthened by the high (vs. low) level of crowding. Furthermore, the moderated mediation of the crowding level through anticipated loneliness and anticipated negative evaluation was confirmed, indicating that the effect of the group type on increasing the solo dining intention was mediated by the two paths and the indirect effects were conditioned upon the crowding level.

The findings theoretically contribute to the consumer and hospitality literature in the new domain of solo consumption behavior, and highlight practical implications to managers and consumers by suggesting ways to deal with negative stigma attached to solo dining activities.

References are available upon request

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THE IMPACT OF CALORIE INFORMATION AND ITS POSITIONING ON A RESTAURANT MENU ON THE HEALTHY FOOD DECISION MAKING

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Introduction

Unhealthy and high calorie diet is one of the reasons of the heart diseases and many other illnesses, which reduce quality of life and may cause death (Roger et al., 2012). This issue has become a major health concern and has drawn huge public interest in the US (Flegal, Carroll, Kit, & Ogden, 2012). Also, according to the U.S. Food & Drug Administration, Americans consume a third part of their calories away from home (Labeling & Nutrition, n.d.). Therefore, with the aim to promote informed and healthier food choices and create healthier communities, a mandate of the Patient Protection and Affordable Care Act of 2010 requires chains of restaurants with 20 or more locations to list calorie and nutrition information on their menus (Food and Drug Administration, HHS, 2014a). This requirement has caused debates among academic researchers (Kang, Jun, & Arendt, 2015; Lazareva, 2015; Liu, Roberto, Liu, & Brownell, 2012), industry practitioners (Food and Drug Administration, HHS, 2014b; Mentzer Morrison & Variyam, 2011), and public if calorie labeling in a menu can affect the consumer's decisions to order healthy food. Therefore, this research aims to investigate the impact of calorie information and its positioning on a restaurant menu on the healthy food decision making.

Methods

The study used a 2(calorie information present or absent) x 2(location desirable or undesirable) experimental design. Four menus were developed to match the design of the study. This research used eye-tracking, galvanic skin response, and facial expression devices (iMotions) to investigate the impact of calorie information and its positioning on a restaurant menu on the healthy food decision making. The eye tracking device allowed the researchers to record the pattern of the respondents' eye movement. Galvanic skin response and facial expressions devices assisted in capturing the participants' emotional response to the information presented on the menu.

140 restaurant customers were recruited for this study. Participants received a financial reward (a coupon for a drink in the restaurant) to participate in the study. The respondents were assigned to one of the four scenarios randomly. They were asked to place an order from the menu presented to them.

The results indicated if the placement of the healthy menu items and the presence of calorie information have any impact on the total calorie intake of the menu items chosen by the respondents.

Results/Discussion/Implication

The results of the research will be presented at the conference.

References are available upon request

THE ROLE OF ENVIRONMENTAL LEADERSHIP IN ENHANCING MARKET PERFORMANCE: PERSPECTIVE OF THE SOUTH KOREAN FOODSERVICE FRANCHISE FIRMS

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Introduction

Pacific Gas and Electric's Food Service Technology Center's (FSTC) report indicates that, "restaurants are the retail world's largest energy users. They use almost five times more energy per square foot than any other type of commercial building…that amounts to 490 tons of carbon dioxide produced per year per restaurant" (Horovitz, 2008). Such adverse influences of the foodservice industry on environment will continue to increase if restaurants do not pursue green initiatives.

Although new technologies and processes are critical to successful environmental practices, the readiness of the top management to actively accept green business, which focuses on environmental sustainability, is essential as well (Boiral, 2009). In the franchise relationship bound by a legal contract, environmental leadership of the franchisor's top management motivates its franchisees to achieve environmental goals and objectives, and encourages better performance (Mittal & Char, 2016).

This study examines perceptions of middle managers of franchising foodservice firms in South Korea regarding environmental practices of their headquarter's top management transformational leadership and the role that leadership plays in enhancing the company's market performance. Also, this study tests a mediating role of environmental orientation and environmental product innovation in the relationship between leadership and company's market performance.

Methods

Research was conducted during October 2015. The sample for this study consisted of 196 independent foodservice franchise headquarters (e.g., Dunkin Donuts, Pizza Hut, Olive Garden, Lotteria, etc.), which had already initiated green practice (e.g., using all-natural and biodegradable products) listed on the 2015 Korean Franchise General Control registry. Data were collected from each middle management of 196 franchise headquarters, including head of department or director. Each participant was asked to evaluate environmental leadership styles of their top management in headquarter (e.g., CEO or president). Using the data, reliability analysis, confirmatory factor analysis, and structural equation modeling method (SEM) were conducted.

Results/Discussion/Implication

The SEM results showed that environmental transformational leadership significantly influenced environmental orientation, environmental orientation would positively influence environmental product innovation and market performance, and environmental product innovation significantly influenced market performance. Environmental transformational leadership of a franchisor's top management plays the important role in adopting environmental programs and their environmental orientation. Also, environmental orientation and product innovation play as core mediators of the relationship between environmental leadership and market performance.

References are available upon request

THE IMPACT OF CULTURAL VALUE DIVERSITY ON TEAMWORK PERFORMANCE AMONG MALAYSIAN RESTAURANT EMPLOYEES

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Introduction

Great attention has been paid to the effects of cultural diversity on team performance as there are increasing numbers of organizations using teams as their basic structure to boost their competitive advantage (Barak, 2013; Bhadury, Mighty, & Damar, 2000; Lavaty & Kleiner, 2001; Horwitz & Horwitz, 2007). Malaysia has a diverse population as more than 2 million people have recently migrated from poor neighboring countries such as Indonesia, Myanmar, and the Philippines (Human Development Report, 2009). Especially, service sectors including restaurants and hotels depend heavily on foreign workers due to the migration (Hamid, 2009). The growing numbers of immigrants in Malaysia contribute to the emergence of multicultural team working environments.

However, there has been little research concerning the effects of diversity on service industries particularly in Malaysian hospitality realms. Furthermore, there have been inconsistent findings on the impact of cultural value on teamwork and limited research on the cultural diversity in the hospitality industry. The purpose of this research was to examine the impact of cultural value diversity on multicultural teamwork performance at a dimensional level from the perspectives of Malaysian's employees in the hospitality industry.

Methods

The target sample was employees who worked for casual ethnic restaurants with a mixture of foreign and local workers. This study chose 24 restaurants that have a balanced number of local and foreign workers in the district of Petaling in Malaysia. A self-administered questionnaire was distributed to 240 employees in the restaurants. The survey was open for two months between June 1st and July 31st, 2010. A total of 150 responses were returned and identified as usable data, yielding a response rate of 62.5%. Mplus structural equation modeling (SEM) was identified as an appropriate approach to treat the data (Muthen & Muthen, 2002).

Results/Discussion/Implication

The goodness-of-fit statistics for the structural model were satisfactory. Collectivism diversity had a significant impact on both productivity and cooperation while determinism diversity was found to have no significant impact on any teamwork performance. Doing orientation was found to have a significant impact on cooperation but not on productivity. Overall, the findings revealed that collectivism is an important force in influencing teamwork performance given the multicultural environment.

This study offers holistic insights on understanding how each plays a specific role in forming team productivity and cooperation each. In addition, the findings of this study suggest a new methodological standpoint by investigating the underlying relationships between the constructs at a dimensional level. This study will help the restaurant managers to better prepare strategic management to tackle a diverse workforce. Hence, it is crucial for the restaurant management to prepare managers with the skills and techniques to help diverse teams with potential obstacles in the workplace.

References are available upon request

Completed Research – Sustainability & Tourism

TOWARD A FRAMEWORK OF TOURISM AND SELF-PRESENTATIONAL CONCERN

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Introduction

Self-presentation refers to the processes people use to monitor and control how they are perceived by others (Leary, 1995). Daily self-presentation is performed within the frames of social interaction (e.g., social norms, values) in home environment. Escape from routine has been widely recognized as a primary motivation of tourism (e.g., Crompton, 1979; Dan, 1981). Escapism motive in general refers to the intention of getting rid of abundant repetition in daily lives and temporarily isolate oneself from normal life. It implies that by satisfying the motivation of escapism, tourists are less likely to conform to social norms of home environment or conduct daily routines (Shields, 1992; Turner & Ash, 1975). Studies on tourists' existential authenticity (e.g., Kirillova & Lehto, 2015; Wang, 1999) support this argument.

This study is aimed at developing a theoretical framework that connects tourism and self-presentational concern, a psychological state that underlies the self-presentation process. Goffman's (1959) dramaturgical framework will work as the foundational theory. The concept of existential authenticity works as a bridge between tourism and self-presentational concern. Four propositions regarding the relationships among tourism, existential authenticity and self-presentational concern are developed based on the theoretical framework.

Proposition 1: Tourists perceive tourism destination as the backstage of their life as oppose to home environment which is the front stage

Proposition 2: Tourists' existential authenticity is higher at tourism destination than at home environment.

Proposition 3: Tourists' self-presentational concern is negatively correlated with existential authenticity.

Proposition 4: Tourists' self-presentational concern is lower at tourism destination than at home environment

Conclusion

All in all, people's self-presentational concern is different between home environment and destination environment due to the difference of existential authenticity. The level of self-presentational concern should be generally lower in tourism than at home. Inauthentic self may be dominant at home environment and is reflected in everyday self-presentation. The behavior at destination is less likely caused by the concern for social image, but more likely a reflection of tourist's authentic self. Such behavior may be more difficult to observe at home environment. Combining the framework of self-presentational concern and framework of tourist existential authenticity, this study creates a theoretical framework of tourism and self-presentational concern, which is illustrated in Figure 1. The framework summarizes the four propositions that deserve empirical examination in future studies.

EXPLORATION OF RELATIONSHIPS AMONG FESTIVAL EXPERIENCE, NEED SATISFACTION AND REVISIT INTENTION

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Introduction

Cultural travelers seek authenticity, which is defined as the perception of reality or genuineness of a toured object (Brida, Disegna, & Osti, 2013) and consider it as a critical factor in determining their attitude and travel-related decisions (Xie, Wu, & Hsieh, 2012). Because cultural festivals provide the attendees with attractions organized by applying a particular type of themes including history, ceremony, religion, and tradition, the festival attendees may look for authenticity to fulfill their needs (Formica & Uysal, 1998; Lee, 2000), as a form of an escape from routine life and a search for unique experience (MacCannell, 1976; Reisinger & Steiner, 2006). Further, the need satisfaction is related to positive outcomes, such as psychological well-being (Deci et al., 2001; Deci & Ryan, 1985; Ryan & Deci, 2000) and visitors' future behaviors (Kim, Woo, & Uysal, 2015; Uysal, Sirgy, Woo, & Kim, 2016). Consequently, the more the festivals are perceived to reflect the theme well, the more attendees would show positive attitude and loyal behaviors (Kolar & Zabkar, 2010). While the effect of authenticity on various positive outcomes has been examined in various contexts, very few studies have addressed the role of authenticity in enhancing need fulfillment, leading to psychological well-being in the cultural festival setting. Therefore, this study aims to examine relationships among perceived authenticity (PA), need satisfaction (NS), quality of life (QOL), and revisit intention (RI).

Methods

The target population was individuals who are 18 years or older and have attended at least one cultural festival during the past 12 months. An online survey instrument was developed based on literature review. The measurement items were derived from previous studies (Akhoondnejad, 2016; Lee, Lee, & Wicks, 2004; Oliver, 2010) and modified to fit with the purpose of this study. Questions were measured on a 5-point Likert scale. Data collection was conducted using the Amazon Mechanical Turk. A confirmatory factor analysis and structural equation modeling were employed (Anderson & Gerbing, 1988).

Results/Discussion/Implication

A total of 230 responses were usable for this study. The findings suggested that PA is a determinant to lead NS of novelty and escape. NS had a significant influence on QOL and RI. The mediating effect of QOL on the relationship between NS and RI was confirmed. The findings imply that as attendees perceive that toured objects at the cultural festival are authentic and genuine, they would feel their needs are satisfied, such as experiencing escape from daily life and feeling of being unique. Further, the perception of NS directly and indirectly affects attendees to engage in the festival. The results show that authenticity is a key to formulate positive attitude, and festival managers should pay attention to how to optimize attendees' authentic experiences related to the theme in order to fulfill their needs and to result in their intention to revisit.

DO TOURISTS SEE LOCAL RESTAURANTS AS RISKER THAN NATIONAL CHAIN RESTAURANTS? AN EXAMINATION FROM A FOOD NEOPHOBIC PERSPECTIVE

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Introduction

Past research on local food consumption from tourists' has mainly focused on personal attributes that increase local restaurant consumption. However, the option to eat at local restaurants is more of a competitive structure of whether to dine at local restaurants versus nationwide chain restaurants. Nationwide chains have a competitive advantage over local restaurants in terms of past consumption experience and brand image which embeds information that reduce uncertainty.

Based on this idea, this research first hypothesizes that local restaurants are perceived to be riskier than nationwide chain restaurants due to information discrepancy where tourists have more information about nationwide restaurants then local restaurants. To test the hypothesis, we use food neophobia scale to measure preference of risk to new food and find the relationship between local consumption percentage and preference to risk. We then empirically test the role of both internal/external information seeking and larger group effect which are conventionally known as moderators that reduce perceived risk to new food. However, contrasting to the conventional theory, we hypothesize that tourists' preference of risk to new food are personal traits that do not change to internal information seeking and larger group effect and that tourists use external information as a verification of dinning at local restaurants which are riskier options rather than using it as a source to reduce risk.

Methods

To test that local restaurants are perceived riskier than nationwide restaurants and that internal information and larger group effect have no role in reducing perceived risk of local restaurants, we conduct an ordinary least square (hereafter, OLS) regression

$$\boldsymbol{PLE} = \beta_0 + \beta_1 \boldsymbol{NEO} + \beta_2 \boldsymbol{II} + \beta_3 \boldsymbol{II} * \boldsymbol{NEO} + \beta_4 \boldsymbol{GR} + \beta_4 \boldsymbol{GR} * \boldsymbol{NEO}$$

where $\boldsymbol{PLE}$ is the percentage of local eating out over the total dinning out; $\boldsymbol{NEO}$ is the sum of Pliner and Hoban (1992) food neophobia scale; $\boldsymbol{II}$ (Internal information seeking) is the number of re-visitation; $\boldsymbol{II*NEO}$ is the interaction effect between $\boldsymbol{II}$ and $\boldsymbol{NEO}$; $\boldsymbol{GR}$ (larger group effect) is the number of people in traveler group; $\boldsymbol{GR*NEO}$ is the interaction effect between $\boldsymbol{GR}$ and $\boldsymbol{NEO}$.

To test that external information is used as a verification of dining at local restaurants which are riskier options, we conduct a Sobel-Goodman test and a bootstrap test which confirms that external information seeking behavior is a mediator and not a moderator between local restaurant consumption and preference of risk to new food.

Results/Discussion/Implication

The results of the OLS regression show a negative significance in the coefficient of $\boldsymbol{NEO}$ which imply that local restaurants are perceived riskier than nationwide restaurants. As for the interaction effects, we find no significance in both coefficients which imply that both internal information and large group effect have no role in reducing perceived risk of local restaurants. Finally, for the Sobel-Goodman test and bootstrap test, we find external information seeking as a full mediation effect between local restaurant consumption and risk preference which imply that tourist seek external information as a verification for taking riskier options than as a source to reduce risk.

References are available upon request

A BIBLIOMETRIC ANALYSIS OF EVENT RESEARCH

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Introduction

Since 2000, the number of event publications has steadily increased. Given this rapid growth and its progress towards recognition as an emerging field of study, a comprehensive understanding of the knowledge base and prevailing subjects in event studies will draw theoretical and practical implications. However, all of existing studies utilized the qualitative approach. Compared with the qualitative review method, the quantitative approach examines the studies in an objective way. This study aimed to examine event-related literature by a quantitative method - bibliometric analysis. Bibliometrics, including citation and co-citation analysis, is a statistical analysis of written publications and a valid quantitative tool to assess the academic outputs. By using citation analysis, the study explored the academic foundation of event research. In addition, the results of co-citation analysis generated a visual map of intellectual structure for event research.

Methods

For the present study, data collection was conducted through database of Social Sciences Citation Index (SSCI). Publications were accessed through Web of Science (WoS). On the Web of Science searching page, the words utilized for current article searching included combinations of “event,” “festival,” “exhibition,” “expo,” “trade show,” “convention,” “conference,” “meeting,” and “incentive travel.” These words were searched from title, keywords, and abstract. Publication years of articles were limited from 2005-2015. Besides, only referred papers were included for the database. The journals used for this study included 9 top tourism and hospitality journals (eg. Tourism Management). After review, a total of 201 research papers were retrieved. Bibexcel, was used to conduct frequency counts and prepare co-citation network data. Cluster analysis was conducted by using Persson’s Party Clustering algorithm. Pajek was employed for decomposing the networks and network visualizations were performed using VOSviewer.

Results/Discussion/Implication

First, citation analysis was performed to identify the academic foundation of event research. The list of most-cited journals contained 4 tourism journals, 3 marketing journals, 2 event journals, and 1 leisure journal, which implies that event studies draw theoretical foundation from tourism and marketing studies and event research has gradually formed its own academic and theoretical foundation. Second, co-citation analysis was utilized to identify the most prevailing themes of event studies. Three clusters were generated based on co-citation strength. By reviewing the articles of these clusters, six popular topics in event research were identified. These findings are useful for researchers to overview the most important contributions in event research and identify possible research gaps.

The major contribution made by the current study was to apply the quantitative method, bibliometric analysis, to discover the academic foundation and intellectual structure of event studies. This method excludes the possibility of subjectivity of qualitative methods and provides insights through an objective approach. Besides, findings of the present study could increase awareness among scholars about the features in current event studies.

References are available upon request

THE CONGRUITY EFFECTS OF COMMERCIAL SPONSORING BRAND IN A REGIONAL EVENT

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Introduction

After the 2010 policy change to curtail funding to regional events in South Korea, the previously rapid growth of regional events become stagnant, and the number of the events have subsequently decreased (Oh, 2013). In fact, the future viability and sustainability of regional events in South Korea has become a major issue (Lee & Kim, 2011).

In this situation, commercial sponsorship could contribute to making events competitive and sustainable (Lamont & Dowell, 2008). However, the brand effects of sponsoring regional events have not been fully examined. Such research could provide both event organizers and sponsoring brand managers with beneficial ideas for successful sponsorship strategies.

Therefore, this research was designed to analyze the brand effects of commercial sponsorship in a regional event by applying congruity theory. The conceptual relationship of congruity among event participants, event image, and sponsoring brand image with sponsoring brand loyalty in a regional event was examined. The purpose of this research was to gain insight into the sustainability of regional events through successful commercial sponsorship strategies.

Methods

The studied regional event was the 2014 Hwacheon Tomato Event in South Korea. The event has been sponsored for 10 years by a brand called Ottogi, a large South Korea company that manufactures and sells basic food products such as tomato ketchup.

A judgement sampling method was used with self-administered questionnaires for event visitors who visited the Ottogi Experience Center at the event site from August 1 to 3, 2014. A total of 258 questionnaires were collected. Data analysis was completed using confirmatory factor analysis and structural equation model.

Results/Discussion/Implication

Self-congruity with event image had positive effects on the sponsoring brand loyalty through the event attitude and the sponsoring brand attitude. The key finding is that event attitude had a positive influence on sponsoring brand attitude, which suggests that event image can affect the sponsoring brand image (Simonin & Ruth, 1998, Sirgy et al., 2008). Furthermore, self-congruity with sponsoring brand image and the congruity between event image and sponsoring brand image had positive effects on sponsoring brand loyalty through sponsoring brand attitude, which appeared to be an important mediator of sponsorship effects.

The study results provide practical implications for both regional event organizers and sponsoring brand managers. The higher self-congruity with event image leads to the higher brand effects. For successful sponsorship, event organizers need to create a marketing strategy of targeting event visitors whose image is a good fit with the image of the event (Mazodier & Merunka, 2012; Sirgy et al., 2008). For brand managers, sponsoring an event that is consistent with the image of event visitors is required. Choosing an event that has a similar theme with brand image or targeting event visitors whose self-image is comparable to a brand image would ensure more efficient marketing effects.

HOW WILL COLIN KAEPERNICK'S BEHAVIOR IMPACT FANS' TRUST AND LOYALTY?

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Introduction

On August 26, 2016, San Francisco 49ers quarterback Colin Kaepernick headlined most newspapers because he refused to stand during the national anthem prior to a preseason game with the Green Bay Packers. He stated his behavior was due to racial oppression, which received nationwide criticism and stirred debate about ethical concerns of professional sports and athletes. This leads to the research question of "How do ethical standards influence sports fans' trust and their loyalty toward their favorite player and team?"

Therefore, the purpose of the study was to examine the role of ethical standards related to sports fans' trust and their loyalty to their favorite professional football player and team. Specifically, this study applied the Commitment-Trust Theory to understand sports fans' trust toward players, teams and their behavior.

Methods

A quantitative research method through a self-administrated survey questionnaire was used to test the hypotheses. A structured questionnaire was developed based on questions from existing literature. The target population for this study was individuals who self-identified as sports fans. A convenience sample of college students attending a university in the Southwestern United States was recruited for this study. A total of 180 students (117 females, 63 males) completed the questionnaire.

This study used SPSS 22 for descriptive and frequency analysis as well as Exploratory Factor Analysis (EFA) and regression analysis. EFA was conducted to identify groups of interrelated variables with multiple items. Linear and multiple regression analyses were also performed to test the hypotheses.

Results/Discussion/Implication

Ethical standards positively influenced fans' trust toward their favorite football players, which, in turn, significantly increased the level of fan loyalty. Trust toward their favorite players positively affected trust toward the team, and trust toward the team positively affected trust toward the player. The present findings indicate that player trust not only directly affects team trust and fan loyalty, but it also mediates the relationship between sports ethics and fan loyalty.

The research results suggest that sport organizations should allocate their financial resources toward player-related issues and focus on increasing opportunities for interaction between fans and players to build fans' trust toward players (e.g., lucrative contracts to retain star players and guidelines for off-field behavior for all players). It is also recommended that these organizations require athletes and coaches to attend mandatory workshops where ethical and moral standards are discussed and punishments are clearly defined.

References are available upon request

A SYSTEMATIC REVIEW OF COMMON DEFINITIONS AND EMERGING THEMES IN COMMUNITY BASED TOURISM

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Introduction

The study of community-based tourism (CBT) has emerged as an important topic in tourism research. Since 1999, 41 articles on CBT have been published in Hospitality and Tourism complete, ABI/Inform as well as Business Resource Premier databases. As CBT develops as a field of study, new definitions and research themes are emerging. To date, there has yet to be a systematic review of CBT definitions or its emerging themes.

The systematic review of emerging concepts in multidisciplinary areas, such as CBT, hinders the agreement on a definition though but rather acts to show common definitions and themes (Dahlsrud, 2008; Getz, 2008; Lu & Nepal, 2009). Capitalizing on common definitions and themes means to provide individuals with reliable context to formulate metrics and take actions in future research.

Methods

This study employed a systematic review of CBT definitions to satisfy the initial stage of systematic review. Starting with an open coding process, the researchers used (a) literal definitions claimed by the author as well as (b) themes implying how CBT is being defined in the work to avoid exclusion of concepts that may be helpful in answering the research questions. Using the model of Lu and Nepal (2009) systematic review, other categories are reviewed in order of: definitions' approach, dimensions of study, publication journals, country & scale, and other concepts involved.

Results/Discussion/Implication

Given that 85% of study results show a location-specific case study of a specific culture and customs, definitions may vary according to the needs and characteristics of the area. While a specific definition has not been adopted, it is clear that there is a growing consensus on the necessary components of the definition. Using this social constructionist approach, the current researchers propose that definitions of CBT should incorporate the following components: a recognition of the distinct governance and decision making process of CBT, a social benefit element, an economic benefit element, and an environmental element.

In effect, these components represent the "triple bottom line" of social, economic and environmental concern, moderated by a specific, community-based approach to governance. Two additional factors – community viewpoint/scale and type of location – while not as pervasive in the literature are commonly reported.

Complete references are available upon request.

APPLICATION OF STRUCTURAL EQUATION MODELING WITH CATEGORICAL MODERATORS IN HOSPITALITY AND TOURISM RESEARCH: COMPARISON OF AMOS AND MPLUS PROCEDURES

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Introduction

Structural Equation Modeling (SEM) enables researchers to link observable measures to theoretical constructs and to identify the relation between the constructs within a single framework (Williams, Vandenberg, & Edwards, 2009).

Different streams of research tend to have their own preferences in terms of the models they utilize given the constraints of the model that are incompatible with the data. Two methods of testing that this study focuses on are multi-group analysis for categorical moderator variable using AMOS and the interaction between categorical and latent factor using MPLUS. The main objective of this study is to demonstrate two different ways to test SEM with moderation and to compare results of these two techniques in the hospitality and tourism context.

Methods

A random sample of individuals who have been visiting any tourism attraction within last 6 months were selected from a larger dataset. A “listwise” approach was utilized to obtain 252 valid surveys that used for the final analysis, rendering around 20% effective response rate.

Entertainment experience was measured using a 4-item scale, adapted from Oh, Fiore, and Jeoung's (2007) study. Personality characteristic (extraversion) was measured using Saucier's (1994) mini marker scale for the Big-Five personality traits. Participants were grouped into extravert and introvert groups based on median split. Three different dependent variables were measured and these items were adapted from Cronin and Taylor (1992) study. In addition, word-of-mouth and return intention were also measured by three items adapted from Kim, Han, and Lee (2001) and Kivela, Inbakaran, and Reece (1999).

Results/Discussion/Implication

Multi-group analysis was conducted and compared between two most popular SEM packages, AMOS and MPLUS. Both tools produced estimates that are close to each other, but there was a different result in the chi-square test of model fit. While MPLUS indicated statistical significance of χ^2 below P value of .01, AMOS did not find it. The output for the moderation analysis of MPLUS also provides parameter estimates, which helps to interpret the result with proper statistical reference. Further, MPLUS allows researchers to conduct analysis with moderation between latent and categorical variables and enables them to obtain rapid convergence of models based on multivariate categorical data (Prescott, 2004). It can be used as an alternative method to test experimental design while still retaining the ability to account for measurement error that is not possible with ANOVA or related techniques. Additionally, this technique allows for testing of more complex models with multiple paths that is not available with typical general linear model. This integrated modeling framework that MPLUS provides is convenient to approach data in a unified manner and handle different types of variables more efficiently.

References are available upon request

A FALLACY OF SHARING TRIP INFORMATION ONLINE: A CASE STUDY

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Introduction

The power of the Internet has enabled worldwide sharing activities in almost all aspects of the social life. Due to the rise of social media, information sharing online has been achieved in revolutionary forms, particularly in the "tourism marketplace" (Heo, 2016). The consensus suggests that online sharing empowers consumers and numerous choices are only one click away especially in lodging and transportation / commute. However, in tourism, whether crowd-sourcing of information can in fact expand tourists' knowledge of and engagement with a destination remains unclear. Therefore, this study attempts to investigate in this domain, using a case study of Qyer.com, a China-based online trip sharing platform and targeting Chinese. tourists to Japan.

Methods

This study randomly selected 67 out of 800 "best" itineraries rated by Qyer.com's website administrator that took place between 2006 and 2016. Two data types were extracted from the itineraries: user data and trip data. The user data present a profile of each user of their travel experiences; the trip data is composed of detailed information of each itinerary (trip route). First, the study investigated baseline demographic information on Chinese independent travelers to Japan, a less studied segment as opposed to Chinese tour groups. Then, the study utilized spatial point pattern analysis to illustrate the distribution and patterns of landmarks visited as revealed by the itineraries. The R! platform and Google Maps Geocoding API were employed to perform the analysis.

Results/Discussion/Implication

Qyer.com users are experienced outbound travelers and enthusiasts of travel-sharing. They averagely have visited 9 countries, and logged 8 trips on Qyer.com. Their travel planning initiates averagely 3 months prior. Chinese independent tourists tend to mobilize between multiple places and visit multiple lodging establishments in Japan. Their travel scope and mobility is limited by group size. Couple and solo tourists utilize more hotel properties than family travelers. From 2006 to 2016, the number of landmarks visited per trip have substantially increased, but the geographical scope of visited regions almost remained unchanged. Attractions, such as Tokyo Tower and Meiji Shrine, are repeatedly visited. Other landmarks tend to be around the world-renowned ones, and within the vicinity of the metropolises. The online sharing of Japan trips may have only provided a travel template for subsequent tourists, while limiting one's tendency to explore areas outside the shared ones. Visiting the same landmarks have become obligatory. As the Chinese outbound market benefits a destination's economy, it has not shown the tendency to engage with small businesses outside commercial centers. It is a critical time to examine the (missing) host-guest relationship in this arena and examine how Chinese tourists may contribute to the essential development of the local community beyond economic gains.

References are available upon request

ENVIRONMENTALLY RESPONSIBLE BEHAVIOR OF CLUBS IN THE U.S.

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Introduction

Clubs are places that provide dining, social, and lodging services to members who join for social and recreational purposes along with similar interests and backgrounds (Perdue, 1997). Club is an important sector in hospitality industry in terms of its total income, expenses and employees. The dining, lodging and other service activities of clubs, especially the maintenance of golf course (a main amenity of a club) could lead to negative environmental impacts, such as water and energy waste, and chemical pollution (Wheeler & Nauright, 2006). Some clubs chose to engage in corporate environmental responsibility (CER), and implement environmentally responsible behavior (ERB) to improve their environmental performance while maximizing their profits (DesJardins, 1998). However, there are some obstacles, such as the lacking of funding, and customers' wiliness to pay extra money for CER products, which could prevent and impede clubs' ERB implementation (Hillary, 2004).

The purpose of this study was to investigate the status of ERB implementation of clubs, and determine if there were group differences on ERB implementation between clubs that implement ERB (ERB-clubs) and those that do not implement ERB (No ERB-clubs). The objectives of the investigation of ERB in clubs were threefold: (a) perceived importance of sustainability, (b) main barriers against ERB implementation, and (c) current ERB practices.

Methods

The present study employed a survey that included five sections: (1) ERB implementation (Yes or No), (2) perceived importance of sustainability (1=very unimportant; 5=very important), (3) barriers against ERB implementation (1=strongly disagree; 5=strongly agree), (4) the current ERB practices (Yes or No), (5) the club profiles. A pilot study was conducted to ensure the reliability and validity of the research instruments. The questionnaires were sent out to club managers in the U.S., and a total of 297 responses were found to be valid. Independent Samples T-tests and Chi-Square tests were used to compare differences on clubs' ERB status and perceived barriers against ERB implementation between ERB-clubs and No ERB-clubs.

Results/Discussion/Implication

The findings of this study indicated that ERB-clubs considered the sustainability more importantly, having more discussions at board meetings, hiring a specialized ERB committee, and allocating more funds for ERB practices than No ERB-clubs did. Furthermore, ERB-clubs had less perceived barriers against ERB implementation, and implemented more ERB practices in regarding to general management practice, pollution and waste practice and communicational practice, compared to No ERB-clubs.

This study fills the gap of the limited research on the ERB implementation in the club industry. The findings of this study will help club managers improve CER performance, overcoming barriers against ERB implementation. For example, clubs could improve their technical knowledge and skills to better conduct ERB while sharing the importance of ERB and its benefits with club members to gain supports for clubs' sustainability. This study also suggests that clubs consider ERB practices in the aspects of general management, waste and pollution control, and communication with stakeholders.

References are available upon request

HIGH SCHOOL SPORTS TOURISTS' CONTRIBUTION TO THE LOCAL ECONOMY

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Introduction

Despite multiple psychological and social benefits that high school sporting events offer to participating individuals and communities (Fejgin, 2001; Marsh, 1993; Langbein & Bess, 2002; Fritch, 1999), few have considered them from a tourism economics perspective. Given high school sports teams often serve as home town franchise teams, it stands to reason that visiting schools will have fans travelling with the team, as shown in professional or collegiate sports settings. Using visitor data collected in a town diligently promoting high school sports tourism, this study intends to explore the degree to which visitors are attracted to attend high school sports events and analyze its economic impacts on the town's economy.

Methods

Visitors to six different sports events in Childress over 10 months of period were randomly intercepted at town's key locations. The self-administered survey instrument contained questions about zip code, size of traveling party, primary purpose of visit, length of stay, number of days spent throughout the year, and yearly expenditures in Childress, that were pivotal in determining economic impacts of tourism. Questions about potential information sources used to plan the trip, likelihood of returning, and socio-demographic information were also asked. Three hundred seventy-two responses in total were collected and used for the economic impact analysis as well as the descriptive analysis.

Findings

Respondents were 43.17 years old on average and generally well-educated, with 70% of them from households earning at least $50,000 a year. Nearly everyone's primary motivation was to attend sporting events (n = 347, 94%). Visitors on average planned to stay in Childress for 1.37 days on the trip they were surveyed, but the average total days they planned to visit in 2015 was 3.80 days. Overall, respondents spent $20.25 per person-day in Childress. Multiplying this by 48,000 person-days (an estimated annual total for all sports tourists to Childress), the estimated total spending by all sports tourists was $972,100. Subtracting $75,100 in access fees from the total leaves direct expenditures of $897,000, which generated $1.05 million in gross sales, $654,100 in output, $366,800 in local value added, $179,900 in labor income, 10.5 in jobs, $9,370 in city sales tax, and $5,840 in hotel tax.

Conclusion and Discussion

This shows that even in a small town, a substantial number of visitors can be attracted by high school sports events and bring economic benefits to the hosting community. Although, the numbers seem trivial when compared college sports (see Baade et al, 2010), it is necessary to consider the size of the local economy, non-monetary value of high school sports events, and the low cost of hosting such events, before disregarding their economic value.

References available upon request

ROOT TOURISM: AN EXPLORATORY MIXED-METHOD STUDY OF NIGERIANS IN DIASPORA AND THEIR INTENTION TO TRAVEL BACK TO NIGERIA FOR TOURISM

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Introduction

Tourism is said to be one of the great global resources for generating earnings and to distribute capital among citizens of less economically developed countries (LEDCs) (Scheyvens, 2011; Spenceley & Meyer, 2012). One method that may increase tourism in LEDCs is through the use of root tourism or diaspora tourism. Root tourism is the practice of drawing individuals, who left their home country due to a lack of opportunity, political unrest, gain a new environment, or upgrading their life, back to their home country for the purposes of enjoying the tourist attractions now available (Huang, Haller, & Ramshaw, 2013).

Diaspora is the movement of individuals to a new land to take residence in that land and the Nigerian diaspora population living in America is an example of a group of individuals who migrated from Nigeria to the United States to live what they believe is a better way of life (Connor, 1986; Safran, 1991; Butler, 2001). The need exists for Nigerians in the diaspora to reconnect with their “roots”, therefore, the tourism industry within these underdeveloped countries must address the issue of how to motivate their citizens in Diaspora, using nostalgia, to return to their home “roots” for the purpose of tourism in order to assist the growth of the economies of these developing countries (Huang, Haller, & Ramshaw, 2013; Bhatia, 2002; El-Khawas, 2004).

Methods

This segment of study focused on the qualitative phase I of the full study. The population sample consisted of 10 Nigerians in Diaspora who currently live in the United States of America. These individuals were students or professionals either born in Nigeria or of Nigerian heritage and consider themselves Nigerian. The semi-structured, open ended questions were outlined and prepared in a sequence that would yield participant responses in a natural order.

Results/Discussion/Implication

This study represented a preliminary endeavor to understand how nostalgia plays a role in motivating Nigerians in Diaspora to travel back to Nigeria for tourism purposes. Using an extended model of the Theory of Planned Behavior, this study focused on the qualitative phase of research to spearhead themes and ideas for the latter quantitative phase II of research. From the focus group, four main themes were presented: nostalgic memory, barriers for entry, attitude toward visiting, tourism perception.

Due to the increased movement of Nigerians into America and other foreign countries, it is imperative for Nigerians in Diaspora to travel back to their home country to participate in tourism opportunities located in Nigeria. Results in phase one of this study demonstrated that Nigerians in the Diaspora heavily rely on nostalgia to make a decision on their intent to travel back to their roots. Therefore, using nostalgia as a motivator, the Nigerian tourism industry should highlight the lived or learned memory of Nigerians in Diaspora to lure them back to their “roots” in effort to boost tourism dollars into their home country.

References are available upon request

Completed Research – Human Resources

JOB CRAFTING AND ITS RELATIONSHIPS WITH PERCEIVED ORGANIZATIONAL SUPPORT AND PERSON-ORGANIZATION FIT

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Introduction

Recently, researchers have begun to broaden the view of the individual-job relationship and recognize the significance of individual employees' roles in redesigning the boundaries of their jobs; this is called job crafting (Grant & Ashford, 2008). In the hospitality industry, employees' job crafting behaviors have been considered as a crucial factor to increase customer satisfaction and achieve organizational success (Kanten, 2014). However, research has mainly focuses on the task crafting facet (Leana, Appelbaum, & Derks, 2012). In addition, previous research has heavily discussed task-related variables and individual factors as predictors of job crafting (Podsakoff et al., 2000).

Thus, this study aims to build and test the model of individual employees' job crafting behavior. The study particularly focuses on not only the interrelationship among three facets of job crafting, but also the role of perceived organizational support and person-organization fit based on conservation of resource theory, broaden-and-build theory, and social identity theory.

Methods

Survey questionnaire was developed based on previous literature in English, translated into Korean, and back-translated into English by employing a committee approach (Brislin, 1970). The target population is hotel employees who are currently working in five-star hotels located in Seoul, South Korea. Convenient sampling was used to draw samples. A total of 350 questionnaires were distributed to 10 five-star hotels located in Seoul, South Korea, and 327 questionnaires were returned. Descriptive statistics, confirmatory factor analysis, and structure equation modeling methods were applied.

Results/Discussion/Implication

The results showed that perceived organizational support increases employees' tasks, relational, and cognitive crafting behaviors. In addition, individuals' task crafting enhances their relational and cognitive crafting. Moreover, employees' relational and cognitive crafting behaviors enhance their person-organization fit. Lastly, the positive effect of person-organization fit on job satisfaction was found.

This study extends job crafting literature by investigating the influence of perceived organizational support on individual job crafting; by empirically testing the causal relationships among the three facets of job crafting; and by measuring the effect of job crafting on person-organization fit. At the same time, this study provides practical contributions for managers in the hospitality industry. It is recommendable for managers to communicate to the employees and give them feedback. In addition, managers could develop training and socializing programs for employees.

References are available upon request

THE IMPACT OF ORGANIZATIONAL EMBEDDEDNESS ON TURNOVER INTENTION IN RESTAURANT EMPLOYEES: DOES ETHNICITY MATTER?

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Introduction

Turnover is one of the most consistent and costly problems in the hospitality industry (Ghiselli, La Lopa, & Bai, 2001; Hinkin & Tracey, 2000). Turnover rates, often exceeding 100% are generally higher than those in other industries (R. DiPietro & Milman, 2008; Ricci & Milman, 2002). This high turnover can create a turnover culture, where managers believe turnover to be normal, even unavoidable, thus do little to prevent it (Iverson & Deery, 1997). Mitchell et al. (2001) theorized organizational embeddedness or a web of factors that connect an employee to his or her job as way to increase employee retention. Organizational embeddedness has shown to reduce the effects of negative shocks in the work place that otherwise might “push” an individual to leave an organization (Ramesh & Gelfand, 2010). The hypotheses for this study included: examining the relationship between organizational embeddedness and turnover intention, does organizational embeddedness explain more of the variance in turnover intention than job satisfaction, and finally does employee’s ethnicity impact organizational embeddedness.

Methods

A survey instrument was developed based on a thorough review of the literature which consisted of three parts. The first part measured organizational embeddedness which was comprised of nine items adopted from a previous study (Robinson et al. (2014). The second part contained two questions measuring turnover intention adapted from Colarelli (1984). This section included overall job satisfaction which was assessed with single item of job satisfaction (Dolbier, et al., 2005). Finally, demographic questions included gender, age, and education level, number of dependents, ethnicity, marital status, and tenure.

A sample of 44 full service restaurants was selected, and these restaurants were owned and operated by a franchise of a national restaurant chain. The restaurants were located in 7 states: Kentucky, Indiana, Tennessee, Ohio, West Virginia, North Carolina, and Virginia. Data was collected from 34 restaurants and after data cleaning procedures, 747 useable samples were collected from front-line, non-managerial employees. Hierarchical multiple regression and ANOVA were used to test hypothesis.

Results/Discussion/Implications

All hypotheses were supported. Organizational embeddedness was showed to have an inverse relationship with turnover intention, organizational embeddedness explained greater variance in turnover intention than job satisfaction. Using an ANOVA, showed that there are statistically significant differences in organizational embeddedness for the six ethnicities examined. This demonstrates the importance for utilizing organizational embeddedness in examining turnover intentions. This research showed that there was a significant difference in the perceived organizational embeddedness between ethnicities. Non-Hispanic White and Latino or Hispanic American were shown to have different levels of organizational embeddedness.

References are available upon request

SHIFT WORK AND SLEEP HEALTH: HOSPITALITY AND NON-HOSPITALITY STUDENT EMPLOYEES

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Introduction

Shift workers are people who work evening shifts, night shifts, rotating shifts, split shifts, or irregular schedules (U.S. Department of Labor [USDL], 2005). The most common sleep symptoms among shift workers include reduced performance, which can lead to increased risk of work accidents; difficulties with personal relationships; and risk of depression (Caruso & Rosa, 2012; "Shift Work and Sleep," n.d.). The hospitality industry employs the highest proportion (38.3%) of shift workers and the highest percentage (24.8%) of youth (age 16 to 24 years) (USDL, 2005, 2015). However, few sleep-related hospitality studies have examined student shift workers. This study aimed to explore how shift workers' sleep health and sleep related behaviors differ from non-shift workers'.

Methods

This study was conducted at a public university in the Midwest and used an online survey. Buysse's (2014, p. 17B) sleep health scale (0-10) was adapted whereby zero indicates poor sleep health and 10 indicates good sleep health. Other items measured participants' perceptions of their caffeinated and alcoholic beverage intake and sleep aid use. A total of 293 undergraduate students taking summer courses and working participated. Of those, 119 (40.6%) were shift workers and 174 (59.4%) were non-shift workers. Data were analyzed using descriptive statistics and t-tests.

Results/Discussion/Implication

Significant differences were found between shift and non-shift workers. First, shift workers indicated that their work schedule did not allow for adequate sleep as compared non-shift workers ($p < .01$); however, the average total sleep heath scores of shift and non-shift workers were similar (M = 6.66 and M = 6.75, respectively). Draganich and Erdal (2014), studying sleep quality, found that positive sleep perceptions, whether accurate or inaccurate, positively influenced cognitive performance. Second, shift workers more frequently used sleep aids to fall asleep than non-shift workers ($p < .05$), while non-shift workers consumed more alcoholic beverages ($p < .05$), and more frequently used alcoholic beverages to fall asleep than shift workers ($p < .05$). Drinking alcohol or taking sleep aids to fall asleep may interfere with the normal sleep cycle, make sleep quality worse, and decrease daytime alertness (Ebrahim, Shapiro, Williams, & Fenwick, 2013; Rosenzweig, Breedlove, & Watson, 2005). Third, both shift and non-shift workers reported that they sometimes used caffeinated beverages to stay alert ($p < .05$). Consuming caffeinated beverages in the afternoon or evening may increase time to fall asleep, decrease sleep hours, and increase daytime sleepiness (McKim, 2007).

There are two recommendations for hospitality employers given the high percentage of shift workers in the hospitality industry. First, it is important to establish positive perception of shift workers' sleep health. Second, enhancing knowledge of how sleep aids, alcoholic beverages, and caffeinated beverages affect sleep may prevent negative impacts on employees' sleep health and in turn, job performance.

References are available upon request

LEADER-MEMBER EXCHANGE AS A MODERATOR OF THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CONTRACT BREACH AND WORK OUTCOMES

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Introduction

Psychological contract (PC) can be understood as the mutual expectations of inputs and outcomes between an employee and an employer (Conway and Briner 2002). Despite a growing number of studies that examine the potential effects of employees' perceived psychological contract breach on their work-related outcomes, very few studies have systematically examined these effects in the context of the gambling industry. Thus, the first purpose of the present study is to investigate the effects of casino dealers' perceived PCB on their work-related attitudinal (OID and OCB) and behavior variables (TI) in order to gain a better understanding of the underlying process and mechanism in the workplace. Previous studies have documented that a positive work environment with healthy employment relationships has positive effects on individual employees' morale, performance, satisfaction, and job loyalty. To advance the understanding of the role of LMX, the second purpose of the present study is to determine whether casino dealers' perceived LMX affects the strength of the relationships between PCB and work-related attitudinal and behavior variables. The third objective of this research is to compare the effect of PCB on the turnover intention of VIP dealers and mass table dealers.

Methods

This study carried out data collection with the approval of the top management of ten casinos. The researchers randomly selected a total of 500 dealers to receive the survey package, which contained a short personalized cover letter, a questionnaire, and a stamped, self-addressed return envelope. The researchers informed each potential participant as fully as possible of the research purpose, and they completed the study anonymously. The researchers received a total of 312 usable responses from ten casinos, and 52.2% of the respondents were male. Ages ranged from 21 to 59 years, with an average age of 32.3 years. The average organizational tenure ranged from six to ten years, and the average job tenure was five years. Almost half (47.2%) of the participants had a senior high school degree and were taking undergraduate courses.

Results/Discussion/Implication

The findings reveal a clear effect of casino dealers' PCB on their perceived OID and OCB. Thus, when dealers feel that casinos have violated their psychological contract by reducing their indebtedness and anticipation of meeting expectations, they no longer treat themselves as an attribute of collectives, which in turn relates to a lower OID. Second, this study demonstrated a high LMX relationship might attenuate the effect of PCB on casino dealers' perceived OID. Third, this research incorporated employees' working environment (VIP room vs. mass gambling tables) into the relationship between PCB and dealers' turnover intention.

THE ROLE OF ERROR MANAGEMENT CULTURE ON EMPLOYEES' CREATIVITY AND ORGANIZATIONAL COMMITMENT IN HOTELS: THE MEDIATING EFFECT OF MANAGER TRUST AND GROUP EFFICACY

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Introduction

Much of organizations have conceptualized errors as a negative event, usually resulting in serious negative consequences and irretrievable losses. However, it is impossible to prevent all errors, sometimes errors can result in positive consequences such as learning and the exploration of new challenges (Dormann & Frese, 1994; Frese, 1995). Therefore, one way to contain the negative and to promote the positive consequences of errors is to apply error management culture in the organization. (Van Dyck et al., 2005). Error management culture involves organizational practices and procedures related to communication about errors, learning from errors, sharing error knowledge, helping in error situations, and quickly detecting, analyzing, handling and resolving errors in the organization (Van Dyck, Frese, Baer, & Sonnentag, 2005).

Previous studies have linked error management culture to learning (Jones&O'Brien, 1991), performance (Van Dyck et al., 2005), helping behavior (Guchait et al., 2015), service recovery (Guchait et al., 2014), and innovation (Marc, 2010) in organizations. However, questions concerning the antecedents, consequences, potential mediators and moderators of error management culture still remain largely unknown. For example, how error management culture impacts employee's creativity given that creativity is a long process of "trial and error" (Rowley, 2004)? What's the relationship between error management culture and organizational commitment since the organization's attitudes and actions towards errors may influence the individual's psychological bond with an organization?

To fill this gap, this study examined employee's perception of the error management culture as antecedent of creativity and organizational commitment, also explored manager trust and group efficacy as the intermediary mechanisms between these relationships.

Methods

Data were collected from 348 front line employees in hotels and analyzed using confirmatory factor analysis and structural equation modeling using AMOS 22.

Results/Discussion/Implication

This study found support for the notion that employee perceptions of an organization's error management culture increased their perceptions of manager trust and group efficacy, which consequently increased employees' creativity and organizational commitment. This study found strong support for the proposed mediational model.

The present study makes a contribution to the literature by examining the impact of organizational error management culture on critical employee outcomes and also explains the underlying linkages. Future research should focus on the independent and interaction effects of various dimensions of error management culture on organizational and employee outcomes. Moreover, scholars need to investigate factors that moderate the relationship between error management culture and outcomes. Finally, the current findings inform managers about the value of creating the error management culture in organizations to gain competitive edge.

ARE SOCIAL MEDIA BAD? EFFECTS OF SOCIAL MEDIA PERSONAL USE AT WORK ON JOB PERFORMANCE

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Introduction

Social media usage is common in people's personal and professional lives (Brooks, 2015). As social media have become part of people's daily lives, social media have changed the way people communicate with each other and played an important role in social interaction in our real life (Kim, Shim, & Ahn, 2011). Social media usage in the workplace has increased not only for work-related tasks, but also for personal-related purposes. Accessing social media can help workers feel relaxed during work and provide a break from their job demands (e.g., high-volume workload), which in turn can enhance job satisfaction and job performance (Charoensukmongkol, 2014) and work engagement (Parry & Solidoro, 2013). However, some scholars have argued that the use of social media at work may distract employees from job tasks through engaging in unproductive activities and thus create a heavier workload with negative consequences such as less job satisfaction, more job stress, and less work productivity (Ferreira & du Plessis, 2009; Wickramasinghe & Nisaf, 2013). Therefore, in light of this conflicting argument in the literature and the lack of understanding regarding impacts of social media personal use at work on employees' job performance, further investigation is needed.

Methods

This study aimed to explore the relationships among social media use at work, job burnout, job satisfaction, work engagement, turnover intention, and job performance. A quantitative research approach was adopted to examine the proposed model. Structural equation model (SEM) was performed to test and verify the proposed hypotheses. Confirmatory factor analysis (CFA) was applied to assess overall measurement reliability and validity. The target population of this study was hospitality employees working in the United States. Respondents were recruited through Amazon Mechanical Turk and asked to participate in an online survey. Only hospitality workers working in the United States were targeted for the survey.

Results/Discussion/Implication

This study's findings contribute to the existing literature by illustrating the positive effects of social media personal use at work on job performance. Hospitality employees using social media to seek social support (i.e., fulfill social needs) and pleasurable emotions (i.e., fulfill hedonic needs) tend to be less burned out, and the lessened job burnout results in higher job satisfaction and work engagement and lower turnover intention. In other words, social media is a medium to meet their specific needs, which in turn releases stress at work and stimulates their enthusiasm to make better contributions to their company. From a practical perspective, this study provides empirical evidence from hospitality workers establishing that the benefits of using social media at work to fulfill personal needs. For this reason, hospitality managers must be aware of how social media can benefit their human resource management and how to devise a proper policy regarding employees' use of social media at work.

References are available upon request

EMPLOYEE COMPENSATION AND ITS EFFECT ON FIRM PERFORMANCE: AN EXPLORATION OF RESTAURANT FIRMS

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Introduction

Although existing literature clearly states that compensation influences employee behavior and organizational functioning (Gupta and Shaw, 2014), it is still unclear whether employee compensation boosts firm performance because previous research did not take the economy's role into consideration. Firm's human resource management is dependent on its strategy (Huselid, 1995), which is directly influenced by the larger economic environment (Youndt *et al*., 1996).

Therefore, current study examined the relationship between compensation and firm performance among restaurant firms in economic contraction and expansion periods. More specifically, the objectives of this study are: (1) to investigate the effect of employee compensation on firm performance; and (2) to identify whether economic conditions have an impact on the effect of compensation on firm performance.

Methods

This study divided the sample into two by the economic expansion and contraction, and used the following model for the estimation:

$$\text{Firm performance}_{it} = \beta_0 + \beta_1\, ln(\text{Compensation})_{it} + \beta_2\, ln(\text{Compensation})_{it-1} + \gamma\text{X},$$

where firm performance was measured in three ways: revenue growth; return on assets; and return on equity, compensation is annual labor expense per employee and X is a set of control variables.

This study used panel data covering 35 years with multiple observations per firm, and this may create an issue when ordinary least square regression is applied (Kukalis, 2008). Although both fixed and random effect models are often considered for panel data, that fixed effect estimation may be questionable for the sample with large numbers of firms within a short period (Saunders and Hambrick, 2007) suggested that random effect is appropriate for this study.

Results/Discussion/Implication

The study found that employee compensation has a significant positive (β_1)-to-negative (β_2) effect on revenue growth over time, but no significant effect on firm profitability. Moreover, the result also indicated that the compensation effect only exists on revenue growth when the economic condition or the restaurant type is considered. Interestingly, the result further revealed that advertising has a positive impact on revenue growth, especially for the limited service restaurants.

The results provide some important implications. First, this study provides an empirical evidence that there's a serial link from employee compensation, to employee satisfaction, and to firm's revenue growth. This implies that increasing compensation is an effective medium for pursuing a firm's growth, yet it should be noted that the effect only lasts for a year. Therefore, it is advised that restaurants should continuously increase compensation to gain the effect. Second, that firm profitability is irrelevant to compensation suggests that restaurants should enhance other measures such as managerial efficiency rather than compensation to augment firm profitability. Third, current study also revealed that advertising activities enhance a firm's revenue growth with larger magnitude for limited service restaurants. Therefore, managers of limited service restaurants should consider maximizing advertising activities to boot their sales.

References are available upon request

EFFECTIVENESS OF ERROR MANAGEMENT TRAINING IN THE HOSPITALITY INDUSTRY

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Introduction

Error management training (EMT) is a training method that involves active exploration as well as explicit encouragement for learners to make errors during training and to learn from them (Keith & Frese, 2008). However, researchers have not focused on EMT in the hospitality industry.

The two objectives of the current study are: 1) to prove that EMT is more effective than errorless training and error avoidance training in a hospitality context by comparing their influence on several performance measures; 2) to investigate whether perceived fairness mediates the relationships between training types and the outcome variables (service performance, service recovery performance, and error recovery performance).

Methods

Hospitality managers and subject matter experts checked the authenticity and manipulation of the three scenarios included in the questionnaires. Graduate students at a major university in Southern United States participated in the pilot test. Undergraduate students enrolled in Food Service Production and Operations course at a major University in Southern United States participated in the experimental study.

Respondents were randomly divided into three groups and were asked to complete questions in the survey after reading one of the three written scenarios, which showed one of the three training types. The three scenarios were all in the context of an on-the-job training in a restaurant.

All data collected in the final survey were analyzed by SPSS to test reliability and validity of data and relationships between variables.

Results/Discussion/Implication

Results show that EMT is significantly more effective than errorless training in service performance, service recovery performance, perceived fairness, and error recovery performance, and is significantly more effective than error avoidance training in error recovery performance. Additionally, perceived fairness is found to mediate the relationships between training types and the outcome variables.

The theoretical implications of the current study are to prove effectiveness of EMT and to confirm mediating role of perceived fairness, which haven't been tested in a hospitality context before. The practical implication of the study is to offer some ideas to trainers in hospitality industry. Trainers could consider using EMT method in both orientation and on-the-job training.

However, the current study still has some limitations in sampling and training method. Future studies could pay more attention when choosing the sample or control demographic variables when analyzing the data and conduct a real training (i.e., in-class training) to get data that is more representative.

WHAT IS DIVERSITY MANAGEMENT AFTER ALL AND DOES IT REALLY MATTER?

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Introduction

Diversity management programs are voluntary initiatives and policies (Gilbert, Stead, & Ivancevich, 1999) created with the purpose of increasing and maintaining a diverse workforce in an organization (Madera, Dawson, & Neal, 2016). Currently, diversity management literature in the hospitality field does not provide a clear advice or recommendations on effectively assessing the diversity management initiatives in the hospitality and tourism industry (Groschl & Doherty, 1999; Madera, 2013).

Researchers have continued to explicitly address the importance of diversity management and have highlighted various best practices. However, there is a gap in the literature regarding an assessment tool for measuring an organization's diversity management initiatives, despite the establishment for its need in the hospitality and tourism literature (Kalargyrou & Costen, 2017). Hence, the purpose of this study is to explore the meaning, importance and execution of diversity management in the hospitality industry based on frontline employees and managers.

Methods

An exploratory qualitative research method was chosen for this study. This method permits the collection of rich data to yield significant insights into the phenomenon under examination (Herington, McPhail, & Guilding, 2013). The researchers engaged in purposive sampling for this study to recruit interviewees who were employed in various sectors of the hospitality industry for at least 12 months.

The researchers conducted several in-depth interviews of hospitality industry employees to gauge their views and perceptions regarding diversity management. The interviews were conducted in-person and lasted between 20 to 30 minutes. Each interview was tape-recorded and transcribed for data analysis in verbatim format following Naipaul, Wang, and Okumus (2009).

Results/Discussion/Implication

Initial responses from interviewees indicated an overall identity-blind approach to diversity management in the hospitality industry. Initial findings brought to light a communication gap in the company's diversity management practices and its impact on the frontline employees. Although interviewees broadly defined diversity as an anti-discriminatory inclusion practice, they were not aware of many proactive initiatives being taken by their employers in terms of recruitment, training and development, performance management, and compensation.

It is important for hospitality industry companies to adopt a more identity-conscious diversity management approach (Manoharan, Gross, & Sardeshmukh, 2014) to benefit from the diverse workforce. The role management plays in supporting diversity further highlights the need to hire and train managers with the correct attitude, and who are sensitive to the concerns of diverse minority employees (Iverson, 2000). Hospitality industry companies can implement better communication programs to convey their initiatives to their front-line employees and managers so they can gain full advantage of such programs.

References are available upon request

THE IMPACT OF SERVANT LEADERSHIP, TRANSFORMATION LEADERSHIP, AND LEADER MEMBER EXCHANGE ON FOLLOWERS' PERFORMANCE

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Introduction

Two of the most common leadership styles in the hospitality industry are transformational leadership and servant leadership. The findings of earlier studies demonstrated a strong as well as consistent association between these two styles and performance. The transformational leadership positively influenced outcomes of the organization and employees, such as effectiveness of leadership and job satisfaction of followers in the hospitality industry at the same time (DeGroot, Kiker, & Cross, 2000; Wang, Oh, Courtright, & Colbert, 2011). A leader with the servant leadership style paid due consideration to his followers' well-being, consequently the followers improved their customer oriented behaviors involved in their job performances (Jaramillo, Grisaffe, Chonko, & Roberts, 2009). On the basis of the concepts, we can assume that leaders with these leadership styles focus extensively on their employees.

Depending on the level of the relationship between the leader and the followers, the leader's leadership style could effectively influence the staff's performance. The relationship between the leader and the follower is called as Leader Member Exchange (LMX). The main purpose of this study is to investigate the differences between transformational leadership style and servant leadership style in terms of their impacts on employees' performance in the hospitality industry. This study will also explore the impact of the mediator role of LMX on the relationship between the leadership styles and employees' performance.

Methods

The research design of this study was based on the previous studies, objectives, and similar studies. The current study will target hotel frontline employees in the United States. Random sampling method will be used and data will be collected on 400 full time employees. All instruments will be measured by the 5-point Likert scale in this study. We will use eight items (Bass & Avolio, 1990) for transformational leadership, fourteen items (Ehrhart, 2004) for servant leadership, and seven items (Graen & Uhl-Bien, 1995) for LMX. Performance will be measured by seven of thirteen items (Borucki & Burke, 1999), since the seven selected items are related to the hospitality industry. Questionnaires will be distributed online through Mturk. Descriptive analysis, confirmatory factor analysis (CFA), and SEM will be carried out to test the hypotheses.

Expected Implication

The expected findings of this study will contribute in expanding the literature review by finding out how hotels employees react with each leadership style. Also, the outcomes will indicate to link together the hotels' employees performance, the degree of relationship between hotel employee and the direct supervisor (LMX), and the two leadership styles. The results of this study will practically help hotels owners to understand which leadership styles would increase the hotels employees' performance.

References are available upon request

FAKE EMOTIONS TOWARD CO-WORKERS AND TURNOVER INTENTION IN THE HOTEL INDUSTRY

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Introduction

"Always greet customers with a smile." This is a commonly accepted customer service rule. Service employees in the hospitality industry who frequently interact with customers are likely to fake emotions to meet expectations for emotional expression. This is known as "surface acting" (Hochschild, 1983). Being expected to fake emotions that may conflict with one's genuine feelings can result in emotional dissonance (Johnson & Spector, 2007). Previous empirical studies have shown that surface acting is positively related to job stress, job dissatisfaction, and poor quality service (Bono & Vey, 2005; Grandey, 2003; Henning-Thurau, & Walsh, 2009).

Despite the progress of research in surface acting in the hospitality industry, more researches are needed. First, although prior research efforts have largely focused on surface acting during interactions between employees and customers (e.g., Grandey, 2000; Lee, Ok, & Hwang, 2016), few research efforts have been made to examine surface acting during co-worker interactions. This is surprising, given that service employees also interact with each other while engaging in surface acting to maintain the quality of relationships with their co-workers (Cote, Van Kleef, & Sy, 2013). Second, further research is needed to examine the underlying mechanisms by which surface acting with co-work interaction influences employee turnover intention. Third, little is known about supervisor listening as a buffer against the detrimental effects of surface acting toward co-workers.

This study, therefore, has two primary objectives. The first objective is to examine the mediating role of team-member-exchange (TMX) on the relationship between surface acting toward co-workers and turnover intention. The second objective is to identify supervisory listening as a moderator in the path during surface acting in co-worker interactions and TMX in the hotel industry.

Methods

Our sample comprised 346 non-managerial hotel front-line employees in the U.S recruited from the Amazon Mechanical Turk (Mturk) platform. A pilot test was conducted using 46 hotel employees before conducting the main survey. In addition, screening questions were used to ensure participants were current hotel employees in the U.S and in non-managerial positions.

Results/Discussion/Implication

This study can contribute to the current literature on emotional labor by focusing on the process of surface acting toward co-workers and how it relates to employee turnover intention (Wagner et al., 2014). We found that TMX mediated the relationship between surface acting with colleagues and turnover intention. Furthermore, supervisory listening had a buffering effect on the relationship between surface acting in co-worker interactions and TMX. This finding advances the current understanding of the boundary conditions for the negative effects of surface acting during co-worker interactions and TMX.

References are available upon request

TEAM-MEMBER EXCHANGE AND ITS IMPACT ON CUSTOMER-ORIENTED ATTITUDE AND WORK OUTCOMES: AN EMPIRICAL STUDY IN FULL-SERVICE RESTAURANTS

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Introduction

Facing fierce competition, many hospitality organizations are moving from an individual orientation to a more team-based orientation (Mesmer-Magnus & DeChurch, 2009; Srivastava & Singh, 2015; Zou, Tian, & Liu, 2015). Team-member exchange (TMX) is defined as the lateral social exchange quality between a member and a focal group (Seers, 1989). Despite recent advances in our understanding of TMX, more research is needed, especially in the hospitality context (Zou et al., 2015).

Understanding TMX in the restaurant context is necessary because social exchange relationships among teammates play a crucial role in motivating team members to provide the best quality dining services to customers (Gambhir, 2016). However, limited research has been conducted to investigate the "why" and "how" in the relationships between TMX and employee motivational factors such as work engagement (Latham & Pinder, 2005; Liao, Yang, Wang, Drown, & Shi, 2013; Srivastava & Singh, 2015).

In order to fill this research gap, this study is designed to propose and test a model that examines the underlying mechanism by which TMX influences work engagement in a restaurant setting. Our study integrates customer-oriented attitude (COA) as a mediator for explaining the impact of TMX on work engagement. We argue that high-quality TMX creates a work environment where employees feel psychologically safe, open, and supportive amongst their teammates (Liao et al., 2013), which may enhance COA through promoting the sharing of knowledge and feedback regarding customer service, resulting in enhancing job engagement (Christian et al., 2011; Zablah, Franke, Brown, & Bartholomew, 2012).

Methods

Data were collected from 267 non-managerial servers working at full-service restaurants in the United States. We drew our participants from Amazon Mechanical Turk, an online survey platform operated by Amazon. Data were analyzed using SPSS 21.0 for descriptive statistics and AMOS 21.0 for structural equation modeling. Confirmatory factor analysis was employed before analyzing the conceptual model. The mediating role of COA in the TMX-WE relationship was tested by using Baron and Kenny's (1986) four-step approach.

Results/Discussion/Implication

The results revealed that: (1) COA mediated the relationship between TMX and WE, (2) WE was positively related to JP, and (3) WE was negatively related to TOI.

This study contributes to hospitality literature by explaining the role of COA in the relationship between TMX and WE theoretically and empirically. As for practical implications, intervention programs promoting lateral social exchange among teammates should be implemented, particularly for servers at full-service restaurants.

CHINESE HOTEL EMPLOYEES' FACE AND THREE-COMPONENT FUN CLIMATE AT WORK: EFFECTS ON WORK AND FAMILY DOMAINS

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Introduction

With the rising hotel properties of international firms in China, it becomes important to understand Chinese hotel employees under the collectivistic Chinese culture context. Focusing on Chinese hotel employee, the purpose of this study is to examine effects of face on three-component fun climate at work (socializing with coworkers, celebrating at work, and global fun at work), and the follow-up effects on both work domain (employee deep acting) and family domain (work-family conflict).

Methods

This study used survey questionnaires for data collection with convenience sampling for selecting employees at seven sample hotels. Research settings were six five-star hotels and one four-star hotel in China, and the research population was employees at these seven sample hotels. With the assistance of hotel HR managers, survey questionnaires were distributed by researchers in person to employees at the selected six five-star hotels, and through Weixin (a popular online platform in China) to the four-star hotel. This study distributed 470 survey questionnaires to the six five-star hotels and 100 survey questionnaires to the four-star hotel, as a total of 570 distributed survey questionnaires. The survey was conducted in three months from March to May in 2016. Finally, 511 responses were collected and 451 of them were usable, reaching usable response rate of 79% (451 out of 570).

Results/Discussion/Implication

Focusing on Chinese hotel employees, this study proves that face significantly improves three components of fun climate at work: socializing with coworkers, celebrating at work, and global fun at work. Moreover, results of this study also found that global fun at work could significantly reduce employees' WFC. However, other proposed effects of fun climate at work on WFC and deep acting were not supported, although the signs are in the same direction as we proposed. One speculation is that the proposed non-significant hypotheses may be significant with elder participants. With the majority of young hotel employees, due to open-minded young trends and the reduced traditional values, functions of Chinese culture in modern work environment might be weaken. Future studies are therefore encouraged to examine generational differences in the proposed research model. On the other hand, this study highlights the importance of face in the Chinese workplace, contributing valuable implications for hotel managers in China to utilize face in increasing fun climate at work. Meanwhile, hotel managers in China should also assist employees reduce WFC through creating global fun at work.

EMPLOYING INDIVIDUALS EXPERIENCING HOMELESSNESS IN HOTELS: THE IMPACT OF CSR INITIATIVE ON CONSUMER PERCEPTIONS

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Introduction

Homelessness continues to be a pervasive problem in the U.S., (Henry, Shivji, de Sousa, Cohen, & Abt Associates Inc., 2015) and one of the leading causes of homelessness is lack of gainful employment (National Center for Domestic and Sexual Violence, 2016). As such, organizations are in a crucial position to help remediate homelessness through successfully integrating individuals experiencing homelessness (IEH) in the workforce. Organizations that hire IEH could not only positively impact the lives of IEH, but could also benefit due to the competitive advantage of being perceived as engaging in corporate social responsibility (CSR; for a review see Rupp & Mallory, 2015). Such an intervention may be particularly useful for hospitality organizations as the hospitality industry faces an ongoing and deepening labor shortage (see Kim, Choi, & Li, 2016). Indeed, hospitality organizations have already made concerted efforts to hire IEH from the community with success (e.g., DeFranco & Kripner, 1997; Kossek, Huber-Yoder, Castellino, & Lerner, 1997; Ross & Cox, 2013).

However, negative stereotypes about IEH (Fiske, Cuddy, Glick, & Xu, 2002; Knecht & Martinez, 2009) likely prevent organizations from seeking out such employees. Hospitality organizations may be particularly hesitant to employ IEH due to concerns that consumers may react negatively. However, this is in contrast with research that shows the positive perceptions that engaging in CSR activities elicit from consumers (Lee & Ho, 2009; for a review see Peloza & Shang, 2010).

Methods

Across two studies ($n_{\text{Study 1}} = 139$; $n_{\text{Study 2}} = 321$), we examine this phenomenon directly in a hotel context by experimentally manipulating the homelessness of a front desk agent in a service encounter and measure perceptions of the agent's performance, satisfaction with the agent, evaluations of the hotel, intentions to engage in positive behaviors with respect to the hotel (staying there, recommending it to others), and hotel CSR. We also explore two boundary factors – employee gender and hotel category (i.e., economy, luxury) – that may potentially influence these perceptions.

Results/Discussion/Implication

We found that employees who are ostensibly homeless elicited higher performance ratings, higher satisfaction ratings, higher evaluations of the company, higher intentions to visit and recommend the company to others, and higher perceptions that the company was socially responsible than their non-homeless counterparts. Additionally, we found that perceptions of CSR explained the difference between the control and homeless conditions for each employee and organizational perception measured. Additionally, this effect was not impacted by either agent gender or hotel category.

Overall, we found that consumers viewed employing individuals experiencing homeless from the community as an effective form of CSR, thus resulting in more positive employee and organizational evaluations. We encourage organizations to explore utilizing this potentially valuable source of labor as our results suggest positive bottom-line consequences.

MYSTERY SHOPPING EVALUATION AND ITS POSSIBLE EFFECTS ON FRONT OFFICE EMPLOYEES AT 5 STAR CHAIN HOTELS

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Introduction

Hospitality is one of the core functions of the travel and tourism industry and hotels around the world have been attempted every possible way to enhance their competitiveness by adding and differentiating the hardware and services of their own.

In order to differentiate and sustain the service quality, companies started to use quality assessments to validate and make certain standardized services are always provided (Rousan, Ramzi and Mohamed, 2010). Customer satisfaction and how to maintain loyal returning guests begin to surpass other priorities in the industry and dominate the practice (Kim, Yoo, Lee, J. Kim, 2012). In order to have repeating guests and also satisfying their needs require efforts of employees. And we often see results such as increased emotional labor, decreased autonomy and, therefore high work stress on the part of the employees. In these days Mystery Shopper evaluation becomes one of the most popular and the used method for providing high quality and equal services at the hotels (Crouse, 1996; Ford, Latham & Lennox, 2011; Wilson, 1998; MRS, 2011; Finn & Kayande, 1999; Lai & Chang, 2013). Conformity of the standards is assessed through mystery shoppers' unbiased decisions based on their observations of the employee performance. Even the most successful employees can get bad marks due to their deviation from preset rules and standards. The overemphasis of rules and standards can reduce the autonomy of the service employees and, consequently, diminish the employees' satisfaction at work (Iplik, F., Iplik, E., Topsakal, Y. 2014). Hence, the main objective of this study is to investigate on "Mystery Shopping evaluation and its possible effects on front office employees at 5 star chain hotels

Methods

The research is exploratory research, which employs qualitative research method to understand this study. This is the exploratory phase of a research and the subject has not been studied before. Therefore convenience sampling is utilized for this research.(Bachiochi & Weiner, 2009) The sample of hotel employees are randomly chosen from the 5 stars chain hotels in Turkey. In total, there are 15 front office department employees interviewed. A cover letter inviting the hotel employees to join to the study.

Results/Discussion/Implication

Findings indicate that Mystery Shopping evaluation is not totally positive as many researchers suggested it. Mystery Shopping evaluation can cause stress and pressure on employees and therefore might decrease the satisfaction of employees and might have other problems. Rising unfairness occurs low job satisfaction and also affects employees' working motivation. Unmotivated employees' performance might also result as negative work attitude. The relationship between emotional labor and job satisfaction are not direct. Emotional labor is a kind of mediator between Mystery Shopping evaluation and job satisfaction or negative job attitude. Mystery Shopping evaluation can cause employees to have lower Job Satisfaction not necessarily. From this piece of evidence researcher argues that Mystery shopping evaluation does not have direct effect on employees' job satisfaction.

References will be provided upon request.

Completed Research – IT Adoption & Application

RELATIONSHIPS BETWEEN HOTEL GUESTS' ELECTRONIC WORD-OF-MOUTH ENGAGEMENT AND PERSONALITY

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Introduction

The change in online information search and shopping behavior patterns encourages consumers to heavily rely on online information source. The impact of eWOM on consumer's actions is more significant for service industry. The intangible and experiential nature of services increases consumer's perceived risk; thus, consumers tend to search more information from previous consumers who have actually consumed the services to reduce risk (Papathanassis and Knolle ,2011). Therefore, it is necessary for researchers and practitioners to understand the formation mechanism of eWOM to encourage and manage eWOM communication. The aim of the current study is to examine the formation of customer's actual eWOM behavior in a hotel context from eWOM motivations' perspective, and further to investigate the moderating effects of consumer's personality traits on the relationship between eWOM motivations and eWOM behavior.

Methods

Two sets of self-administered survey questionnaire were developed based on literature review for positive eWOM and negative eWOM separately. Research sample of this study is U.S. hotel guests who have spent at least one night in a hotel at least once during the last six months. A three-part structured questionnaire was distributed through online survey. The first part of the questionnaire is designed to collect information about respondent's personality traits. The second part of the questionnaire asks the following questions with regard to respondent's specific positive and negative service encounters, eWOM behavior and eWOM motivations. The third part collects information about demographic profiles.

Results/Discussion/Implication

This study identifies the eWOM creation motivations in both positive and negative service contexts. In terms of the moderating role of personality traits, this study suggests that, in positive service context, conscientiousness moderates the relationship between self-enhancement, reciprocity, and help company on eWOM behavior, with the higher the conscientiousness level, the stronger the effects of these motivations on eWOM behavior. Also, agreeableness moderates the relationship between help company and self-enhancement on eWOM behavior, with the higher the agreeableness level, the stronger the effects of eWOM motivations on eWOM behavior. In negative service context, Venting has significant positive effects the effects on actual eWOM behavior. The personality trait conscientiousness moderates the relationship between reciprocity, and help company to improve on eWOM behavior, with the higher the conscientiousness level, the stronger the effects of these motivations on eWOM behavior.

This study contributes to the eWOM literature by helping researchers better understand what the eWOM motivations are and how these motivations affect customers' actual eWOM behavior in hotel context for both positive and negative service encounters. Moreover, it also answers the question that who are the eWOM creators and thus why some consumers with eWOM motivations fail to become actual eWOM creator from personality's perspective. For hospitality practitioners, this study provides practical implications regarding how to facilitate eWOM and manage eWOM communication in hospitality industry.

THE USAGE AND IMPACT OF TRAVELER-FACING TECHNOLOGY: A HISTORICAL PERSPECTIVE

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Introduction

There has been a plethora of research asserting that the surge in, and traveler adoption of technology innovation within the last decade has led to altered travel experiences unlike ever before. The majority of research on the intersection between travelers' technology usage and the tourism experience, however, has primarily relied on traveler data within the last decade. These cross-sectional empirical evidences, while providing snapshot views of how travelers interface with technology, lack the ability to project a dynamic and evolving depiction of technology use on the part of tourists. Given that technology has been available to travelers long before tourism scholars began researching this topic in-depth, it is not well known how the tourism experience has evolved along with the technological evolutionary timeline. Therefore, this research intends to provide a more dynamic and longitudinal delineation of how travelers interface with technology in the context of tourism experience.

Specifically, the purpose of this study is to understand if and how travelers use of technology has changed the travel experience over time. To accomplish this, a qualitative analysis of travel blogs from the past 46 years was conducted.

Methods

Secondary data consisting of travel blogs were deemed most appropriate to conduct this study. A data mining program was used to extract and utilize a total of 2000 blog entries from the site TravelBlog.org. The blogs were segmented according to the date traveled listed. An evolutionary timeline of technology was developed such that blogs could fall in one of four distinct technology stages (e.g. first stage: 1970-1992). Both thematic analysis and quantitative content analysis were employed in this study to analyze the textual data in the blogs.

Results/Discussion/Implication

Travelers were found to have interfaced with 52 different types of technologies over the span of 46 years. More importantly, traveler-facing technology was found to have the greatest impact on the following five domains of the travel experience: 1) Destination Experience; 2) Social Connections; 3) Self; 4) Service; and 5) Experience Savoring.

Overall, three key findings emerged that summarize the impact of this study. First, traveler-facing technology has influenced various aspects of the tourism experience. Secondly, as technology evolved over time, so did its impact on the tourism experience. Lastly, the greatest impact that advanced technologies that are utilized today have had is on making people feel more empowered and confident in their role as a traveler.

The study's key theoretical implication is that traveler-facing technology has played a significant role in the traveler experience for much longer than recent research has portrayed. For the tourism industry, one implication in particular is that this study illustrates that today, more than ever, technology offers travelers a main source of entertainment, and in some cases, serves as a suitable substitute to exploring a destination entirely while already on-site.

SMARTPHONE USE AND FAMILY VACATION EXPERIENCES

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Introduction

Families seek vacations as a means to improve family interaction and cohesion (Buswell, Zabriskie, Lundberg, & Hawkins, 2012). The use of smartphones has potentially had a substantial influence on the family vacation experience (Wang, Xiang, & Fesenmaier, 2016). Unfortunately, there remains a void in understanding the role that smartphones have on specific interaction and relationship dynamics during family vacations. Therefore, the purpose of the study is to understand the extent to which smartphone usage influences the family vacation experience. Specifically, three objectives were established: 1) To investigate how smartphone usage affects interactions among family members (intra-family interaction) during a family vacation; 2) To explore how smartphone usage affects families' interactions with the tourism destination (people-place interaction) during a family vacation; 3) To examine how smartphone usage influences the recollection (experience-memory interaction) of a family vacation.

Methods

Guided by phenomenological research methods, this study used in-depth, semi-structured interviews to ask family members about their family vacation in regards to the three research objectives. A total of 37 interviews were conducted.

The interview transcripts were content analyzed following a two-cycle coding procedure with the help of MAXQDA 11. The final coding stage produced a thematic and conceptual organization of all the codes.

Results/Discussion/Implication

Three findings emerged under the following dimensions of travel in family vacations: 1) intra-family interactions; 2) interactions with the destination; and 3) recollection of memories. First, families relied on smartphones to foster a sense of family unity and remain connected to their home world. Secondly, smartphones mediated families' experience of a destination. Lastly, smartphones altered the traditional internalization and recollection process of family vacation memories.

This study also offers two key implications. For theory, family vacations are a type of "purposive vacation", indicating an intentional effort to attain a certain level of "togetherness" (Buswell, et al., 2012). This study's findings suggest that such expectations may not only be less attainable in the smartphone age, but should also not always be desired. In addition, this study offers evidence that the experience documentation and recollection process has also been fundamentally affected by smartphones. For practice, the findings revealed an inherent problem plaguing the travel experience – the lack of adventure and serendipity due to travelers' over-reliance on smartphones for information search. Given this pattern, DMOs should strive to offer experiences that go beyond the expected.

UNDERSTANDING THE RELATIONSHIP AMONG SOCIAL MEDIA USE, RESOURCE CAPACITY, AND FIRM PERFORMANCE: THE CASE OF TWITTER USE BY HOTELS

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Introduction

Social media includes many different Internet-based applications (Kaplan & Haenlein, 2010); in particular, microblogging and social networking platforms (e.g., Twitter) are currently flourishing. While review sites mainly host user-generated content, Twitter and other microblogging networking tools provide both user-generated and firm-generated content (Noone, McGuire, & Rohlfs, 2011). Therefore, hotels can be proactive in this digital environment by pushing information to potential customers (Kessler, 2010), rather than passively responding to online reviews.
Although the hotel industry has significantly increased its adoption of social media, there has been little empirical research on the relationship between its use and hotel performance (Kim, Li, & Brymer, 2016). Some recent studies have explored the role of social media in the context of hotel performance. However, the focus has been on the impact of online customer reviews and management responses on hotel performance (Anderson, 2012). Most of the previous studies have focused primarily on review sites. There is little research on social microblogging and networking platforms in this ever-changing field. This study addresses two research questions: (1) the relationship between the use of social media by hotels and their financial performance, and (2) the relationship between a hotel's resource capacity and its use of social media.

Methods

The list of hotel parent companies in the U.S. was acquired from STR (Smith Travel Research). The two dimensions of the hotels' Twitter use are calculated based on the data extracted from their user profiles and historical tweets, which are accessible through Twitter API (Application Programming Interface). For a practical purpose of this study, a social media index (SMI), which combines eWOM score and the customer engagement score was used to determine the overall level of Twitter use by hotels.

Results/Discussion/Implication

There were two general findings. First, there was a positive association between the level of Twitter use and hotel performance. The results showed that those hotels influential in and engaging in the Twitter sphere experienced higher financial performance than those not so engaged. The implication is that hotels should increase their social media presence and use social media for marketing, customer relationship management, and advertising. Second, the hotels with greater resource capacity had more influential and engaging in the Twitter sphere than those with less resource capacity. Social media use appears to be associated with the level of firm resources. However, there was no statistical difference in the use of Twitter by luxury, upscale, and midsize hotels. This implies that social media utilization requires fewer resources than other technological initiatives (e.g., RFID technology, enterprise resource planning systems) in hospitality contexts.

References are available upon request.

KEY FACTORS AFFECTING CONSUMERS' ATTITUDINAL INTENTION TOWARD THE AIRBNB WEBSITE

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Introduction

Recognizing that sharing economy has been leading an unparalleled industry reform and innovation by changing consumers' spending pattern, hoteliers are facing with intense competition and challenges from the most prevalent sharing economy platform in the lodging industry: Airbnb. As a trusted community marketplace for people to list, discover, and book unique accommodations around the world (Airbnb, 2016), Airbnb has reached over 60 million guests in over 3,400 cities worldwide, valuing \$25.5 billion. Although Airbnb has penetrated into the lodging market, few studies have been documented to understand consumers' attitudes toward the Airbnb website when seeking for accommodation (Satama, 2014). Previous studies have focused on consumers' attitude toward the actual Airbnb stay but not toward the Airbnb website (Kim et al., 2015; Panda et al., 2015). Researchers have adopted technology acceptance model (TAM) to understand users' attitude and intention toward websites. Four constructs are proposed to be measured: ease of use, usefulness, trust, and enjoyment (Vandetash, 2000). This study aims to clarify the relationships of these four antecedent factors of attitudes toward the Airbnb website as controversy exists. Subjective norms and personal innovativeness are overlooked when examining consumers' attitudes toward new technology. By extracting the factors from existing literature and adding new constructs to the theoretical model, this study purports to assess key factors that affect consumers' attitudes toward the Airbnb website and the further influence on consumers' intention to use Airbnb.

Methods

A self-administered online survey employed on Qualtrics was distributed to a convenience sample obtained from M-Turk's online marketing database in August 2016 (N=217). The survey was developed after conducting intensive literature reviews and preliminary tests with hospitality students at a U.S. southeastern university. Scales were adopted from previous studies and the confirmatory factor analysis suggested a strong internal consistency of items with reliability coefficient (α) exceeding a minimum of .70 (.78 to .93) for all constructs. Multiple hierarchical regression and between-construct correlation matrix were utilized to achieve the research goals.

Results/Discussion/Implication

Trust is a key predictor of attitudes toward the Airbnb website (β=.47), followed by usefulness (β=.33), enjoyment (β=.12), and personal innovativeness (β=.11), but surprisingly, ease of use is not a statistically significant predictor. Both attitudes and subjective norms significantly affect consumers' intention to use Airbnb. Moreover, usefulness, ease of use, and trust strongly correlate with each other, while enjoyment and personal innovativeness have weak correlations. This study advances the understanding of consumers' attitude and intention toward new technology by proposing a theoretical model that integrates TAM, theory of reasoned action, and disruptive innovation theory. Practically, as Airbnb is the most prominent company in its particular domain, understanding the effectiveness of the Airbnb website sheds lights on similar sharing economy outlets in the lodging industry. The website designers should set the usefulness, convenience, and trust of the website as priority and target at Millennials. Traditional hoteliers can gain insights by understanding their competitors and adjusting their marketing strategies.

THE IMPACT OF SOCIAL MEDIA ON PURCHASE INTENTIONS OF HOTEL GUESTS IN MACAU'S FIVE STAR HOTELS

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Introduction

The number of package tourists to Macau dropped by 31.6% in 2015 while five star hotel's occupancy rates have dropped 5.3% comparing to the previous year (Macau Statistics and Census Service, 2016). With the situation of more and more VIP rooms closing, the hotel rooms that were originally saved for these VIP guests are now vacant (McCartney & Hsu, 2006). Facing this economic situation, five star hotels in Macau are now trying to develop new marketing strategies using social media, which was found to be the most effective channel in the industry as well as in the literature, to attract more consumers (Papasolomou & Melanthiou, 2012).

The purpose of this paper is to investigate the relationship between social media and perceived information quality and consumer's purchase intention. This study addresses the following research questions. First, what are the dimensions of social media that are valued by hotel guests in Macau? Second, can social media increase the perceived information quality of a hotel? Lastly, does the quality of social media have a positive effect on customer purchase intentions? The findings of this study will suggest useful strategies that hotels can put more effort into their social media websites in order to generate more revenue.

Methods

This research conducted a structured, close-ended questionnaire to collect data. The questionnaire is made up of two parts, the first part is made up of twenty-four questions and contains four different dimensions of social media: entertainment, interaction, trendiness, customization (Kim & Ko, 2012) as well as two extra dimensions which evaluate the perceived information quality of social media provided by hotel (Kim & Niehm, 2009) and hotel guests' purchase intentions (Poddar et al., 2009). The second part includes seven demographic questions.

Results/Discussion/Implication

The results indicated that respondents recognized interaction, trendiness and customization as the three most important dimensions. Interaction, trendiness and customization as the three dimensions of social media all proved to have a significant impact on information quality. Hence, five star hotels in Macau should maintain and better manage their social media websites. Possible measures include increasing the frequency and length of interaction with customers, updating the quality of information promptly and making sure the contents are engaging and interesting.

References are available upon request

AUGMENTED REALITY IN TOURISM AND FACTORS FOR ITS ADOPTION: AN EMPIRICAL STUDY

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Introduction

The Internet has facilitated a relatively newer wave of advancements in mobile and personal computing. Supported by this wave of technological advancement, tourism consumers have witnessed more modified wearable devices as Smartphone, Smart glasses, Smart watches or even fitness bands. Also, the use of 3D head-mounted displays is mentionable in this regard that allows peoples to view data by looking straight ahead. Such experience normally comes in a computer generated, real-world environment and branded as 'Augmented Reality'.

This research aims to outline the features of AR and determines the factors for its adoption. On theoretical context, this research mainly asserts on the 'Diffusion of Innovations' (DOI) theory of Rogers (1962). Literature confirms the faster adoption of a relatively newer technology as AR.

Methods

This research is exploratory by nature. It carried out a thorough review of available literature; published/unpublished reports literature, while supported by empirical data and evidences. In order to generate primary data, 20 face-to-face interviews and formal discussions with target respondents were carried out. A semi-structured questionnaire was used. Interview sample selection was purposive on the basis of age and gender only. No other sampling criteria were used. Customers of a selected UK-based holiday companies (i.e. Virgin Holidays) were the respondents. The interviews were taken in person and audio-recorded. In addition, in order to collect secondary data, both online and offline resources, tourism industry reports and others were used to serve data collection purpose. Collected data analysis used self –transcribing without any sophisticated qualitative data analysis software as Nvivo or similar. Also, coding was applied to define respondents as R1, R2 and so.

Results/Discussion/Implication

Findings outline tourism product or service consumers are becoming more technology savvy relying more on updated technologies that are innovative. AR is an example of such innovative technology. However, the identification of core tourism consumers, selecting their typologies, ensuring maximum product/service quality and thus to turn them as regular consumer are crucial.

This research explores a closer proximity between AR as an innovation and tourism consumers, in terms of their strategies and operational capacities. It also identifies a series of factors for AR adoption by tourism consumers. Among many others, innovativeness, attractiveness, information generation, experience capacities, playfulness are the factors for adopting AR by tourism consumers. Still, recent development of mobile phone and handheld computing devices is found as the most dominant gadget for facilitating AR adoption. Thus, on the lens of the 'Diffusion of Innovations' (DOI) theory of Rogers (1962), AR as an innovation has potentials to be used for tourism marketing. Also, AR adoption can support tourism enterprise managers for adding value of their products or services.

A STUDY OF CYBER SECURITY IN HOSPITALITY INDUSTRY — THREATS AND COUNTERMEASURES: CASE STUDY IN RENO, NEVADA

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Introduction

Technology in hospitality industry is driven by the increasing transaction volumes, complex reporting requirement, and international communication needs (Cobanoglu, & DeMicco, 2007). "Modern societies have become increasingly dependent on Information and Communication Technologies that offer both opportunities and challenges with respect to improvements in the quality of life of people and the communities in which they live" (Muata, Bryson, Vogel, 2014, p.93). Information technology (IT) can improve almost all areas of hospitality industry, such as guest services, reservations, food and beverage management, sales, food service catering, maintenance, security, and hospitality accounting (Cobanoglu, & DeMicco, 2007). Having high technology causes a lot of data breach and information loss. To prevent against losses, organizations observe their computer network for security threats from a wide range of sources, such as computer-assisted fraud, espionage, sabotage, vandalism, hacking, system failures, fire, and flood. To protect the public trust and to prevent copycat hackers to hack into an organization's computer system, most of the organizations try not to reveal the data breaches and cyber attacks against their computer systems.

Methods

This study uses qualitative approach. Five hotels in Reno, Nevada are chosen for this study. The researcher decided to have an interview with a targeted population for the following reasons: 1) interview is one of the most effective tools and techniques to collect data; 2) the simplicity, practicality, flexibility and interactive nature of the interview provides an opportunity to hear the interviewee's perspective regarding the subject and research. The interviews for this study were conducted either face-to-face or via phone for data collection. The interviewees included hotels' front desk employees, hotels' guests, and hotels' assistant of general managers (GMs) or IT managers depending whether the hotel employed an IT manager or not. The participants were selected based on their knowledge about the issue or their ability to give productive, useful and effective information about the topic that can be contributed to the public knowledge, such as public knowledge about cyber security.

Results/Discussion/Implication

The result shows that only some hotels in Reno, Nevada has IT manager or someone who dedicates to computer system and networks. Also the current cyber security practices in some hotels are not enough at all to prevent the cyber attacks at all. Furthermore, all five hotels have not reported any data breach to public in last five years. According to the results, hotels should determine some internal regulations and policies for the hotel's employees regarding cyber security and computer network usage as well as having cyber security training program for those employees whose job is working with computers, handling the emails and social media. Finally it is better for any hotel to have cyber insurance so that if the hotel experienced any data breach or cyber attack, the insurance covers its loss and liabilities.

INSIGHTS FROM CONSUMER REVIEWS: A COMBINED METHODS APPROACH FOR SOCIAL MEDIA ANALYTICS IN THE HOSPITALITY INDUSTRY

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As with the recent advancement and popularity of social media and social networking sites, consumers are getting used to utilizing online reviews and other User-Generate Content (UGC) as an important source of information when making purchases (Lu & Stepchenkova, 2015). It is especially true in the hospitality industry where most of the products and services are experience-based, and UGC has been regarded as more credible and powerful information for consumers than the company advertisements (Gretzel & Yoo, 2008). There has also been growing attention from the hospitality researchers to apply social media data and identify features from the data (Schukert, Liu, & Law, 2015). However, since the UGC data is usually unstructured, constantly changing, and large in volumes; it is a challenging task for the researchers to effectively analyze and gain useful insights from the big data (Xiang, Du, Ma, & Fan, 2017).

While previous studies related to big data analytics in hospitality research have utilized various methods including automated machine learning tools, such as sentiment analysis and word frequency analysis, there is little research demonstrating a systematic approach which combines the advanced machine learning techniques with traditional methods. Therefore, the purpose of this research was to explore multi-faceted big data analytics methodology using topic modeling, a type of machine learning technique, with the traditional research methods.

Methods

The data was first obtained from the open platform from Yelp including online reviews, ratings, user and business information across ten large cities in four countries (Yelp, 2015a). The original dataset contained about 2.2 million reviews. To make it more manageable and identify useful features, a specific type of restaurant, the Chinese restaurant reviews were selected as the sample. A total of 22,743 pieces of reviews for 934 businesses were extracted. The new dataset went through the text-preprocessing procedure including tokenization, stop word removal, capitalization conversion before data analysis. Word frequency analysis and Latent Dirichlet Allocation (LDA), an approach of topic modeling were first conducted in order to uncover the hidden topics and words with the highest occurrence in the massive data. Content analysis and multiple regression analysis were further utilized to dig into the context of review content, as well as to identify the relationship between machine generated topics with the star ratings.

Results/Discussion/Implication

The topic modeling results have shown that topics such as food, service, taste, and price are important topics in the restaurant industry consistent with previous research (Clemes, Gan, & Sriwongrat, 2013). However, some unique topics such as authenticity, lunch, delivery, and specific Chinese cuisines-related topics were also found to be salient within consumer reviews. The validity and reliability of the machine learning techniques were also verified through content analysis. Topics such as delivery and poor quality significantly reduced star ratings.

This research has contributed to the current hospitality research related to big data analytics through introducing the novel methodological approach of combining both machine learning techniques as well as traditional methods to gain insights from the big data while including the merits and verification from traditional qualitative and quantitative research methods. For the hospitality industry practitioners, applying the advanced machine learning techniques in their operations to understand customers' needs and wants may help focus and prioritize their unique business features.

FACTORS AFFECTING CONSUMER ADOPTION OF FOOD ORDERING MOBILE APPLICATIONS: INSIGHTS FROM INNOVATION OF DIFFUSION THEORY AND TECHNOLOGY ACCEPTANCE MODEL

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Introduction

The development of the Internet and mobile technologies is impacting the service industries enormously (Alsamydai, 2014). Mobile applications enable customers to have a better overall service experience, especially in terms of convenience and benefits. The unique characteristics of smartphones make it from previous technologies due to their Internet access and location awareness functions. As such, the hospitality industry is increasingly adapting such new technology. To date, however, only a few studies have examined the adoption of mobile applications within the restaurant sector of the hospitality industry. Mobile applications have made the food ordering process significantly easier and the adoption of such technology has become a trend in the restaurants' business. Despite this, the literature has not reflected this current trend. Of particular significance is the lack of empirical research that addresses the question of how to increase consumer usage of such mobile applications. Building on innovation diffusion theory (IDT) (Rodgers, 1995) and technology acceptance model (TAM) (Davis 1989), this study seeks to examine factors influencing consumer utilization of mobile applications for food ordering.

Methods

220 millennial students from one Midwest University were the sample of this study. A survey was conducted through Qualtrics in 2016. A total of 37 questions were asked, including demographic characteristics, the IDT factors (i.e., relative advantage, compatibility, complexity, observability, and social influence), and TAM constructs (i.e., perceived usefulness, perceived ease of use, attitude, and intention to use mobile applications). The scales used in this study were adapted from the existing literature. All measurement items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Results/Discussion/Implication

The research data were analyzed using Partial Least Squares Path Modeling (PLS-PM). The results showed that compatibility has a significant influence on both PU and PEOU, suggesting that restaurants need to focus on understanding consumers' lifestyle and incorporate their preferences into the mobile applications for them to be considered compatible. Observability was significant in predicting PEOU, suggesting that adding observable features, such as order history and estimated time for delivery, are important for enhancing PEOU, thus leading to adoption of mobile applications. Also, from a marketing point of view, it is recommended to set strategies that expose mobile applications to the consumers, since social influence significantly affects PU. However, complexity was not significant in predicting PU or PEOU. This may be due to the fact that smartphones are widely used and therefore such complexity is no longer influential. Lastly, relative advantage of mobile applications compared to web sites was not significant in explaining PU and PEOU. By strengthening the unique features of a mobile application, for example, providing coupons upon the location of the customer in real-time, may increase the usage of food ordering mobile applications. Overall this study makes an important to contribution to literature.

SOCIAL APPETITE:
THE INFLUENCE OF SOCIAL MEDIA INFORMATION TOWARDS A RESTAURANT'S AWARENESS, COMMUNITY PARTICIPATION

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Introduction

Consumers access restaurants' Facebook pages to share ideas, read reviews, and connect with fellow consumers in a social atmosphere. This provides a community in which members can voluntarily interact while exchanging beneficial information (Kang, Lee, Lee, & Choi, 2007). In 2010, 77% of millennials used social media or networking websites (Marketingcharts, 2010). This trend has captured the attention of marketers, resulting in 90% of businesses adopting social media for marketing and relationship building purposes (Stelzner, 2010).

Hospitality companies without an active social media community lack competitive advantage. If a customer decides to interact with an organization or other customers on a company's Facebook page, the customer is labeled an *active participator* (Madupu and Cooley 2010), while *passive participators* rarely engage in social community activities such as "liking," commenting, or sharing posts. The study's findings contribute to marketing research involving independent restaurants, specifically restaurants affiliated with hospitality programs.

Methods

The questionnaires were distributed and collected from two mid-scaled restaurants in two different cities located in the Southwest part of the United States. The total sample included a total of 81 responses, of which 59 were completed and used, at a return rate of 73%, Restaurant A (64%) and Restaurant B (35%). SPSS version 22 was used to perform an analysis of variance (ANOVA), which was used to compare differences between lunch and dinner guests, as well as Facebook users, and non-Facebook users of the restaurant's webpage. This study focused on the *brand awareness* and *community participation* constructs. The sample targeted customers at a restaurant associated with a southwestern hospitality program.

Results/Discussion/Implication

A total of 295 surveys were collected, of which were lunch guests (65.9%) and dinner guests (34.1%). All eight *community participation* questions demonstrated significant differences between groups, with enjoyment in seeing discounts from the restaurant on Facebook having the highest statistically significant difference in the mean scores of Facebook users ($M = 4.23$, $SD = 0.91$), than non-users ($M = 2.80$, $SD = 1.16$).

The findings from this study indicated major differences between restaurant customers who engaged in online community activities, as opposed to those who did not. Customers who participated in online communities reported sharing information, posting wholeheartedly reading update posts, participating in contests, viewing new product information, viewing posted photos, and seeing discounts.

References are available upon request

DIFFERENCES BETWEEN NEW AND ESTABLISHED EMPLOYEE ACCEPTANCE OF NEW TECHNOLOGY SOFTWARE IN HOSPITALITY

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Introduction

The influx of new work-place technology is due to the overall benefits attained from consumers, employees, and managers. Restaurant businesses, which are a subsector of the hospitality industry, require new technology systems such as Red Book Connect. The cloud technology company is responsible for reducing managers' scheduling time by 75%, decreasing stock count times by 50%, and offering $9 million worth of inventory management savings (Schmarzo et al., 2013). The Technology Acceptance Model (TAM) was initially developed for psychology, as a means to measure individuals' attitudes when accepting a new system (Ajzen & Fishbein, 1975).

In this present study, employees' use of HotSchedules, a Red Book Connect product, is analyzed while gaging employees' attitudes towards new work-related technology software. Through these new technology programs, staff can receive the most recent and accurate company information, learn through assigned training modules, interact concerning scheduling requests and changes, and receive reminders and tasks when planning for work in a restaurant's organization (HotSchedules, 2014).

Methods

The questionnaires were distributed and collected from two mid-scaled restaurants in two different cities located in the Southwest part of the United States. The total sample included a total of 81 responses, of which 59 were completed and used, at a return rate of 73%, Restaurant A (64%) and Restaurant B (35%).

SPSS version 22 was used to perform an analysis of variance (ANOVA), which was used to compare differences between employees with various levels of familiarity and experience using Red Book Connects' HotSchedules software.

Results/Discussion/Implication

ANOVA results examined the length of time employees had used the HotSchedules system at the two restaurants. Few statistically significant results were detected, which coincided with the original purpose. Two *perceived ease-of-use* items demonstrated significant differences between groups: "*I think it is easy to get the system* to *do what I want it to do" $F(1, 54) = 3.30$, $p = .01$; and "*Interacting with the system does not require a lot of my mental effort" $F(1, 54) = 3.17$, $p = .02$. Employees also differed in regards to "*Using HotSchedules is very pleasant" $F(1, 54) = 2.95$, $p = .02$.

One key finding in this study is the statistical difference between the length of time employees had spent using the technological system. Respondents who found that learning the system was less easy, or that the system was less easy to use where those that spent minimum time using the system.

What is recommended is that new software such as HotSchedules should be introduced to new employees during orientation. An informative instructional video could be made and shown during the orientation, or a manager could instruct new employees about using the system.

References are available upon request

SHOULD HOTELS CONSIDER AIRBNB A MAJOR THREAT?

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Introduction

A sharing economy can be defined as "the peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services" (Hamari, Sjöklint, & Ukkonen, 2015). Collaborative consumption, which is associated with the concept of a sharing economy, is one of the emerging trends in recent years (Mohlmann, 2015). Following this trends, it is important to draw the attention of emerging consumer-to-consumer businesses (C2C), which is differentiated from the business-to-consumer (B2C) setting (Mohlmann, 2015).

Airbnb has been leading the trend of the sharing economy in the lodging industry (Zervas, Proserpio, & Byers, 2016), and it has posed a major threat to the lodging industry as a growing number of travelers have begun to choose Airbnb rather than hotels for their accommodations (Guttentag, 2015; Zervas et al., 2016). Within this particular trend, one major problem is that there are currently limited to no information resources available that help hoteliers gain a sense of the current trends and patterns of e-channels (i.e., Hotel-brand.com, OTAs, and Airbnb.com) in a comprehensive manner.

Thus, the purpose of this study is to obtain a comprehensive understanding of hotel guests' perceptions of Airbnb in relation to its C2C nature as a business model as opposed to B2C nature of traditional channels of distribution for lodging products. Moreover, this study attempts to examine whether hotel customers' perceptions (i.e., perceived risks, trust, and benefits) of Airbnb affect their intention to use Airbnb for their future accommodations.

Methods

To test the proposed framework, 440 complete and valid responses were used for data analysis. Our sample includes 120 male and 320 female respondents whose age ranges from 18 to 90. Review of the relevant literature was performed to develop measures and questionnaire. The survey questions for the three trust antecedents (IQ, PPC, & PSP), trust, perceived risk, perceived benefit, and intention to use Airbnb were adapted from previous studies (e.g., Chen, Han, & Yu, 1996; Doll & Torkzadeh, 1988) and modified to fit the context of Airbnb. All item was assessed on a 7-point Likert-scale, ranging from 1 = strongly disagree to 7 = strongly agree. Moreover, PLS-SEM was conducted to analyze the data.

Results/Discussion/Implication

Hotel customers' Trust (TR) and Perceived Benefits (PB) had a strong positive effect on the consumers' intention to use Airbnb. As proposed and expected, moreover, hotel customers' perceived risk (PR) had a significant negative effect on their intention to choose Airbnb. Information Quality (IQ) did not have significant impact on Perceived Risk (PR), but had a strong positive effect on TR. Perceived Privacy Concern (PPC) had a strong positive effect on PR, and a negative effect on TR. Perceived Security Protection (PSP) had a strong positive effect on TR, but did not significantly influence on PR

From a theoretical perspective, this study, focusing on trust and perceived risk, provides a holistic view of a hotel customer's decision-making process on choosing Airbnb. From a practical standpoint, some of the results highlight trust-enhancing factors that may guide the successful decision-making process in the form of collaborative consumption, especially in the C2C hospitality business environment.

HOW WEBSITE QUALITY INFLUENCES PERCEPTIONS OF PURCHASE INTENTIONS ON TWO TYPES OF HOTEL BOOKING CHANNELS: A FORMATIVE MEASUREMENT APPROACH

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Introduction

Hotel branded websites and online travel agencies (OTA) are two of the main types of online hotel booking channels. However, no known attempt has been made to make comparisons between these two types of booking channels with a sole focus on website quality. While indicators of website quality have been examined as separate constructs (Bai, Law, & Wen, 2008; Jeong, 2004; Sam & Tahir, 2009), no statistical test has been conducted to determine whether these constructs actually well represent the website quality. Additionally, previous studies utilized either use intention or purchase intention as an outcome of website quality (e.g., Bai et al., 2008; Morosan & Jeong, 2008). Whether use intention leads to purchase intention has not been determined.

To address these issues, this study aims to understand how website quality affects customers' perceptions of two types of booking channels: hotel websites and OTA websites. Specifically, this study conceptualizes website quality as a second-order formative construct reflected by perceived ease-of-use, perceived information quality, perceived privacy risk, and perceived website aesthetics. Additionally, this study tests the interrelationships among website quality, customer satisfaction and two types of behavioral intention: use intention and purchase intention.

Methods

Data were collected via the Amazon Mechanical Turk (MTurk) platform. All the measurement items were derived and modified from previous studies (Everard & Galletta, 2005-6; Gefen & Straub, 2000; Ho & Lee, 2007; Park et al., 2007; Ponte, Carvajal-Trujillo, & Escobar-Rodríguez, 2015; Wen, 2012).

SPSS 22.0 was used to perform descriptive statistics and reliability tests. Mplus 7.0 was utilized to assess the appropriateness of website quality conceptualization and conduct structural equation modeling (SEM).

Results/Discussion/Implication

Based on 648 online survey responses, the results indicated that website quality could be conceptualized as a second-order formative construct with two first-order constructs: perceived ease-of-use and perceived aesthetics. Additionally, the study results confirmed the interrelationships among the perceptions of website quality, customer satisfaction and purchase intention and further highlighted the mediating role of customer satisfaction.

This study suggested that hoteliers should place emphasis on website aesthetics as it has the strongest effect on the website quality of two booking channels. Additionally, since use intention was found to influence purchase intention for the hotel subsample, hoteliers could invest in optimizing search engine (e.g., Google, Yahoo) results to increase website traffic and subsequently boost booking rates.

References are available upon request

Completed Research – Lodging Management & Service Quality

REVENUE MANAGEMENT AND LENGTH-OF-STAY-BASED ROOM PRICING

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Introduction

How does Length-of-Stay (LOS) affect the quoted and expected hotel room rates?

Issues surrounding LOS based hotel room pricing are both theoretically and practically intriguing. LOS was discussed in the hospitality management literature, mainly in the context of using LOS controls to optimize revenues (e.g., Jain & Bowman, 2004; Wilson, 2013), expenditure and accommodation selection (e.g., De Oliveira Santos et al., 2014; Salmasi et al., 2012), and the hotel market segment of extended stay (e.g., Geieregger & Oehmichen, 2008; Stoessel, 2012). Economic theory provides inconclusive prediction as to the nature, that is, positive or negative sign, of the LOS/ room rates relation. Accordingly, the major theoretical contribution of this study is to provide solid empirical evidence as to what these relations are, and in addition, measures customers' price expectation in the context of LOS. The practical significance of the findings is in identifying and describing the characteristics of the gap between the industry's LOS based pricing practices, and customers' expectations about how the daily room rates they pay should be influenced by their LOS.

Methods

Two data sets were used to assess, and contrast, the LOS based pricing practices with customers' room rate expectations. Hotel pricing data was collected over a period of four months, and included a random sample of 500 US hotels and their online quoted room rates for varying stay durations. An initial analysis of the relationship between LOS and quoted room rates was performed by charting the averages of both the monetary values and the discount percentage. This was followed by fitting a polynomial regression model, where the dependent variable was the discount level and the independent variable was the LOS. In order to evaluate the customers' expectations, an online survey was distributed among 600 paid members of a commercial online survey panel. They were presented with a single night quoted rate: \$120 (50% of the respondents) or \$220 (50%). They were then asked to report what they expect to be quoted if instead of one night they stay for a longer period (3, 5, 7, 14, 21, or 30 nights). Each participant was randomly assigned a single combination of room rate/LOS (that is, \$120 or \$220 and 3, 5, 7, 14, 21, or 30 nights respectively).

Results/Discussion/Implication

The results revealed that hotels charge a higher room rate for longer LOS. As hypothesized, it was also found that the respondents expect a lower room rate when they stay longer. This negative relationship between LOS and the expected rate appeared with both initial (single night) rates of \$120 and \$220. It can be concluded that a gap exists between the hotels pricing practices and the respondents' expectations, meaning that while hotels increase the room rates as the LOS increases, customers expect to pay less with longer LOS.

The findings indicate that hotels might want to address customers' misinformed expectations of being offered lower prices with longer LOS, and/or devise a pricing and/or communication strategy to deal with these expectations.

BIDDING FOR PLACEMENT: UNDERSTANDING EXPEDIA BOOKING PATTERNS

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Introduction

One of the major issues facing hotels is the widespread marketplace acceptance of online travel agencies (OTA's), with approximately 14% of hotel bookings take place through this channel (DeVoren & Herwegg, 2015). Of the OTA's, Expedia is consistently the market leader with its combined brands accounting for 75% of the OTA bookings in the United States (King & Rice, 2015), and placement on the first page is correlated with increased bookings (Stoebick, 2010).

In the first quarter of 2016, Expedia implemented a new policy that hotels must bid for better placement (Risley, 2016), paying up to an additional 10% commission per room night (Schaal, 2016). Forecasting bookings for this channel is critical to maximizing the impact of the bid pricing. Using bookings made through Expedia, this study empirically examined the best forecasting model for this channel. Findings of this study will aid hoteliers to determine the most effective bidding timing to maximize the bookings with this additional cost.

Methodology

The study used reservations data made on June 26, 2016, provided by Sabre, the travel technology company with the largest Global Distribution System in North America (Sabre, 2016). The data was narrowed down to reservations made via Expedia for 0 to 30 days prior to arrival, a total sample of 8,984. The typical booking window for a hotel is less than 30 days before arrival (Eyefortravel, 2013). Most forecasts are less accurate when examining bookings 16 to 30 days out (Yuksel, 2007). Accurate forecasts within this booking window would be valuable for maximizing revenue. The six most commonly used forecasting methods were tested. The first was mean forecasting, where future values equal to the historical mean. The second method was the naïve forecasting that sets the forecast equal to the last value. The third method was random walk with drift; it adds how the value trends over time to the moving average. The next method, Simple Exponential Smoothing (SES) uses a weighted moving average as a forecast. The fifth method was Holt-Winters filtering which applies seasonality and trend to a weighted moving average. Finally, four versions of autoregressive integrated moving average (ARIMA) were examined. ARIMA creates an integrated term which combines seasonality and trend, and applies this as a weight to a moving average forecast.

Results/Discussion/Implications

The results of each forecasting model were compared using three types of error terms. Bayesian Information Criteria (BIC) measures forecasting accuracy within the sample. Root Mean Square Error (RMSE) measures the accuracy of out of sample data and is considered the most robust. The Mean Error (ME) measures the average of the absolute errors between forecasted and actual data. The best model has the lowest error terms, with RMSE being the most robust measure. The best model was ARIMA (0, 2, 0) with the lowest RMSE of 174.65, an acceptable BIC of 175.55, and an acceptable ME of 59.97, indicating that this is the best forecasting model for Expedia. This research has two unique contributions. This research has used aggregated data from Sabre which allows for greater generalizability than do smaller sample used in previous studies. This study is one of the first to examine forecasting specifically for Expedia. Hoteliers can use the ARIMA (0,2,0) to more accurately forecast their bookings through Expedia.

ARE AMATEUR INNKEEPERS GOOD REVENUE MANAGERS?

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Introduction

Lodging Shared Economy (LSE) hosts (such as Airbnb hosts) are becoming increasingly informed regarding the maximization of revenues either by personal training or using consultants; however, LSE hosts still have much to learn from experienced hotel revenue managers, especially regarding minimum lengths of stay (MLOS). Although LSE hosts did require MLOS during some high demand periods, overall, LSE hosts did not demonstrate a consistent pattern which would be representative of revenue management (RM) practices.

The primary goal behind MLOS and other revenue maximization practices is to balance demand with supply to smooth the unpredictable nature of the demand for hotel rooms. MLOS controls maximize revenues by leveraging high demand nights with a willingness to pay for additional nights.

Methods

Daily data were manually collected from the Vacation Rental by Owner (VRBO) website for the period September 8, 2015 through August 20, 2016 for VRBO properties in Hilton Head Island, SC and Orlando, FL. Researchers collected numbers of vacancies for the two destinations for two length-of-stay durations: three-night and six-night stays. Since this statistic is counterintuitive (a high value represents low demand), this ratio was subtracted from 100% to derive a relative demand value, which can be discussed more intuitively. Although this derived demand variable is not a traditionally-used demand variable but instead is a variation of depleted supply, it has been explained as having a close relationship between supply and demand and how using depleted supply is a suitable surrogate for demand. Therefore, the term derived demand was coined. Regression analyses were performed using SPSS version 24 to examine the relationship between relative demand and vacancy length-of-stay differences.

Results/Discussion/Implication

This study revealed few substantial differences between the two length-of-stay periods in each location, with a few exceptions. Therefore, this study found that Amateur innkeepers do not effectively utilize minimum length-of-stay (MLOS) controls to achieve revenue maximization. Amateur innkeepers do not practice MLOS controls during high relative demand periods because these outcomes are contrary to what a hotel revenue manager seeks and indicate LSE hosts do not utilize MLOS controls as effectively as hotel revenue managers do.

Lastly, these results fail to reject the hypothesis that Amateur innkeepers do not practice MLOS controls during low relative demand periods because amateur innkeepers possibly could be using MLOS controls during low demand periods. Established RM practices recommend that during high demand periods, there would be a greater positive difference between three-night and six night stays, indicating more incentives, as MLOS controls force guests to reserve a longer stay. Conversely, this study showed that during high demand periods the differences were less than during low demand periods, which is contrary to conventional RM practices. This result implies amateur innkeepers are not using MLOS as a revenue maximization tool.

WINNERS AND LOSERS: THE ROLE OF NCAA FOOTBALL NATIONAL CHAMPIONSHIPS IN HOTEL REVENUE MANAGEMENT

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Introduction

This study analyzed championship football teams and resulting hotel performance from 2005 – 2013. Hotel analytics from STR were analyzed for the year prior to and one year after the year the team won the NCAA championship (as well as the championship year). This study investigated the effect of winning seasons and NCAA championships on hotel demand using the following hotel analytics: Average Daily Rate (ADR), Occupancy Percentage, and Revenue per Available Room (RevPAR). This paper reviewed hotel performance where past nine NCAA football champion teams are located by comparing percent change of performance factors from before the championship year and the year after the championship year.

Football schedules from 2005 – 2013 were retrieved from the NCAA web site and were utilized to match games with STR data to capture minimum lengths of stay (MLOS) imposed by hotels around game days, which is common in the lodging industry during demand generating events such as home football game.

Methods

Smith Travel Research (STR) data were aggregated for each championship university's city based on distance from each respective football stadium based on three and ten mile boundaries. One dataset contained an aggregation of all hotels within a three-mile radius of each university's football stadium and a second file from STR (identical in format). These data were paired with the dates of home games played by the champions.

Results/Discussion/Implication

This study found there are two types of fans that make up the base that attend events and spend the night in hotels. They are "die-hard" fans and "fair-weather" fans and each travels to events for different reasons. Die-hard fans lead to a more consistent year-to-year occupancy, they also tend to be season ticket holders and go to games irrespective of the team's success on the field. The fair-weather fans provide the hotels with occupancy that fluctuates much more, they also tend to like the team but don't necessarily have season tickets and may be more influenced by the team's on-field success or lack thereof. This research supports the assertion that some fan bases with a larger base of "die-hard" fans did not show dramatic variances.

This study did not find conclusive evidence regarding home football games on hotel performance. The results indicate that a winning team's record does not consistently indicate higher hotel prices or higher occupancy or RevPAR. Hosting home football games alone increases demand for hotel rooms, allowing hotels to generate greater revenue during football season.

PRICING DETERMINANTS OF PEER-TO-PEER ACCOMMODATIONS

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Introduction

Hedonic price theory suggests that the total price a consumer is willing to pay is made up of the unique components of that product or service (Rosen, 1974). Product differentiation relies on few unique characteristics rather than the generic characteristics inherent to that product or service. This theory has been commonly applied to explain differentiated room rates of traditional hotels (Andersson, 2007; Thrane, 2007). Given newness and the unique characteristics of the P2P accommodation sector, this study seeks to examine how P2P accommodations are priced based on the hedonic price theory. P2P accommodations, such as those rented on Airbnb, are when an individual rents their space as a lodging option to strangers and have grown exponentially. Specifically, this study aims to examine attributes that influence pricing for P2P accommodations.

Methodology

To understand the attributes which uniquely effect P2P properties' rates, this study collected data from Austin, Texas, and analyzed the data. Austin was selected because it is a mature market with high demand for both leisure and business travel (Dinges, 2015). Sample accommodations were selected from both VRBO and Airbnb, the two largest P2P accommodation websites in the United States in terms of market share (Rosenbloom, 2015). There are a total of 575 accommodations listed for Austin, 175 from VRBO and 400 from Airbnb. This was the total number of accommodations available from January 1 through March 31, 2017, within the Austin city limits at the time the sample was taken. The list of attributes was reconciled between Airbnb and VRBO. Only attributes listed on both sites were used for this study. For example, safety features were listed on Airbnb, however they are not listed on VRBO. Additionally, certain attributes that were present in more than 95% of the accommodations (air conditioning, heating, etc.) and attributes missing from more than 95% of the models (hot tub, doorman, etc.) were eliminated. Attributes for each individual P2P were coded. These attributes were used as independent variables in three regression models. The dependent variable was the best available rate (BAR) listed for those properties.

Results/Discussion/Implications

Three hedonic regression models were run to identify which attributes influenced price: Model 1 for total BAR, Model 2 for weekday BAR, and Model 3 for weekend BAR. For total BAR, the number of beds and number of bathrooms, as well as the presences of a gym, television, or washer/dryer, were positively significant. Allowing pets was negatively significant, meaning properties that do not allow pets had higher rates. Essentials (towels, sheets, soap, etc.) was also negatively significant, however without information regarding the quality of these items, this result is more ambiguous. Results for weekend and weekday were consistent with the results of the total model except for cable, which was only positively significant on weekends. These results can benefit P2P owners when making pricing decisions. They indicate that larger accommodations can be priced higher, and they also indicate that properties with a gym, a washer/dryer, and a television can charge a higher rate. Those who allow pets cannot achieve as high a rate as others, and the issue with essentials warrants further research.

EXAMINING PERCEIVED VALUE OF TWO-PRODUCT TRAVEL BUNDLES WHEN A PROMISED SERVICE FAILS TO DELIVER

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Introduction

In the context of the hospitality industry, service recovery has long been understood to have significant practical effects. With respect to the travel industry, however, and particularly in relation to bundles combining two or more different products into a single purchasable package, little investigation into the effect of service failures and recovery attempts has been conducted. The research problem which this study addresses is this: Is there a significant difference in customers' perception of the value of a vacation travel bundle following absent, moderate, and full levels of service recovery? Research on bundling has explored consumers' reasons for opting for bundles (Guiltinan, 1987; Harris & Blair, 2006a, 2006b). Research on bundling in the context of the travel industry shows that onethird of the travel money spent on travel in the United States and Europe involves bundles, which travel service providers market to increase brand interaction and to hide costs (Carroll, Kwortnik, & Rose, 2007). Research in service recovery underscores its importance with respect to customer satisfaction and retention (O'Neill & Mattila, 2004; Reichheld & Sasser, 1990); it has shown also that the thoroughness of a service recovery effort has an important effect on customers' intent to repatronize (Leong, Kim, & Ham, 2002). The literature on perceived value shows that its definition varies widely (Yang, Liu, Jing, & Li, 2014; Zeithaml, 1988). The definition adopted for this study is that of Grewal, Monroe, and Krishnan (1998), who divide perceived value into the constituent elements of perceived acquisition value and perceived transaction value.

Methods

This study utilized a 15-item survey instrument designed to assess respondents' attitudes toward vacation travel bundle consisting of airfare and lodging. Multiple linear regressions were employed in this study. The dependent variable in each-was a specific measure of perceived value: Perceived Acquisition Value, Perceived Transaction Value, and the Overall Perceived Value. The independent variables were: 1) six hypothetical Recovery Scenarios, each represents a full, partial, or null, case study of a recovery attempt in the service that encountered delivery failure, 2) Reason for the trip, Age of the client, and 3) Frequency of travel in a year. Two sets of regression models were utilized, the first set was the recovery scenario defined by three dummy variables that reflect full, partial, or null recovery. Three regression equations were estimated in which dependent variables were PAV, PTV, and PV respectively. For the independent variable, a dummy variable was used to indicate whether the service bundle item that encountered the service failure (flight or hotel). The second set of regression models were estimated by adding a set of characteristic/ demographical independent variables to control for the effect of gender, age, frequency of travel, the reason for travel. A set of dummy variables has been used to define gender, age, and reason to travel. This survey was distributed to a sample of 250 participants in the United States by Qualtrics, Inc.

Results/Discussion/Implication

The objective of this study was to test whether the service recovery level when a service failure is encountered can predict the perceived value level. The analysis revealed that recovery scenarios have a significant impact on perceived value, and the estimated coefficients for the full recovery is the highest, followed by the partial recovery, and lowest for the no-recovery scenario. Individual specific characteristics as defined by customer's age, gender, frequency of traveling in a year, and finally the typical reason for traveling did not show statistical evidence in predicting perceived value. Managers should carefully plan service recovery strategies and train and empower staff to improve customer satisfaction. **References are available upon request**

WINNING THE BATTLE: THE IMPORTANCE OF PRICE AND ONLINE REVIEWS FOR HOTEL SELECTION

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Introduction

Due to fierce competition in the hotel industry and abundance of information that travelers are exposed to, hotel managers may face a challenge in finding the right strategies of attracting customers. User generated content and, particularly, online reviews, may be a valuable source of data and a factor that may influence revenue management (RM) decisions (Noone, McGuire, & Rohlfs, 2011). Moreover, there is an opinion among hotel managers that the metrics of travel online reviews may be one more lever of RM in addition to price and duration control ("Revenue management and reviews", 2013; Baka, 2016). However, the value of the online review is difficult to estimate. In spite of the extensive research conducted in the area of hotel online reviews (e.g. Anderson, 2012; Baker, Donthu, & Kumar, 2016; Blal & Sturman, 2014; Cheung & Thadani, 2012; Mauri & Minazzi, 2013), the value of attributes of hotel online reviews, such as a rating score and number of reviews, for booking decision is still unknown. Therefore, the purpose of this study is to understand a relative importance of the online review rating score, the number of reviews, and the room rate for hotel booking; and explore an optimal combination of the attributes that would stimulate travelers to make a hotel reservation.

Methods

A choice-based conjoint (CBC) method was implemented to determine the most influential attribute among online review rating, number of online reviews, and room rate for a booking decision. The optimal combination of these attributes was determined based on part-worth values which were computed for each level of each attribute. CBC survey method simulated close to real-world trade-off situation when respondents were presented with three independent hypothetical scenarios that included various combination of attributes for a hotel selection. To avoid participants' frustration, the number of the conjoint sets was reduced using a fractional factorial design. The CBC surveys were randomly generated from the orthogonal array. Each of the scenarios contained two conjoint choices and one "none" alternative. A survey was conducted with the U.S. hotel consumers who stayed at a hotel within the last 12 months and checked a hotel review on consumer review websites before booking a hotel. A total of 851 usable responses were collected from travelers with the help of Mechanical Turk website.

Results/Discussion/Implication

The analysis revealed that online rating was the most influential factor with regard to customer decision making about booking a hotel. Also, the following combination of factors was discovered to be the optimal one for attracting customer reservations: more than 107 reviews with an average rating of at least 3.3 (on a 5-point scale), and a price level of $130 or below.

The optimal combination of factors introduced in the research may help hotel managers to maintain balance between attributes of travelers' online reviews and price, and indicate the potential reason of decrease in bookings. Also, revenue managers may use the findings of the current study for a hotel pricing strategy.

References are available upon request

WHAT AFFECTS AIRBNB USERS FEELINGS OF REGRET? USERS' EXPERIENCES OF REGRET, DISSATISFACTION, AND INTENTION TO SWITCH

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Introduction

Airbnb operates a unique business and many prior studies have focused on customers' satisfaction with such companies that specialize in sharing accommodation (Tussyadiah, 2016). However, Airbnb's non-standardized service quality makes it difficult for guests, as they have to spend considerable time finding houses or rooms in good condition (Kelly & McDaniel, 2016). This situation prompts many potential guests to question the difference between Airbnb and hotel companies, and many regret choosing Airbnb. Finally, their regret influences their dissatisfaction and future switching behavior (Jang, Cho, & Kim, 2011).

This study focused on Airbnb users' regret and had three purposes. First, we explore the factors related to Airbnb users' experiences. Second, we examine the factors that influenced users' regret. Lastly, we investigate the relationship between users' regret, dissatisfaction, and their intention to switch service providers. Thus, this study contributes to a better understanding and more focused assessment of the dimensions of consumer needs and behavior associated with using Airbnb's services.

Methods

The data collection procedure focused on U.S. consumers who have used Airbnb within the past 12 months. A total number of 238 U.S.-based adult respondents were obtained. In the online questionnaire, the respondents answered questions regarding their regret experience of Airbnb. After they conducted regret experience questions, they answered the questions about dissatisfaction and switching intention. The questions utilized in this study are derived from previous studies on the sharing economy and other areas of tourism and hospitality management.

Results/Discussion/Implications

The results indicated that Airbnb users are not dissatisfied with the price of the service, but instead, with the factors of location, social interaction, facility, and online service. This demonstrates that Airbnb users had negative experiences related to these four factors, such that their expectations were not met and they regretted choosing Airbnb. In addition, after these experiences, they felt dissatisfaction that prompted them to switch to other accommodations. However, users' feelings of regret did not influence their intention to switch directly.

This study examined the effect of Airbnb users' regret on their post-purchase behavior and attitudes. These research findings will help Airbnb marketers identify their potential failure to serve their customers well. Consequently, this study provides meaningful marketing insights for service recovery and ways to prevent customers from switching to other services that provide accommodations.

ANALYZING THE IMPACT OF UNREST ON THE HOTEL INDUSTRY: FOCUS ON BALTIMORE

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Introduction

According to U.S. law, civil unrest or civil disorder is legally defined "as any public disturbance involving acts of violence by assemblages of three or more persons, which causes an immediate danger of or results in damage or injury to the property or person of any other individual" (USlegal.com, 2016). In the U.S., there were 14 major civil unrest incidents between 2010 and 2015; however, as of September 2016, there have been 8 of these unrest incidents already reported. It should be noted that most of these incidents have a short-term impact on local markets, but there are some that have a long-term impact on both people and places. With the use of the internet, social networks, and media influence, some of these events have had a widespread positive or negative influence on people. For this current study, the Baltimore market and the impact of the 2015 civil unrest incident on the local hotel and tourism industry will be examined. It used Smith Travel Research (STR) real-life data to analyze the impact of unrest on the Baltimore market. The purpose of this research was to examine if the unrest had any immediate and lasting effect(s) on the hospitality and tourism industry. Additionally, this study will examine the kind of impact civil unrest had on the Baltimore hotel market. Furthermore, this study will provide insights on how U.S. cities can deal with any kind of unrest. This is one of the first studies to examine the overall impact of a civil unrest incident on the hotel industry and offer insights on how these events may affect other U.S. cities in the future.

Methods

This study ran a comparison of the percent change in occupancy, ADR, and RevPAR between Baltimore and Philadelphia (Philly) between April and July of 2015. The purpose of this was to determine if Philly saw an influx of travelers after the civil unrest incident, since they are Baltimore's main competitor when it comes to travel and tourism. Baltimore experienced a negative percent change of 4.1% in May and 2.5% in June, while Philadelphia saw an increase of 2.3% and 8.4%, respectively. Prior to the unrest, the urban areas of Baltimore were slowly declining, but after those events, there was a rapid decrease in revenue and a rapid increase in the Suburban areas. To see if this was a one-time occurrence or a trend, this study also looked at March through July of 2014 and March through July of 2016. The data showed that the unrest of 2015 was the turning point in regard to where visitors were willing to spend money in the suburban market when compared to urban market.

Results/Discussion/Implication

Ultimately, the statistics have shown that the Baltimore unrest had a short-term impact, not a significant long-term impact as initially feared, but the potential for loss of group business in the future is still highly possible. To use Baltimore as a good example, even when cities have a slight disruption, they can still can recover because of the local people and the tourism product they have to share. In the end, it is important to analyze the impact of unrest consistently and make every effort to overcome a negative situation and seek good outcomes for local people and the places they live.

Completed Research – Marketing

FACTORS THAT INFLUENCE SATISFACTION AND LOYALTY FOR FESTIVALS: A META-ANALYSIS

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Introduction
The festival industry has been growing significantly and the market is becoming saturated (Kerr & May, 2011). Understanding current issues and trends, event organizers pay increasing attention to establishing a competitive advantage and generating consumer loyalty. Despite considerable attention from the industry and academia, a consolidated view of the factors that affect festival satisfaction and loyalty is lacking. Accordingly, the purpose of the study is to examine the effect sizes of the attributes and perceptions that influence satisfaction and loyalty relationships for festivals. A meta-analysis was conducted to determine the overall magnitude of these relationships using available data from the festival literature.

Methods
Meta-analysis is a statistical method that systematically combines the results from multiple studies (Glass, 1976). A comprehensive search of the festival-related literature enabled the researchers to find 62 articles that are included in the analysis. Eligibility of each article was determined based on whether the study measured at least one of the relationships illustrated in Figure 1 and reported data suitable for the analysis. While there are various effect size measures (Borenstein, Hedges, Higgins, & Rothstein, 2009), most of the studies used regression-based techniques or correlational data. Thus, the correlation coefficient was chosen as the effect size measure. Studies that reported other statistics were converted to correlations following recommended procedures (Borenstein et al., 2009, Peterson & Brown, 2005).Meta- analysis was conducted using Comprehensive Meta-Analysis version 3 software (CMA). Each pair of relationships was analyzed by entering a single effect size measure for each study (correlation coefficient) and a weighting factor (sample size for single items and pooled variance for composite items). Since the data were derived from independent studies conducted under a variety of conditions, the random effects model was employed (Borenstein et al., 2009).

Results/Discussion/Implication
The findings show that attributes of festival activities and environment are the top drivers of both satisfaction and loyalty. That is to say, festival visitors feel satisfied with the experience of festival activities by engaging in various programs, entertainment, and activities related to the festival theme. The festival environment including the convenience of festival areas, atmospherics, amenities quality, and facilities appear to play an important role in attendees' satisfaction and future behavioral intentions. When it comes to festival perceptions, the results indicate that cost/value turns out to be important for festival satisfaction and loyalty while service quality is less important and is not statistically significant in its relationship with loyalty. Finally, the meta-analysis confirms the strong relationship between satisfaction and loyalty.

In conclusion, festival organizers need to ensure that the activities and festival environment leave guests satisfied, leading to festival loyalty. In addition, festival organizers need to pay attention to how visitors perceive the value of attending their festivals for the money spent in order to increase visitors' satisfaction level and return intention.

References are available upon request

WHAT IMPACT DO TRAVEL PRACTICES OF DELIBERATE AND ACCIDENTAL GASTRO-TOURISTS ACROSS GENERATIONS HAVE ON DESTINATION BRANDING AND TOURISM MARKETING?

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Introduction

Gastro-tourism is the intentional pursuit of authentic culinary experiences of all kinds, while traveling internationally, regionally or locally (Williams, et al 2014). Examples include foraging expeditions, cookery classes, and guided tours of vineyards and markets. *Deliberate gastro-tourists* routinely plan holidays, vacations, and travel excursions to participate in these food and beverage related activities. Conversely, a*ccidental gastro-tourists* are travelers who visit one or more gastro-tourism destinations while traveling; however, some other reason such as a visit to friends or a business trip is the primary motivation for the travel. Gastro-tourists cross all ages, genders, and economic levels (Wolfe, 2002). Approximately 24% of Baby Boomers consider themselves foodies, regularly spending disposable income on food-related activities. One in two Millennials self-identify as foodies with 78 % choosing to spend discretionary time and funds on memorable experiences such as food festivals, over purchased items (Boyle, 2013). This research studies the general characteristics and travel practices of deliberate and accidental gastro-tourists. It also examines generational differences regarding the selection of and participation in gastro-tourism experiences. By distinguishing what gastro-tourists do, destination hosts and groups will be better positioned to create, brand, and market food or beverage related experiences that attract and satisfy gastro-tourists.

Methods

After the measure of gastro-tourist practices and characteristics is pilot tested, a minimum of 240 surveys will be conducted online through Mechanical Turk (MTurk). Likert-style scales and other close-ended survey questions will be the dominant format of the survey. Limited open-ended questions to elicit deeper, non-suggested responses will be content coded and compared across travel practices and demographics. The online MTurk platform will facilitate survey dissemination based on the study's particular qualifying criteria: 1) respondents must have traveled and taken part in gastro-tourism experiences within the past two years, and 2) equal number of respondents will be solicited from Baby Boomers and Millennials. Because gastro-tourists span generations and economic levels, MTurk's workforce is a suitable population:24% of its pool are Baby Boomers, 40 % Millennials, and 87 % are college educated -- a demographic segment reported to spend discretionary funds on travel experiences (Sheehan, 2016).

Results/Discussion/Implication

Data Analysis will include a one-way ANOVA to examine differences between accidental and deliberate gastro-tourists and their travel practices that include: number of trips, duration, travel companions, number of activities per trip, average travel time between activities, and spending practices. A two-way ANOVA will examine the interaction between generations and accidental and deliberate tourists in relation to these same practices. The findings of this study will add to the emerging gastro-tourism body of knowledge and will contribute to destination branding and tourism marketing literature. Additionally, practitioners can use the study's results to brand and market innovative experiences and destinations in ways that gastro-tourists value.

References will be provided upon request.

ENVIRONMENT MANAGEMENT IN THE HOSPITALITY INDUSTRY: DO INSTITUTIONAL ENVIRONMENT REALLY MATTER? AN EMPIRICAL EXAMINATION OF CHINA HOTELS

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Introduction

Little theoretical attention has been paid to understand the underlying drivers of hotel's engagement in environment management (EM). By using the institutional theory (DiMaggio and Powell 1983, Scott 1995) to explore the determinants of EM practices, this study provides an integrated model that captures various social drivers of hotel's engagement in EM. The associations between three dimensions of institutional environments, including regulative, normative and cognitive forces and hotels' EM practices were empirically tested, as well as the moderating role of hotel characteristics.

Methods

A self-administrated survey was developed following the standardized procedures recommended by Churchill (1979) and DeVellis (1991). Since the survey was conducted in China, the content was developed following Brislin's (1970) back-translation procedure. The items gathered from previous studies were adopted and adjusted in terms of the context of China hotel industry. The content validity of these items was assessed by several tourism and hospitality scholars. The finalized measurement instrument comprised items relating to perceived regulative, normative and cognitive pressures; hotel's EM practices, characteristics of hotel property and respondents. The Statistical Package for Social Sciences was used in this study. The descriptive profiles of hotels were generated firstly. After the measurements were validated, a series of multiple regression analyses were performed to test the proposed hypotheses. Afterward, we examined the proposed moderating role of hotel size and class on the effects of institutional environment on hotel's EMs with bootstrapping using Hayes's (Model 1) with 5,000 bootstrapped samples separately for each institutional force.

Results/Discussion/Implication

This study demonstrates the role of institutional environment as a driver that encourage hotel's engagement in EM practices by supporting the positive associations with supportive state regulations, industrial standards, competitor practices and increased expectations on environmentally friendly behaviors from employees, local community and investors on hotels' EM practices. The results empirically confirm the existence of two distinguished types of regulative forces as previous studies suggested (Delmas and Toffels 2004, Winter and May 2001), and indicate the important role of the hospitality industry as a whole to advance the implementation of EMs. Particularity, the strength of positive relationships between specific institutional pressures is conditional upon the hotel size and class.

DRIVERS AND RESOURCES OF CUSTOMER CO-CREATION: A SCENARIO-BASED CASE IN THE RESTAURANT INDUSTRY

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Introduction

In shifting toward co-creation, the challenging task for a company is to build a capability to foresee a customer's needs for being an integral part of the consumption experience. This study aimed to build and test a model that explores customer co-creation from a customer's perspective by integrating drivers and resources that promote customer co-creation. The drivers of customer co-creation are examined by focusing on customer resources, and these include customers' knowledge, self-efficacy, and motivation. Moreover, the outcome of the co-creation experience depends not only on customers' own resources but also on the resources that are available to customers in the experience environment. Resources in the experience environment consist of perceived experience environment and perceived support for customers in this study. Social cognitive theory (Bandura, 1986) was employed as an overarching theory to build a proposed research framework. It postulates that a person's behavior is determined by the interaction between environment, person, and behavior.

Methods

This study used a scenario-based survey that combines respondents' personal experiences of dining at a full-service restaurant and their responses toward the hypothetical scenario. The scenario describing the co-creation experience was developed by the authors and reviewed by three industry professionals. The survey questionnaire included thirty measurement items involving six questions related to demographic information. The population of the study was restaurant customers in the United States who visited any full-service restaurant within the previous three months before the survey date. Using convenience sampling, respondents were recruited from the Amazon Mechanical Turk (Mturk), which is a sampling frame. A total of 501 responses were used for data analysis using descriptive statistics, a Harman's single-factor test, and a two-step approach of structural equation modeling.

Results/Discussion/Implication

This study found that perceived physical environment and perceived support for customers are positively related to self-efficacy and motivation that ultimately lead to customer co-creation. In addition, customers with a higher level of knowledge, self-efficacy, and motivation tend to participate in the co-creation experience. This study contributes to the value co-creation literature by building and testing a model that particularly focused on examining the drivers and resources of customer co-creation. Customers learn from tangible and intangible cues available in the experience environment and utilize those resources in promoting their own resources to participate in the co-creation experience. Marketing managers can use customer resources as a market segmentation variable. More importantly, careful designing of the experience environment should be implemented as a way to trigger customers' self-efficacy and motivation.

References are available upon request

TRUSTS' ROLE IN VALUE CO-CREATION: PARTICIPANTS AND BYSTANDERS

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Introduction

Trust is a prerequisite of value co-creation between customers and a company (Abela & Murphy, 2008). It also serves as an a-priori condition to maintain relationships and social interactions, while guiding individuals through risky and uncertain social exchanges (Berry & Parasuraman, 1991). Trust is also considered an outcome of favorable social exchanges (Cropanzano & Mitchell, 2005), reciprocal commitment (Blau, 1986), and shared values (Fukuyama, 1995). Trust served as a mediator between customer satisfaction and loyalty (i.e. Kantsperger & Kunz, 2010) pointing to a reciprocal role of trust in value co-creation, which has not been empirically established.

The majority of value co-creation literature is focused on examining participants in value co-creation processes (i.e. Verleye, 2015), including hospitality and tourism (i.e. Mathis, Kim, Uysal, Sirgy, & Prebensen, 2016). However, research is lacking on the effects of value co-creation on customer-bystanders, those knowledgeable observers of value co-creation interactions between customers and a company, but who do not directly participate in the co-creating activities. Understanding bystanders might lead to greater outreach and return on investment from value co-creation activities.

The objectives of this study are to: (1) examine the recursive role of trust in value co-creation using the co-creation of marketing for a fast-food restaurant chain, and (2) explore the differences between bystanders and direct participants in value co-creation with the company.

Methods

This study utilized a scenario-based approach, which is consistent with studies on value co-creation (Verleye, 2014). Subjects were randomly and equally assigned to be active participants (N=256) or bystanders (N=254) of an online contest to co-create a video commercial promoting a new summer drink, organized by a well-known coffee shop brand.

The survey adapted existing scales: disposition to trust (6-items, Gefen, 2000), trust (4-items, Tax et al., 1998), involvement with the scenario (9-items, Hall, 2009), brand involvement (4-items, Zaichkowsky, 1985), and loyalty (4-items, Zeithaml et al., 1996). Confirmatory factor analysis, structural equation modeling and invariance testing were utilized to compare the progressive and recursive models between bystanders and participants in value co-creation.

Results/Discussion/Implication

The comparison of progressive and recursive models points to the advantage of the recursive trust model. The recursive model was applicable to both bystanders and participants and contributes to SDL and SET for the roles that reciprocity, customer involvement and relational outcomes play in value co-creation.

Furthermore, this study is one of the first to examine the effects of value co-creation on customer-bystanders and compare them with the customer-participants. No differences were observed, thus practitioners should showcase value co-creation activities, projects and results widely to achieve brand involvement, loyalty and strengthen brand trust.

References are available upon request

ANTICIPATING CONSUMER BEHAVIOR TOWARD GREEN DESIGNED RESTAURANT: THE MODERATING EFFECT OF CONSUMER SKEPTICISM

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Introduction

The restaurant industry in the U.S. has experienced a remarkable interest in adoption of sustainable practices and green marketing principles (GRA, 2015). Though the efforts of green restaurants are typically well-received by the consumers (DiPietro et al., 2013), there is generally a stark lack of trust and increased skepticism toward sustainable businesses due to the limited transparency of green practices. Extant research provided limited understanding and theoretical support regarding the importance of interior design cues for marketing in green restaurant context. To bridge this gap, this study builds on "anchoring and adjustment heuristics" to propose an experiment that captures the effect of green interior design as an experimental anchor and consumer skepticism as a self-generated anchor on consumer perceived design eco-friendliness and further on green perceived value, anticipated food healthiness and food safety, green trust, and behavioral intentions toward a restaurant business.

Methods

This study utilizes an online scenario-based quasi-experimental design with one manipulated variable (type of design: green vs. non-green) and one self-reported variable (skepticism). Each participant was randomly assigned to only one out of two scenarios (green vs. non-green design) and their perceptions of design eco-friendliness, green perceived value, anticipated food healthiness and food safety, green trust, and behavioral intentions were captured using existing or adapted instruments from prior research. An online survey distributed to Midwestern university alumni, students, and national chain employees resulted in 148 usable responses. The hypotheses were tested using structural equation modelling.

Results/Discussion/Implication

A significant interaction effect between skepticism and type of design is supported, though contrary to hypothesized relationship. Perceived design eco-friendliness positively affects green value, trust and further behavioral intentions. Although the results suggest support for anchoring effect from design eco-friendliness to anticipated food healthiness and food safety, this does not lead to positive behavioral intentions.

Drawing from the study findings that imply how sustainable design influences consumers' perceptions of green value, trust, and intentions to patronize a restaurant, restaurateurs are encouraged to openly communicate green initiatives through interior design of dining areas.

References are available upon request

HOPE TO "SHOW OFF": HOW DO CONSUMERS REACT TO VISUAL AESTHETICS? THE MODERATING ROLE OF GENERATIONS

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Introduction

Humans naturally pay more attention to what is beautiful and pleasant, which has been called the beauty halo effect: "what is beautiful is good" (Lemay, Clark, & Greenberg, 2010). Aesthetics has been emphasized as a part of product appearance in marketing research and plays a crucial role in determining consumers' primary reaction to a product in their first encounter (Norman & Shallice, 1986). In the service context, particularly, visual aesthetics represent the visual features of physical and tangible evidence (Booms & Bitner, 1981). Visual cues that denote where and how core services will be provided could function as a significant representation of the intangible services that will be consumed. When services are driven by physical facilities (i.e., facility-driven services such as hotels, amusement parks, museums, etc.), the aesthetics of the service environment is the major physical evidence that is presented in the pre-consumption stage.

As an emerging hotel market, lifestyle hotels are gaining popularity with emphasis on visual aesthetics. Moreover, aesthetics are a function of a subject's experience, which takes place in a socially constructed context (Veryzer, 1993, 1995). Therefore, this study first examines the effect of visual aesthetics, especially with regard to servicescapes in the emerging lifestyle hotel segment. It attempts to understand the relationships between the evaluation of these aspects and consumer willingness to pay in expectation of value as a purchasing reference. In addition, to understand generational differences, the moderating effects of generations were explored to suggest ways to attract customers not only from the fast-emerging millennial travelers but also from older generations as a potential target market.

Methods

A total of 469 respondents completed the survey through Qualtrics. The final sample of 400 respondents was retained for data analysis with equal numbers of business and leisure travelers. The questionnaire included two parts: general questions and scenario-based questions. In general, validated measures in the literature were adapted to a lodging context with varying degrees of modifications. The perception of aesthetics was measured using three-item scales (Homburg, Schwemmle, & Kuehnl, 2015), and design-related values were measured in two dimensions: functional and social value (Kumar & Noble, 2015). All these measures were assessed using seven-point scales anchored by "strongly disagree (1)" and "strongly agree (7)." Willingness to pay (WTP) was measured using a single item (Wertenbroch & Skiera, 2002).

Results/Discussion/Implication

The results showed that customers expect social value from visual aesthetics of service environments and are willing to pay more for aesthetic hotel products and services. Moreover, younger generations expect higher social value regardless of the level of visual aesthetics and exhibit a higher willingness to pay for their stay at a lifestyle hotel. Although customers who are older generally expect less social value than younger ones, when they perceive the hotel facilities owns great aesthetics, they expect more social value. Therefore, hotels need to put a great emphasis on visual aesthetics to target both Millennials and Baby Boomers to make them expect more social value.

References are available upon request

FAMILY LIFE CYCLE AND RESIDENTS' ATTITUDE TOWARDS SHANGHAI DISNEY RESORT

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Introduction

This study attempts to investigate how residents from different stages of the family life cycle (FLC) view a major tourism project. Support from residents is considered essential towards success and sustainability of the tourism sector (Pérez & Nadal, 2005; Jurowski & Gursoy, 2004). Furthermore, the large scale of Shanghai Disney Resort (SHDR) makes it even more pertinent for a timely understanding of residents' attitude, as its impacts may possibly be wider-ranging and/or more deeply felt. Also, perceptions and needs of residents may change in tandem with different life stages (Bauer & Auer-Srnka, 2012). However, to the authors' best knowledge, no published research currently exists to investigate this. Therefore, this study fills a gap in existing research by utilizing the FLC as the theoretical framework to examine attitudes of residents towards SHDR. An understanding of how attitudes are influenced by family life stages can allow business leaders and policymakers to make more informed decisions on integrating large-scale tourism projects into the community.

According to the FLC, consumers face different age, time, money and familial considerations at different life stages. Examples of events and circumstances that typify each life stage include age, marital status and presence / absence of children. Studies within the tourism sector have indeed shown travel options, vacation type, expenditure level and activity type to vary with these life stages (Bernini & Cracolici, 2015; Bojanic, 1992; Fodness, 1992; Lawson, 1991; Danko & Schaninger, 1990).

Methods

The exploratory nature of the above research objectives means that a naturalistic approach is more appropriate as the first step of the study. A total of four focus groups, each comprising six residents, were conducted by a professional market research firm in Shanghai during April 2016. The four focus groups – namely, pre-family without kids, family with pre-school child (≤ 6 years old), family with school-going child (7-15 years old), family with child (≥ 16 years old) – were formed based on the age of the participants and their children. These correspond with stages of the life cycle model proposed by Wells and Gubar (1996).

Results/Discussion/Implication

The study reveals that residents' attitude towards SHDR across the four life stages used herewith do not differ substantially in terms of their recognition of overall economic benefits and national pride. However, once children have to be considered in the later life stages, informants' perspectives become more child-centric even though their overall supportive and positive attitude remains unchanged. This shift in perspective is in line with the FLC's proposition that as the role of an individual changes, perceptions and needs too change. On the other hand, the last stage investigated includes empty nesters who, according to the FLC, should be refocusing on relationships without children. Instead, they continue to focus on family togetherness, which is indicative of strong cultural differences that the conventional Western-based FLC model cannot explain.

LOYALTY PROGRAM REWARDS' ATTRIBUTES AND CHOICE OF BOOKING SITES

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Introduction

With the advent of the Internet, online travel agencies (OTAs hereafter) and hotels became competitors and partners concurrently. Suppliers benefit from their relationships with OTAs but also have concerns about third party vendors dominating the new demand for hotel rooms (Green & Lomanno, 2013). Loyalty programs, also known as reward programs, are logical tools for suppliers to compete with OTAs. However, there is limited research information on the effect of loyalty program schemes on customers' choice in an online booking context.

This study aims to summarize the rewards currently offered by major hotels and online travel agencies and examine: customers' preference toward attributes of the loyalty program, within reward attributes, which contributes to an increase in consumers' booking choice, which attributes make customers book on hotel websites rather than on online travel agency websites, and the interaction between customer involvement and hotel loyalty programs' attributes on booking preference.

Methods

This study was designed with two stages. In stage one, we reviewed the rewards offered by hotels and third-party websites. In stage two, a self-administered survey questionnaire was developed to explore how loyalty program attributes affect consumer's booking choice. To determine what combination of reward attributes most influence a respondent's decision for booking a hotel room, a 2 (source of booking: direct booking or booking on OTAs) × 2 (type of reward: related or unrelated) × 2 (timing of reward: immediate or delayed) × 4 (4 different room rates) choice-based conjoint questionnaire was developed based on prior studies (Dowling et al., 1997; Kivetz, 2003; Kivetz, 2005; Smith et al., 2008; Yi et al., 2003). To test hypotheses, logistic regression was used to see if related and immediate rewards increase the chance of booking and to identify which attribute level increased the chance of booking by tier of reward program.

Results/Discussion/Implication

The results revealed that customers preferred rewards that are related to hotel booking and immediate point redemption. Changing the reward attribute level from unrelated rewards to related rewards increased customers' probability of choice. However, timing of redemption did not affect the choice. Further, the effect of related rewards on increasing the chance of booking was stronger for consumers on a high reward program tier than those on a low reward program tier. However, no interaction was found between time and customers' tier of the program.

A limited number of studies have identified customers' preference toward loyalty program rewards; thus, this research expands the understanding of the hotel industry. Further, this research employed the realistic context of respondents evaluating potential product profiles by using conjoint analysis. Thus, this study provides a checklist in applying conjoint analysis for hospitality studies. Finally, this research can help managers focus on attributes in loyalty programs that increase the probability of customer choice.

CULTIVATING AN OTAKU CULTURE FOR LUXURY HOTEL BRANDS: THE ROLE OF STORYTELLING

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Introduction

Competition in the luxury hotel market brought increased choices and augmented levels of service to the customer (Enz, & Verma, 2015). While the luxury hotel segment is witnessing a plethora of adoptions of innovations and hyper-personalization in service, it is facing the challenges of cultivating brand loyalty through differentiation from other brands (Luck & Lancaster, 2013). A consumer who exhibits blind loyalty to a brand with fanatic consumptive tendencies is termed an *otaku* consumer (Graffeo, 2014). They actively participate and promote the brand activities as a "fantastic marketing force" (Raman, 1999). Given this, how can we transform luxury hotel guests into fanatic consumers like *otakus*?

Compelling storytelling can play an important role for luxury hotels to transform their brands into cult brands which breed fanaticism (Mouradian, 2015). The creation of a story is essential to connecting consumers with luxury hotel brands in the experiential perspective (Caru & Cova, 2016). This research set out to 1) conceptually establish the linkages between brand storytelling rhetoric strategies and their effects on cultivating a sense of brand fanaticism, 2) provide an exploratory analysis of the rhetoric strategies that luxury hotels currently employ in crafting their brand stories; and 3) provide insights as to how to harness the power of storytelling in cultivating strong cult-like brand bonds on the part of the consumers.

Methods

This paper used content analysis to determine how many luxury hotels have rhetorical features of storytelling and what kinds of plots they have on the information provided on each hotels' website. The luxury hotel brands that were studied for this research were chosen from a list of five-star hotels identified by Forbes' rating system (Forbes Travel Guide, 2016). A total of 153 five-star hotels were investigated in order to identify current practices of brand storytelling in luxury hotels.

Results/Discussion/Implication

North American brands (21%) had a considerably lower rate of having a plot than European brands (36%). A histroric element in storytelling was more entailed in European brands (54%) than North American brands (38%). The frequently used plots were the "rebirth" plot, the "voyage" plot, and the "overcoming the monster" as demonstrated by stories of the founder's mission to develop the hotels. Despite of utilizing multiple visual forms, the majority of brand stories were told in a single form (Natusch, 2012).

Previous research primarily treated storytelling as a promotional tool for describing the hotel facilities; whereas storytelling as a branding mechanism to cultivate fanaticism has not received much research attention. The current research, motivated by the need to transform luxury hotel guests into fanatic consumers, attempted to establish the linkage between compelling storytelling and fanaticism. Additionally, this research represents a pioneering effort in uncovering luxury hotel's current practices of using rhetorical features of storytelling. The results of this research could provide insights in searching of luxury hotel brand followers.

THE ROLE OF DESTINATION MARKETING ORGANIZATIONS IN CRISIS MANAGEMENT: A COMPARATIVE REVIEW OF THE DEEPWATER HORIZON OIL SPILL AND HURRICANE KATRINA

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Introduction

Amid concerns of safety and security over the last several decades, there has been an increase in tourism literature focusing on topics in crisis and disaster management. The occurrence of crises and disasters has the ability to impact the destination on numerous levels. The damage caused by a crisis or disaster event may not be physical, however the perception of risk and image of the destination's safety may affect tourism demand and consumer confidence as the general assumptions of safety following a crisis event have been violated.

This study aims to capture a greater understanding of a destination marketing organization's (DMOs) role in crisis response and recovery. This review will account for the reaction to and implementation of a DMO's crisis management plan. A comparison of DMO's crisis response and recovery of the 2010 Deepwater Horizon Oil Spill to the 2005 Hurricane Katrina crisis events will be analyzed.

Methods

It was determined, "the most appropriate research strategy would be to employ a case study approach and collect data via qualitative data collection methods" (Naipaul, Wang, & Okumus, 2009). The data collection for this case study included semi-structured interviews with representatives from the Visit Florida DMO and New Orleans CVB, furthermore secondary data was collected from relevant documents including press releases from the DMOs, government documents, social media, and news sources starting on the date of the crisis event and concluding search results two years following each crisis incident. A qualitative analysis was conducted in order to identify issues across the cases and discover themes between the transcribed interviews and documents collected.

Results/Discussion/Implication

The two cases reviewed in this study focus on events which "stimulated public debate over the policies and regulations in place when the crises occurred" (Sellnow & Seeger, 2013, p. 143). The organization of the results followed Turner's (1976) Six-Stage Sequence of Failure in Foresight and Faulkner's (2001) six stage response framework for tourism disaster management. This case study aimed to identify the successes, failures, and major differences of the role of the DMO's crisis management planning and implementation.

This research is intended to make a contribution to the body of literature as well as have practical implications for DMOs and policymakers. The study will advance the research on destination's role in crisis management by providing an analysis the crisis management strategies implemented by two separate DMOs. The results will provide useful information to destination marketing companies regarding the outcomes of crisis management planning and implementation.

References are available upon request

DESTINATION BRAND PERSONALITY ON SOCIAL MEDIA: CASE OF INNER MONGOLIA

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Introduction

As more tourism destinations become available to tourists with intense competition for market share, how to acquire advantage and stand out from rivals is a pressing challenge. Social media is becoming increasingly popular with more demographic groups and useful for many sectors of tourism. A destination that vies to be a strong brand could not afford not tapping the potential of social media to communicate the desired brand features to target audience, and develop and maintain mutual-beneficial relationships with current and potential tourists through interactions and conversations.

Aaker (1997) proposed a brand personality framework in which a brand is associated with a set of human characteristics in a scale of five dimensions: sincerity, excitement, competence, sophistication, and ruggedness. Brand personality dimensions consist of 42 traits corresponding to larger facets or characteristics (Aaker, 1997; Moya & Jain, 2013). Researchers have suggested that brand personality can increase consumer preference and usage, as well as evoke emotional responses and escalate trust and loyalty from consumers (Biel, 1993; Fournier, 1994; Sirgy, 1982). This study adopts Aaker's brand personality framework as a theoretical foundation to examine how one social media type can connect with the target audience and project destination brand personalities, with the case of Inner Mongolia.

Methods

Based on Aaker's (1997) brand personality framework, a thematic analysis with deductive approach was performed to explore the set of human characteristics associated with the destination. A total of 173 relevant items/messages were collected from the promotional messages posted on the official account of Sina Microblog operated by Inner Mongolia Tourism Administration from January 2, 2014 to June 30, 2014. The data was coded manually to identify themes and explore the interrelationship between Aaker's five dimensions of personality traits and the emerged themes.

Results/Discussion/Implication

Four themes with a total of 30 major entries have been identified from the dataset: 1) ecological tourism resources, 2) cultural tourism resources, 3) archaeological tourism resources, and 4) tourist cooperation with neighboring countries and other regions and cities in China. The three brand personality dimensions of sincerity, excitement, and ruggedness that include 14 traits are identified as fitting to define Inner Mongolia as a tourism destination. "Original," "unique," and "cheerful" emerged as the most distinct personality traits of Inner Mongolia as a destination.

To take advantage of the social media platform and effectively communicate the brand personalities of Inner Mongolia and increase interactions with and visitation by potential tourists, the Tourism Administration should create content-rich, multimedia-inserted, interactive microblog messages, develop prize-giving or celebrity endorsement campaigns, and build the social media platform into a friendly community where fans and random visitors discover the personalities of the destination and develop emotional connections with the destination brand.

UNDERSTANDING EFFECTS OF SOCIAL EARNED MEDIA AND SOCIAL OWNED MEDIA ON DESTINATION BRANDING: AN EMPIRICAL INVESTIGATION ON THE INFLUENCES OF CUSTOMER REVIEWS AND MANAGEMENT RESPONSES

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Introduction

Destination branding through social media is crucial to tourists' decision making in the planning stages of travel. Although social media is becoming more important to both destination promotional mix and customer decision making, the social media literature is still emerging, with many gaps in the knowledge base remaining.

The purpose of this study is to identify the difference between the effect of social earned media (e.g., online reviews generated by customers on Facebook) and that of social owned media (e.g., responses from companies/brands to customers' reviews on Facebook) on potential tourists who are planning their travels by measuring their behavioral intentions. Moreover, this study seeks to examine the effect of destination branding messages, as disseminated via social earned media and owned media, on the perceived credibility within a destination branding strategy and to investigate its sequential effect on perceived destination brand image and on tourist behavioral intentions.

Methods

By conducting experimental design, this study aims to investigate how tourists perceive a destination through both social earned media and owned media. This study recruited a total of 516 subjects from the Qualtrics online panel database. Subjects were randomly assigned to the four experimental groups. The experiment employed a 2 (positive Facebook reviews vs. negative Facebook reviews) × 2 best practices vs. poor practices in DMO responses) between-subjects factorial design to identify the influence of social earned media and social owned media on tourist's perceived image of the destination and on their subsequent behavioral intentions. For the purpose of this experiment, a Facebook page of Traverse City, Michigan, was designed to represent the hypothetical Facebook page of the DMO. The national Traverse City-Pure Michigan video commercial depicting Traverse City and its associated attractions was embedded in an online survey.

Results/Discussion/Implication

After comparing the variance of experimental groups and conducting structural equation modeling using multi-group analysis, the results show that there are significantly different characteristics between experimental groups. The findings of this study may allow tourism policy makers to make wiser decisions about developing more effective strategies for their destination branding using social media. Theoretical and managerial implications are discussed.

Completed Research – Education

MEASURING STUDENT PERCEPTIONS ABOUT THEIR WORK EXPERIENCES USING LATENT GROWTH CURVE MODELING

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Introduction

The purpose of this study was to investigate the change trajectories of the perceptions of hospitality students toward the work experiences that are a mandatory part of their course work.

Methods

The study used experience sampling methodology to capture students' emotional exhaustion, job satisfaction, withdrawal and performance over the nine weeks that they worked in two campus hotels. Data were analyzed using latent growth curve modeling.

Results/Discussion

The results of this longitudinal design show that job satisfaction and performance followed a linear decrease over time and that the withdrawal trajectory followed a linear increase over the course of the nine-week period. Prior work expectations predicted the initial levels of job satisfaction and withdrawal. Based on these findings, implications for hospitality programs and industry partners to improve the quality of internship programs and student work experiences are provided.

References Available Upon Request

STUDENTS' PERCEIVED FEATURES & BARRIERS TO SUCCESS IN ONLINE COURSES: A CASE STUDY

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Introduction

With the popularity of online courses, it is important to understand students' experiences and how these experiences will drive successful learning outcomes. There are currently no consistent conclusions regarding the effectiveness of online learning. The target higher education institution in this case study offered its first fully online program in 1991. Unlike other institutions, this institution enrolls a large deaf and hard-of-hearing student population, presenting the challenge of designing online courses that can accommodate the needs of a diverse study body. This study intends to (1) identify online course attributes that enhance student online learning; (2) identify the barriers that prevent students from being successful in online learning; (3) provide recommendations for instructors to improve their online pedagogy and enhance online delivery of subjects.

Methods

This study adopted a qualitative approach to allow in-depth exploration of the research questions. Snowballing methods were used for recruitment. Only students who have taken a minimum of two online courses were eligible to participate. Ten in-depth face-to-face interviews were conducted (including 5 hearing and 5 deaf and hard of hearing students). Based on consent, the interviews were recorded and transcribed from those recordings. Transcripts were reviewed and coded by the researchers, according to common themes. The results were compared for internal consistency. Inconsistency in common themes was resolved through group discussions.

Results/ Discussions/ Implications

Interviewees indicated that they preferred online courses, due to everything being laid out and planned, the inherent self-pacing/flexibility, and the lack of concern regarding class cancellations and other scheduling changes. Features they disliked about the online courses included online discussion board(s), lack of structure, and team work components. Professor's robotic feedback, inability to form study groups, problems collaborating on group assignments, lack of relationship building with peers, problems locating the assignments, and limited time to complete quizzes/exams were reported as barriers to success in online courses. Many deaf/hard-of-hearing students actually preferred online learning because of the anonymity of nobody else knowing that they were deaf or hard-of-hearing. Interviewees also felt that the online learning environment promoted equal participation for all students, since the participation was accomplished via written, not spoken, English. Other considerations included that many deaf/hard-of-hearing students struggle with reading comprehension, as American Sign Language (ASL) differs significantly from written English. Moreover, many deaf/hard-of-hearing students are visual learners, which could create more challenges in the online environment.

To improve student success, the instructor can offer Skype office hours to increase interaction opportunities with students and provide timely feedback and assistance. Instructors' responsibilities should not end the moment the online course is launched. Success relies on the commitment from both the course creator and user.

TABLET PC-BASED PROBLEM-SOLVING ACTIVITIES FOR ENHANCING STUDENTS' FOOD SAFETY SELF-EFFICACY AND LEARNING MOTIVATION

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Introduction

Foodborne illness significantly affect people's health and their harmful consequences are reflected on the national economy (Almanza and Nesmith, 2004). In response to this challenge, hospitality programs in different Universities have created educational programs in food safety for college students (Kim *et al*., 2012). However, studies have demonstrated that knowledge alone is insufficient to trigger preventive practices and a better mechanism is needed to motivate action and generate positive attitudes (Diogo, et al., 2014). Motivation and self-efficacy are also essential for enhancing food safety practices (Colquitt, *et al.*, 2005). Multiple studies have proved that incorporating Table PC (TPC) based learning activities in the classroom could enhance students' declarative knowledge level engagement), and education reaction (Kinash, et al., 2011). Hence, the goals of this study were as follows: (1) investigate the effects of TPC-based problem-solving activities on food safety efficacy and motivation; and (2) examine factors that are related to the effectiveness of TPC-based food safety problem-solving activity.

Methods

A within-group experimental intervention method was used in the study. The problem-solving activity was conducted in a food safety and sanitation course in a hospitality program at a large urban university with 136 students. A TPC based application called "Solve Outbreaks" was used in this class. Participants received a survey designed to collect students' food safety motivation, self-efficacy and technology perceptions both prior to and after the class activity. Additionally, two focus groups with 7 students each were conducted to provide more information about this class activity. Repeated measure MANOVA and SEM were used in the study for data analysis.

Results/Discussion/Implication

The results showed there was significant improvements in terms of food safety self-efficacy and motivation after the problem-solving class activity ($F(1,247) = 17.08$, $p < .001$). Students' food safety self-efficacy increased from pre-activity (Mean= 4.02) to post-activity (Mean= 4.62) and learning motivation increased from 4.11 to 4.55. In addition, the results from SEM showed attitude to technology ($\beta = .26$, $p < .01$) and peer-to-peer interaction ($\beta = .22$, $p < .01$) is significantly related to activity reaction and activity reaction is significantly related to self-efficacy ($\beta = .58$, $p < .01$) and motivation $\beta = .25$, $p < .01$). Also, the results of focus groups verified the results of MANOVA and SEM.

The results showed that TPC-based problem-solving activity enhanced student confidence and motivation for learning food safety significantly. In addition, instructors and trainers can enhance students' or trainees' food safety motivation and confidence by providing activity with appropriate technology and encouraging peer communication. Also, the results revealed the mediation effect of training reaction between training inputs and affective outcomes. This implies that instructors can also enhance activity effectiveness by using other strategies such as empowering, reinforcement and incentives to enhance reaction except for using appropriate technology and promoting communication.

References are available upon request

THEORY ADVANCEMENT IN THE TOURISM FIELD

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Introduction

Some researchers ascribe the label of discipline to tourism. However, many would agree that tourism is still a field of study that draws ideas from other established disciplines. Many concepts that are currently available in the tourism field have been "borrowed" elsewhere and then "stretched and contextualized to give them a tourism dimension" (Tribe 1997, p. 643). To facilitate the development of knowledge that is tourism-specific, researchers should understand what constitutes a theory and a theoretical contribution. Furthermore, they should know how to build a new theory or how to evaluate an existing one.

Theory and theoretical contribution

Some perceive theories as extremely abstract and thus unreachable, while others view theories as something too simplistic to have any value. These two conflicting views demonstrate that many are mistaken in their understanding of theories and their objectives (Shoemaker, Tankard, & Lasorsa, 2003). Consequently, the paper describes what theory is, discusses its essential components, and objectives.

Also, the paper reviews different approaches to making a theoretical contribution in the tourism field. The extent of theoretical contribution may vary widely. However, only works that are categorized as builders and expanders may stimulate the advancement of tourism-specific knowledge. Builders are solely oriented towards theory building, while expanders additionally test the suggested theoretical insights.

Theory building approaches

The paper likewise discusses two general approaches to theory building, which are represented by quantitative and qualitative methodologies. While the assumptions of these two dominant paradigms are seemingly conflicting, researchers have recently recognized benefits that may be achieved if their methodologies are combined. These mixed-method approaches may be equally important to the advancement of theoretical knowledge in the tourism field compared to other more traditional approaches to research inquiry.

Theory evaluation framework

The development of tourism knowledge may also be achieved through theory evaluation and its subsequent refinement. Therefore, the paper suggests the theory evaluating framework that includes the following criteria: testability, falsifiability, parsimony, theory power, theory scope, theory impact, and aesthetics.

Results/Discussion/Implication

Many concepts that are currently available in the field have been developed in other disciplines. To facilitate further development of knowledge that is tourism-specific, this paper has introduced researchers to the subject of theories and has discussed approaches that may be used in building new theories and evaluating existing ones.

Work-in-Progress – Consumer Behavior

THE ROLE OF HEALTH CONSCIOUSNESS, KNOWLEDGE, AND ATTITUDES TOWARDS NUTRITION FACT LABEL ON PURCHASE INTENTION

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Introduction

Obesity is one of the diet-related concerns in U.S. Two out of three adults in the U.S. are either overweight or obese (Centers for Disease Control and Prevention [CDC], 2016). Many factors could cause obesity, making it a complex multifactorial health issue. Among these factors are increased consumption of food away from home (Tandon, Wright, Zhou, Rogers & Christakis, 2010), physical inactivity, and lack of nutrition knowledge (Wardle, Parmenter, & Waller, 2000). In 2016, the new Nutrition Facts Label was released to help the consumers made informed decision about their food choices (Food and Drug Administration [FDA], 2016).

Previous research has investigated if consumers actually used the labels in making purchasing decisions (Grunert & Wills, 2007), but many of these studies were based on self-reported retrospective behaviors. Also, many studies used demographics as a determinant of nutrition information use (Mannell et al., 2006). Other factors such as attitudes towards nutrition label, knowledge, and health consciousness may also influence their purchasing decision, but these factors have not been comprehensively and concurrently investigated. Therefore, the objectives of this study are to 1) investigate nutrition fact label knowledge among consumers; 2) examine the relationship between demographics, health consciousness, knowledge, attitudes towards nutrition label, and purchase intention.

Methods

The target population includes general public above 19 years old in the U.S. The survey will be developed based on previous literature (Michaelidou & Hassan, 2008; Misra, 2007). After a pilot test, a link to access the online questionnaire will be posted on Amazon Mechanical Turk.

For knowledge questions, a mock package will be displayed to the participants as they answer the questions. The questions are designed to assess how well the participants understand each of the key information presented on the label. Health conscious will be measured as multi-item scale and will be used to describe individuals who are keen on their health status. Attitude towards nutrition fact label will be measured regarding the usefulness, accuracy, and truthfulness of nutrition labels (Misra, 2007) on a five-point Likert scale. Purchase intentions will be measured with a multi-item scale developed by Michaelidou & Hassan (2008).

Descriptive statistics will be used to summarize the data. Total knowledge scores, the sum of correct answers, will be calculated using the “compute” function in SPSS. Independent t-tests and One Way Analysis of Variance (ANOVA) will be used to examine differences in nutrition label knowledge and attitudes by demographics of the participants. Multiple regression will be use to investigate the relationships between different variables and purchase intention.

Results/Discussion/Implication

Theoretically, the study will test the relationship between different variables. Practically, the findings identify the antecedents that affect the consumers' purchase intention and identify strategies to encourage consumers to select healthier food options and increase knowledge about nutrition fact label reading.

References are available upon request

THE EFFECT OF HOTEL'S DUAL-BRANDING ON WILLINGNESS-TO-PAY AND BOOKING INTENTION

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Introduction

Dual branding, known as "two- or three-packs" in the industry (Becker, 2014), has garnered attention from hotel developers recently. Dual-branding generally involves two or more brands utilizing a single geographical space (Nations' Restaurant News, 1994). As such, dual-branded hotels can gain efficiencies by sharing construction and operational costs at a primary location (McDowell, 1994) and can lock up additional brands that perhaps otherwise be market rivals (Manley, 2016).

Dual-branding is an association that creates a long-term relationship allowing partners to achieve business success. While the dual-branding framework focuses on the supply side by examining the cost-advantages and strategic fit between allies, empirical attempts to investigate demand side effects are lacking (Hadjicharalambous, 2006). As adverse customers' evaluations can exceed and outweigh the initial benefits of dual-branding, a fuller understanding about the effect of dual-branding on customers' evaluations is needed.

However, the extant literature is inconclusive on this issue. Dual-branding products may enhance customer satisfaction and loyalty (Boone, 1997) attributable to diverse selections of amenities and services available to the customers (Manley, 2016). Conversely, dual-branding can dilute brand reputation (Heath et al., 2011).

Therefore, this study will investigate how hotels' dual-branding association influences customer perceptions in the context of online booking. Specifically, we will investigate brand anchoring effect on consumers' willingness-to-pay and booking intention under different levels of disclosure about the sharing of the facilities when a luxury hotel is dual-branded with an upper-upscale hotel. We will also explore how the pre-booking disclosure level of the dual-branding status affect consumers' perceived fairness, willingness to word-of-mouth(WOM), and revisit intention when they learned the actual dual-branding status after check-in.

On the strategic level, owners' concern would be maximizing the revenue from both brands on the property. There could be a situation that the brand anchoring of a luxury hotel may bestow such a high price premium on the upper-upscale hotel in the luxury/upper-upscale dual-branding that more than compensate the loss of pricing power on the luxury hotel. If that is the case, a luxury/upper-up dual-branding would be a better choice than a luxury/luxury dual-branding. The study can provide an empirical test on this postulation. On the operational level, the WTP estimated in the study can serve as reference for pricing the brands in the combination. The findings about the effects of the disclosure level may develop a sustainable presentation strategy on booking websites.

Methods

A scenario-based experiment (3 levels of disclosure x 2 dual-branding combinations) with two control groups (stand-alone hotels) mimicking the booking experience on an Online Travel Agent website will be used to measure the initial WTP and booking intention. After the subject booked a room, the complete dual-brand information will be revealed to the subject and the perceived price fairness, willingness to WOM and revisit intention will be measured.

THE JOINT IMPACT ON CUSTOMER PARTICIPATION AND SERVICE FAILURE TYPE ON CUSTOMER SATISFACTION WITH THE SERVICE FAILURE RECOVERY

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Introduction

Customer participation in service failure recovery has gained increasing attention as today's customers are actively engaged in service process. However, few research has examined to what extent customer participation may influence customer satisfaction with the service recovery of different types of service failure, namely process service failure versus outcome service failure. The current study aims to bridge such a research gap.

The purpose of this paper is to examine the relationship between customer attribution of controllability and service recovery to further indicate the recovery satisfaction. Using a scenario-based experimental design, this study will examine the joint impact of service failure types (i.e., outcome vs. process service failure) and different levels of customer participation in service recovery (i.e., firm recovery vs. customer participation in recovery) on customer satisfaction with the service failure recovery. We expect that firm (vs. customer participation in) recovery will lead to greater customer satisfaction regarding an outcome service failure. Conversely, customer participation (vs. firm) will result in better service recovery of a process service failure.

Methods

A 2×2 factorial design experiment was designed. The factors were the service failure (outcome failure, process failure) and the service recovery (firm recovery, customer recovery). Based on subjective judgment, a scenario-based experiment at a restaurant will be conducted to test our hypotheses.

The scenarios are about after two types of service failure (outcome versus process) at restaurant, either the restaurant employees solely handle failure recovery or customers participate in the service recovery process.

Results/Discussion/Implication

The result of the study not only highlight the relevance of controllability as an additional factor in explaining customer participation in the recovery process, but also add new insights by investigating the boundary condition of the customer participation-recovery satisfaction link.

The causal dimensions of customer participation are depending on individual controllability over the service failure situations, and the success recovery from the controllability dimensions will attributed to the effort that customer put in the recovery process. The results show that controllability has a significant impact on customer participation in the face of difference service failures, and the afterwards satisfaction.

WHEN OTHER CONSUMERS SABOTAGE THE SERVICE: AN APPRAISAL THEORY PERSPECTIVE

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Introduction

It is important that consumers need to feel comfortable with other consumers presenting in the same service setting (Miao, Mattila, & Mount, 2011; Thakor et al., 2008). However, few studies discuss service failure that addresses incidents when other consumers negatively impact a service experience (Grove et al., 2015). Prior research has shown that customers' misconducts pose an impediment to a pleasant service environment and have a detrimental effect on the restaurant (Boo, Mattila, & Tan, 2013; Fullerton & Punj, 2004; Harris & Ogbonna, 2009; Ramanathan & McGill, 2007). However, there is little research examining how other customers' misbehaviors can sabotage by-standing customers' service experiences and behavioral intentions.

Therefore, the present study intends to conceptualize and empirically examine the impacts of other customers' misbehavior on by-standing customers' service experiences and behavioral intentions through the theoretical lens of appraisal theory. Furthermore, this study delves into the differences between first time visitors and repeat customers in their reactions toward such situation.

Methods

A scenario-based survey questionnaire will be used to investigate the decision making process of consumers' reactions toward consumer service sabotage. Two scenarios of typical consumer service sabotage behaviors in casual dining restaurants will be adopted and presented randomly to participants, followed by four sections asking questions regarding appraisal, emotions, cognitions, reappraisal, and behavioral intentions using a 7-point Likert-type scale.

Results/Discussion/Implication

The current study intends to answer important research questions such as how a focal consumer processes and reacts when other consumers' behaviors sabotage his/her consumption experience, what emotions and cognitions would be elicited by such behaviors, and how emotions and cognitions affect consumers' behaviors. Restaurant managers may gain a deeper understanding of how other customers' misbehaviors may sabotage by-standing customers' service experiences and behavioral intentions, which may enable them to provide effective employee training programs to cope with this situation.

References are available upon request

SHOPPING DESTINATION TRUST ON SHOPPER SATISFACTION: DOES TRAVEL DISTANCE MATTER?

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Introduction

Shopping is an indispensable part of modern travel experience (United Nations World Tourism Organization, 2014). However, tourists are more sensitive to potential risks at unfamiliar destinations, which impacts their choice of shopping destination as well as their purchasing power (Choi, Law, & Heo, 2016). In light of this phenomenon, mall operators should endeavor to build customers' trust in order to ensure the long-term prosperity of their shopping facilities.

The purpose of this study is to adopt travel distance as a moderator of the relationship between shopping destination trust and shopper satisfaction in physical shopping destinations. That is, resident shoppers, short-hauled shoppers, and long-hauled shoppers may be variously influenced by destination trusts, and have different levels of satisfaction as a result. The findings will add to the literature of consumer behavior, and encourage mall operators to verify their trust-enhancing plans towards different segments of the clientele.

Methods

This is a customer-based research, and collecting data through online platform will give us a more thorough understanding of the general customer response. The electronic questionnaires will first be created on Qualtrics, and then published on Amazon MTurk. Each respondent will receive ¢75 in return.

The survey consists of three parts: (1) level of trust towards the shopping destination, (2) satisfaction towards the shopping destination, and (3) demographic questions. Travel distance will be identified in the first part, where respondents record the time and their latest experience visiting a shopping mall within their county (as a resident), to other counties within their home state (as a short-haul tourist), and to other states or countries (as a long-haul tourist).

Data analysis is divided into statistics for general information and for hypothesis testing. The former includes (1) descriptive analysis of demographic variables, (2) reliability test of data's unity, (3) validity test of data's accuracy, and (4) one-way ANOVA of three groups' (residents, short-haul tourists, long-haul tourists) comparison in demographics, trust, and behavioral intentions; the latter includes (1) Pearson correlation of variables' level of relevance, and (2) multiple regression of variables' causal relationship.

Implication

The findings will add to the literature of consumer behavior, and encourage mall operators to verify their trust-enhancing plans.

References are available upon request

THE ANTECEDENTS AND CONSEQUENCES OF CHINESE CONSUMERS' ATTITUDE TOWARD CO-BRANDING BETWEEN FASHION DESIGNERS AND LUXURY HOTELS

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Introduction

The trend emerged during the last decade in the hotel industry is so-called collaboration or co-branding between high-end fashion designers and luxury hotels. The full-scale fashion designers' involvement in the hotel industry began with Palazzo Versace in 2000. Since then, brand alliance between two industries gained a great popularity with a differentiation advantage from their competitors in the market. Fashion nowadays is not mere clothing but a way of living providing full lifestyle experiences to their discerning customers (Meitern, 2011). This trend leads to an emphasis on the consumer attitudes toward fashion co-branding since it is believed that positive brand attitudes bring about the promising outcome in brand alliance (Helmig, Huber, & Leeflang, 2007). When talking about the marriage between two luxurious industries, there is no choice but to mention China market. Despite of China as an important market for luxury brands (Bonetti, 2014) and Chinese consumers' cult for luxury fashion brands, collaborations or fashion-branded hotels are still an unexplored area in China. Since winning the Chinese market is a shortcut to the global success, identifying the antecedents to co-brand attitude and its outcome could provide a great potential blueprint for the future business opportunity in China market.

This study includes self-congruity, functional congruity, and brand experience as the antecedents to co-brand attitude. Consumers tend to form positive attitudes when they experience self-congruity with brands/products (Back, 2001; Helmig et al., 2007; Sirgy & Su, 2000). Luxury hotel consumption is associated with self-image due to its social symbolism that serves as a means of expressing self and social position (Gillespie & Morrison, 2001). Functional congruity also affects consumers' brand/product attitude. Functional value influences consumers' perception toward luxury value in terms of the important concept of uniqueness and quality (Ciornea, Pop, Bacila, & Drule, 2011). Modern consumers' consumption is connected to feelings encompassed by symbolic, hedonic, and esthetic characteristics. As hedonic consumption is highly associated with consumers' emotions and luxury hotel consumption is related to emotional drives, consumers' fashion brand experience is likely to generate stronger co-brand attitudes. It is also argued that positive attitudes result in favorable outcomes. As for the outcomes, consumers' willingness to pay price premiums and purchase intentions are addressed. These antecedents and consequences would help marketers have deeper insights by understanding their target market's desire and design appropriate marketing strategies based on the consumers' traits.

Methods

The goal of this study is to empirically test the conceptual framework for the factors affecting consumers' co-brand attitude and its outcomes. The study adopts mixed methods. To begin with, 20 in-depth interviews have been conducted to confirm and modify the framework and measurement items according to its results. Expert panel review has been carried out to identify if the elicited measurement items could be applied in the Chinese market. In the end, pilot test (N=200) and main survey (N=600) will be conducted with a set of developed questionnaire. PLS

WHAT ARE THE ROLES OF MORTALITY SALIENCE AND SOCIAL PRESENCE TO MOTIVATE CUSTOMERS TO CHOOSE MORE LOCAL FOOD IN A RESTAURANT SETTING?

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Introduction

The interest in understanding the consumption of local food has grown because local food consumption can have a considerable impact on health, environment, local economy, and community (Zepeda & Nie, 2012). The increasing support from government at federal, state, and local levels for the local food system also helped the local food market grow (Martinez et al., 2010). According to the Economic Research Service, in 2012, 7.8 % of U.S. farms marketed local food either directly to customers (e.g. farmers market) or through intermediated sales, such as sales to institutions and regional distributors (Low et al, 2015).

The local food system is a useful tool to improve employment and incomes in the community; therefore, it should be understood clearly (Martinez, 2010). Moreover, local food consumption is associated with sustainability issues in terms of health, environment, and welfare (Bianchi & Mortimer, 2015). Since local food, as an alternative food consumption choice, has a chance to achieve price premiums (Hasselbach & Roosen, 2015), it is important to answer the question “Who buys local food and why?” in order to target the right people for the marketing of local food by producers, grocery stores, and restaurants (Low, 2015).

While consumption of food prepared away from home accounts for almost one-half of U.S. household food expenditure (Food-Away-from-Home, n.d.), customers' local food consumption in the restaurant setting remains unknown. The purpose of the study is to better understand how customers in restaurants change their attitudes and beliefs toward local food and their local food consumption by integrating TMT (Terror Management Theory) and SPT (Social Presence Theory) in TPB (Theory of Planned Behavior).

Methods

The study utilizes quantitative method to test the difference of attitudes and intentions depending on mortality salience and social presence manipulations. The direct impact will be examined as well as the indirect impact when behavioral attitude is a mediator. The study will use the 2 (mortality is salient versus mortality is not salient) X 2 (social presence versus non-social presence) Anova design to test the interaction of mortality salience and social presence. The data will be collected from students in a behavior science lab in a Mid-western university by showing them four different scenarios (mortality is salient, mortality is not salient, presence of others, and non-presence of others). Behavioral attitude and behavioral intention will be measured with a 7-point Likert-type scale.

Implications

Great portion of the local food studies focus on the direct consumption by customers, and the empirical studies are limited. Thus, this study is an attempt to fill the gap by conducting an empirical study about the consumption of local food in restaurant settings.

From a practical point of view, the findings will help restaurants to pursue various ways to prime customers to consume more local food.

References are available upon request

THE BRAND CITIZENSHIP BEHAVIORS IN SOCIAL MEDIA BRAND COMMUNITY: HOW DO CUSTOMERS BECOME FANS OF YOUR BRAND?

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Introduction

As products and services provided by most hospitality firms become identical or comparable, these elements may no longer offer unique differentiating attributes to the firms for attracting new customers and retaining existing customers. In response, hospitality marketers have shifted their strategic focus from merely enhancing customer satisfaction to fostering customer engagement in and identification with the brand so that focal customers can serve as brand owners or ambassadors (James, 2013).

The role of customer engagement and brand citizenship can be maximized in today's connected world with the growing popularity of social networking technologies in the field of brand management. Particularly, it is of merit to note that social media brand communities (e.g., Facebook fan pages) provide ample opportunities for companies and customers to co-create value by facilitating immediate communication between them (Weman and Pihstrom, 2012). Given this, many hospitality companies utilize social media as a platform for managing the brand community to influence customers' perceptions about the brand, share information, and learn more from and about their customers (Algesheimer, et al., 2005).

Meanwhile, by participating in a social media brand community (SMBC), modern customers believe that they can contribute to the firm's value by sharing their knowledge and experiences (Lee, 2005), influencing other customers' purchase decisions (Kang, et al., 2015), and managing their loyalty to the firm or brand (Luo et al., 2015). Taken together, SMBCs deserve particular attention. However, to date, little is known about why customers engage in SMBCs and how such engagement affect customers' brand citizenship behaviors in the hospitality literature. To fill this gap, this study will investigate the effect of linking the SMBC with customer citizenship behaviors in line with the social media marketing. Specifically, this study will examine 1) what gratifications affect customer engagement in SMBC, 2) how customer engagement foster brand citizenship behaviors with regards to both pro-company outcomes (brand loyalty and brand advocacy) and community outcomes (community promotion and knowledge sharing), and 3) when such effects are more or less likely to occur, if any.

Methods

For data collection, an online survey will be conducted by Amazon Mechanical Turk, and only Facebook fan page users of hospitality-related brands will be invited to complete the survey. The measurement item will be borrowed from prior studies but revised to fit the study context. Data will be analyzed using descriptive statistics, Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM) analysis to assess relationships among constructs in the proposed model.

Results/Discussion/Implication

This study is expected to contribute to the growing knowledge of social media marketing research by exploring the process in which customers become *fans* of their brand.

References are available upon request

HAPPINESS AND TRAVEL: A CRITICAL REVIEW

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Introduction

People may focus on accumulating a quantity of tourism experience but not on its quality, and thus sustainable happiness might be difficult gain (Sharpley & Stone, 2012). To understand the sustained effects of tourist experiences, it is important to ask the factors influence their experiences. This question assists to achieve long-term objectives of tourism such as offering meaningful and memorable tourism experiences and preventing unnecessary exploitation of resources (Uysal, Sirgy, Woo & Kim, 2015). The aim of this article is to review the existing literature on traveling and happiness and to identify research gaps.

Methods

The study was conducted through a comprehensive literature review of peer-reviewed articles from top tier tourism journals in English between 2010 and 2015 on the topic of tourism and happiness. Key words used for the articles search included “happiness”, “subjective well-being”, “positive psychology”, “quality of life”, and “tourism experience”. Peer reviewed articles were included in this study if each article had empirical evidence to support the findings, was within the timeframe, and was published on top tier journals. The criteria are followed with flexibility to have a broader understanding. For instance, studies using qualitative research method is collected to have in-depth knowledge on the topic. The selected articles were carefully reviewed and grouped into three categories: pre-, during- and post-trip. Theories of happiness applied in the studies, findings and suggested future research areas are used as data for further analysis.

Discussion

Pre-trip. Gilbert and Abdullah’s (2004) research shows that people who waited for 91 days or more before the trips have higher satisfaction. Tourists’ well-being, especially women, drops significantly prior to the trips due to higher workload (Nawijn, DeBloom & Guerts, 2013).

Inter-trip. Most tourists enjoy their holiday trips regardless of their socioeconomic status and they feel happier during the trip (Nawijn, Marchand, Veenhoven, & Vingerhoets, 2010; Nawijn, 2011). Tourists experience a high mood during the core phase of the trip (Nawijn, 2010; McCabe & Johnson, 2013). Appreciative tourists, extroverts and tourists with high levels of involvement have higher satisfaction. (Bimonte & Faralla, 2015; Kroesen & Handy, 2014; Kim, Woo & Uysal, 2015; Heimtun & Jordan, 2011).

Post-trip. Younger people and people from developed regions are happier and the effect of happiness is more permanent on tourists with disabilities (Tse, 2014; Pagan, 2015). The impact of tourists’ satisfaction varies in different cultural contexts (Chen, Lehto & Cai, 2013). Overall, tourists experience positive effects on their life (Sirgy, Kruger, Lee & Yu, 2011; McCabe, Joldersma & Li, 2010; Tse, 2014). However, the effect of satisfaction is temporary and it lasts for approximately two weeks (Nawijn, 2011; Nawijn et. al., 2010).

This study also takes an interdisciplinary approach to investigate the effects of tourism on well-being from psychology, culture, and human resources perspective. Understanding the factors that influence tourists’ happiness helps to provide quality tourism experience. Recognizing the effects of tourism on happiness also improve human resource management practice and increase job satisfaction through incentives travel at workplaces.

References are available upon request.

THE ROLE OF SOCIAL PRESENCE AND COMMUNITY PARTICIPATION ON CUSTOMER-BRAND RELATIONSHIP IN SOCIAL MEDIA BRAND COMMUNITIES

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Introduction

With a large number of fans on Facebook(FB) pages, particular attention was paid to social media brand communities (SMBCs) as means of an effective way to implement customer relationship management (CRM). Given this, hospitality researchers have addressed important questions about their impacts and managerial implications, such as their roles on purchasing intention (e.g.,Hutter, et al., 2013), motivations (e.g.,Hönisch & Strack, 2012), word-of-mouth communications (e.g., Kwok & Yu, 2013), and factors affecting member participation and engagement, or member loyalty (e.g., Kang, et al., 2014; Su et al., 2015; Zhou & Omar, 2015).

While examining antecedents and consequences related to the usage of such brand pages, whether it be identifying particular gratifications or accounting for its key outcomes, what individuals might actually experience when interacting through these platforms and how such experiences influence their attitudes and behaviors are understudied in the hospitality literature. To fill this void, the present study aims to elucidate key factors that may account for the changes in customers' brand attitude (i.e., customer-brand identification) by employing Social Presence Theory (SPT) as a theoretical lens and seek effective ways to foster strong customer-brand relationship in the hospitality industry. Specifically, this study investigates (a) the multidimensional nature of social presence perceived by FB fan page users, (b) how such senses of social presence (SP) affect the fans' community engagement intentions and their parasocial interactions, and (c) how these impacts ultimately exert identification with the target brands.

Methods

Four major sections will be included to measure the study constructs: 1) social presence (SP of the SMBP, SP of other members, SP of interaction with the company), 2) community engagement, 3) parasocial interaction, and 4) customer-brand identification. All items will be adopted from the prior studies but they will be slightly revised to fit the context of SMBCs (Lu et al., 2016; Verma, et al., 2012; Labrecque, 2014; So, et al., 2013). Data will be collected by using Amazon Mechanical Turk with the self-administered questionnaire; thus convenience sampling approach will be used. Expected numbers of valid responses are at least 465, considering Stevens (2009)'s recommendation. Before data analysis, common method variance (CMV) bias and several assumptions of regression analysis such as normality and linearity will be evaluated. In addition, attribute correlations and multicollinearity will be checked before proceeding CFA. For the data analysis, confirmatory factor analysis (CFA), structural equation modeling (SEM) analysis, and descriptive analysis will be conducted to test the hypothesized relationships.

Results/Discussion/Implication

This study is expected to contribute to the growing body of knowledge on SMBCs by identifying the relative impact of three types of social presence on customer-brand identification through parasocial interaction and community engagement behaviors. It also offers marketers insights into developing better quality in relationship with customers by implementing SMBCs.

References are available upon request

‘WE’ ARE DINING SOLO: WHEN IN-GROUP BIAS LEADS TO MORE FAVORABLE DINING EXPERIENCES

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Introduction/Literature Review

Recent statistics show that people spend more time alone than ever before (Bolick, 2011). In the US, one of the fastest growing trends is that people eat out alone (Bainbridge, 2016). However, going solo is often intimidating because of anticipated negative evaluations about one’s sociability by others. Previous literature posits that people engaging in hedonic, public activities (e.g. going to restaurant for dinner) reported lower levels of anticipated enjoyment when they were alone than with others (Ratner & Hamilton, 2015).

The purpose of this study is to examine the impact of presence of others on evaluations of solo dining experience relying on the Social Impact Theory (SIT) (Latane, 1981) and the Self-Categorization Theory (SCT) (Turner et al., 1987). There is a lack of research examining the spatial distance between the dining tables as well as the composition of other diners nearby (i.e., solo vs. group diners). Relying on the SIT, a close proximity to others may negatively affect a solo dining experience because they are cognizant of others’ unfavorable judgments (Ratner & Hamilton, 2015). Furthermore, the authors posit that the impact of the spatial proximity might enhance a solo dining experience if the solo diner is seated close to solo diners (vs. group diners). Relying on the SCT, solo diners may categorize solo (group) diners into their in-group (out-group). This may lead to favorable evaluations of in-group (vs. out-group) members (Mullen, Brown, & Smith, 1992), which in turn enhances a solo dining experience.

Methods

This study employs a 2 (spatial distance: proximate vs. distant) by 2 (other diners nearby: solo vs. group diners) between-subjects experimental design. Participants will be randomly assigned to one of the four scenarios. Participants will be recruited for a pilot test (n=70) and a main test (n=140) through Amazon Mechanical Turk. They will be asked to read a scenario and imagine that they are dining alone at a sit-down, casual restaurant. To manipulate the spatial distance and nearby diners, participants will see part of a layout picture of the restaurant, which illustrates that they are seated close (vs. distant) to other solo diners (vs. group diners). After reading the scenario, they will answer a battery of questions including liking of other solo diners (Chen, Brockner, & Chen, 2002) evaluation of dining experience (“I would be interested in dining alone in this restaurant”, 1=not at all, 7=very much, from Ratner & Hamilton, 2015).

Results/Discussion/Implication

This study adds to the literature by incorporating the Social Impact Theory and the Self-Categorization theory into a solo dining context, which is an under-investigated area. Restaurant practitioners might be able to attract solo diners by manipulating seating arrangements, especially when seats are proximately located to one another. Communal tables or bar tables may relieve solo diners’ feelings of stress or embarrassment during peak hours due to in-group bias (Mullen et al., 1992; Simon, 1993).

References are available upon request

EVOKED NOSTALGIA ON HOTEL BRAND ATTACHMENT AND LOYALTY: THE MODERATING ROLE OF AGE

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Introduction

Nostalgic elements are widely seen in restaurants and hotels nowadays. The nature of nostalgia inevitably raises it as a stimulus of influencing consumer behaviors (e.g. Marchegiani & Phau, 2011). It has been recognized in the service industry that nostalgia can potentially increase revenue (Chen, Yeh & Huan, 2014). However, few studies focused on nostalgia as an affective influence on consumer behavior in the hospitality industry.

Two types of nostalgia exist: personal nostalgia and historical nostalgia (Batcho, 1995), which are associated with an emotion profile (Marchegiani & Phau, 2013). 2010). Even though nostalgia serves as a predictor for consumer behavior (e.g. Whan Park et al., 2010), few studies focused on the influence of it on consumers' attachment with hotels, as well as customer loyalty.

The purpose of this study is to gain a comprehensive view on the relationships of nostalgic emotions brought by hotel images with consumers' brand attachment, brand loyalty, and their return intentions towards the hotel. At the meantime, this study enriches the research on nostalgia in the hospitality field, and provides empirical evidence on the influence of age on nostalgia and the relationships. At last, managerial implications are provided for hoteliers to create and retain their customers.

Methods

One pilot study and two subsequent experimental studies are designed to test the hypothesis that nostalgia has an influence on consumer's hotel brand attachment and brand loyalty, which is moderated by consumer's age. The pilot study is a focus group consist of ten past hotel guests to gather information on their perspectives of personal/historical nostalgic hotels and refine the survey for the main study. Study one will include a scenario-based experiment that would manipulate participants' nostalgic emotions (personal nostalgia, historical nostalgia, no nostalgia), and measurements for nostalgic emotions, hotel brand attachment, hotel brand loyalty and hotel patronage intention are included. In study two, instead of priming participants, they will see randomly selected pictures from the pilot study and the same measurements used in study one will be adopted. Each scenario will include 200 participants recruited from Amazon MTurk with a $0.5 incentive upon completing the survey. Confirmatory factor analysis, multi-group analysis, and structural equation modeling will be used to analyze the data.

Results/Discussion/Implication

Nostalgia in general is expected to have a significant impact on consumer's hotel brand attachment and brand loyalty. The anticipated moderating effect of age indicates older customers who experience personal nostalgia more have more loyalty. Managerially, based on our expected findings, hoteliers should create memories for younger generations to retain them in the future. In addition, it will imply that vintage/retro design helps retaining hotel customers.

References are available upon request

IMPORTANCE-PERFORMANCE ANALYSIS OF THE MANDARIN'S HOUSE IN MACAO: APPLICATION OF THE HISTOQUAL SCALE

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Introduction

Macao, a special administrative region of China, is increasingly acknowledged as a heritage tourism destination (Ung & Vong, 2010). While the focus in its development has been the casino industry, diversification in its development has become crucial for sustainable development, and heritage has been one of the triggering agents for it. Acknowledging the significance of enhancing visitor satisfaction at the heritage site, this study aims to advance the usage of HISTOQUAL to measure the visitor satisfaction with importance-performance analysis (IPA) (Silva & Fernandes, 2011).

Methods

Data was collected at the Mandarin's House, part of the UNESCO heritage site. The questions included the perceived importance and performance of the modified HISTOQUAL items. The modification of the items was justified due the unique characteristics of the study area. Items measuring the crowdedness, the restaurant, and facilities for children were not applicable in this context.

Results/Discussion/Implication

The results indicated that the visitors were satisfied with the attitudes of the staff, opening hours, the quality of the facility, and the openness of the facility. While this heritage building would need to be concerned about its preservation, the fact that the visitors can feel free to explore this authentic, well-reputed area seemed to function positively. The result also showed that, while the visitor may want to have access to more detailed information on the heritage site, the low performance of the information provided on the site indicates that, in the process of managing the Mandarin's House, fulfilling the visitors' intellectual needs could be deemed crucial. The results also showed that the visitors may have taken more interest to the exterior and the structure of the site rather than the detailed interior, such as the tables and displays.

The results imply that developing effective ways to provide interpretation service, such as the preparation of leaflets and an increase of tour guides services, would enhance visitor satisfaction. The results also suggest that the staff be retrained to provide more detailed information in regards to this heritage site. The study implies the utility of IPA in capturing visitors' perception towards historic sites and also the limitations of the existing HISTOQUAL items in measuring other historic sites which may contain a unique combinations of facilities. Future studies could further the development of the measurement scale to better capture the visitor experience with more samples.

CONNECTED BY COINCIDENCE: THE IMPACT OF INCIDENTAL SIMILARITY CUES ON SOLO DINING EXPERIENCES

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Introduction

Many consumers consider dining out alone unappealing. The tendency for social dining is observed in both collectivistic and individualistic cultures (Ratner & Hamilton, 2015). The aversion for solo dining is troublesome as continuous increases in single households and weakened social ties make it difficult for consumers to find a dining companion (McPherson, Smith-Lovin, & Brashears, 208; Schrager, 2014). We propose that an incidental similarity cue provided by a restaurant creates feeling of connectedness, thus enhancing the solo consumer's dining experience. We further propose that framing a dining experience as a more (vs. less) hedonic experience (e.g., enjoying a nice meal) attenuates the impact of similarity cues.

Methods

The hypotheses will be tested by a 2 (experience framing: more hedonic vs. less hedonic) x 2 (incidental similarity cue: absent vs. present) between-subjects experiment. A total of 140 consumers drawn from Amazon Mechanical Turk will be randomly assigned to one of the four conditions. Following Ratner and Hamilton's (2015) method, participants in the more hedonic (vs. less hedonic) condition will read a scenario describing a situation where participants are considering going to a casual-dining restaurant "by yourself" to enjoy a nice meal (vs. to grab a quick lunch) during a lunch break. Then, participants will read an on-line review of the restaurant and a response from the restaurant manager. In the incidental similarity cue present (vs. absent) condition, the initials of the restaurant manager will match (vs. differ from) the participant's own initials. The participant's initials will be collected beforehand in an ostensibly unrelated task and automatically pulled in the response. After reviewing the scenario, participants will respond to questions regarding a sense of connectedness with the restaurant, anticipated satisfaction of solo dining and solo dining out intentions. Demographic variables, self-esteem and mood will be collected as potential covariates.

Results/Discussion/Implication

Solo consumption in the hospitality literature is an overlooked research area. This research will contribute to a better understanding of solo diners, thus enabling restaurant managers to more effectively tap into this ever-increasing and lucrative market segment.

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THE EFFECTS OF USING HOTEL SMARTPHONE APPLICATIONS ON HOTEL GUESTS' SATISFACTION AND INTENTION TO RE-USE: AN EXPERIENTIAL VALUE APPROACH

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Introduction

The evolution of smartphones has influenced hospitality and tourism industry because people use the smartphones for planning their trips and for finding information (No & Kim, 2014; Wang, Xiang, & Fesenmaier, 2016). Hotel companies in the U.S. lodging industry have increasingly incorporated their travelers' smartphone use into their business through mobile applications (apps) ("Hilton HHONORS App," n.d., "Hyatt Mobile Experience," n.d., "Marriott Mobile App | The Perfect Travel Companion™," n.d.). People who download hotel apps can book a room, check in and out, request room services, seek local information, order an Uber service, and use a guest's smartphone as a room key. From hotel guests' perspective, being able to see the guest rooms, lobby, and exterior appearance of buildings and use a list of convenient services from the hotel apps, they are able to set their own expectations and experiential value about the hotel products and services they are considering. However, it is unknown whether or not the guest experience is enhanced by the hotel apps. This study applies the experiential value conceptualization developed by Holbrook (1994) and relates it to satisfaction with hotel apps as a means of explaining hotel guests' re-use intention. According to Lee and Overby (2004), experiential value is subjective and originates from experiences or individual perceptions. Perceptions of experiential value are based on interactions through direct usage or distanced appreciation of products and services (Mathwick, Malhotra, & Rigdon, 2001). These interactions during the consumption process help hotel app users set a benchmark for relativistic preferences, and it can even affect their behavioral intentions. The purpose of the study is to investigate the relationships among hotel guests' experiential values of hotel apps, satisfaction, and intention to re-use the hotel apps. More specifically, the study tests a proposed model that constructs the relationships among three latent variables: Experiential Value (EV), Guest Satisfaction (GS), and Intention to re-use the hotel apps.

Methods

In order to accomplish the study objectives, target samples of the study are hotel guests who have experienced hotel apps in the past 12 months. A self-reported questionnaire will be developed through extensive literature reviews and then to test relationships among the three latent constructs. Qualtrics, an online survey service company, will be used to distribute and collect surveys. The collected data will be analyzed using structural equation modeling (SEM) to examine the causal effects of the entire model and to determine the fit of the theoretical model. A series of statistical tests will be carried out through confirmative factor analysis, exploratory factor analysis, and path analysis in the structural equation modeling.

Results/Discussion/Implication

The findings of this study can contribute to what we know about how hotel companies should develop their apps as a communication tool to retain their guests. Furthermore, this study could enable hospitality companies to improve their marketing strategies using smartphone apps within a competitive hospitality market.

PEER COMPLAINING BEHAVIOR: COMPLAINTS, RESOLUTIONS, AND PEERS' REACTIONS

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Introduction

Sharing economy has become a far-reaching consumption trend in the past decade, encouraging ordinary people to participate in property-sharing activities. In the hospitality industry, Airbnb was named as the largest peer-to-peer (P2P) platform firm where individuals become closely involved in a lodging business by using an online platform (ESA, 2016). Despite the remarkable power of P2P market in economy, several challenges have been recognized to have significantly influenced consumers and service providers, such as online and offline security/safety, quality of service, employment, and violation of regulations (Baker, 2014; ESA, 2016; Marchi & Parekh, 2015; Nasscom, 2015; Popper, 2015; Rauch & Schleicher, 2015; Schor, 2014).

While the downsides of P2P-based trade are apparent and intricate, little research has focused on peers' complaints, the handling processes of these complaints, and peers' reactions to other peers as well as the online platform provider, Airbnb. In P2P accommodations, transactions are directly conducted online and offline between peer providers and peer consumers, without the presence of traditional employees. In these distinctive circumstances, complaints can happen because of the other peer (a host or a guest) as well as the platform provider. In this light, this study centers on P2P accommodations and aims to 1) categorize complaints in host-guest-platform relations, 2) explore peers' emotional and behavioral responses to the complaints and purposes of complaining, and 3) uncover the complaint handling mechanism in the P2P context.

Methods

The researchers will conduct inductive content analysis to discover the patterns of complaints, peers' responses to the experiences, and the platform's handling mechanism, utilizing peers' complaints posted on a website called Airbnbhell.com. This website is an online archive that records Airbnb users' complaints about their personal experiences of staying with Airbnb. The postings by hosts and guests will be analyzed separately. In order to improve the reliability of the findings, posts consisting of at least 90 words will be included in the analysis (Gottschalk & Bechtel, 1995). The authors will follow open coding and categories creation, which is regarded as effective for theory building (Corbin & Strauss, 2008; Elo & Kyngäs, 2008; Mair et al., 2012).

Implication

This study will investigate the patterns of complaints and resolutions in the P2P accommodation sector, delving into how the platform's mechanism operates. The expected results will shed light on the emotional reactions throughout one's negative experiences, resulting in behavioral intentions. Furthermore, this research will extend the existing P2P-related literature by exploring the underlying relationships between peers and between peers and an online platform provider through users' perspective, and by uncovering how the complaint handling processes in the P2P context are distinctive from those in traditional hotel operation systems. Strategic recommendations will be provided to P2P businesses based on the findings of the study.

References are available upon request

REEXAMINATION OF DESTINATION LOYALTY: AN INTEGRATED MODEL ON BASIS OF INVESTIGATIONS AT TWO TYPES OF ATTRACTIONS IN CHINA

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Introduction

Destination loyalty is a focus in tourism research and many factors have been identified to build loyalty (Baker & Crompton, 2000; Chen & Cursory, 2001; Petrick, 2004; Milman & Pizam, 1995). However, unlike tourists' repeat patronages to hotels and restaurants, tourists' loyalty to destinations/attractions may be difficult to build, as travelling experience is a temporary stay to experience the different in another place (Xie, 2011), and a choice of different views out of peoples' natural propensity to seek novelty (Crompton, 1979). On the other hand, both word of mouth(WOM) and electrical word of mouth(eWOM) are becoming increasingly important for building loyalty (Zhang & Kandampully, 2015). Therefore, more attention should be given to tourists' attitudinal aspects when behavioral loyalty is not expected in near future. In measuring future revisit behavior/intentions, researchers found that time is very important in retaining tourists and building loyalty (Oppermann, 1999; Darnell & Johnson, 2001). So, it is necessary to investigate the role of time in examining tourists' behavioral intentions in different stages of future time. Among empirical studies in destination loyalty, researchers have measured tourists' loyalty to a specific destination/attraction (Chi & Qu, 2007; Yoon & Uysal, 2005). Study in different types of tourists' attractions is very limited. Tourists visit different types of tourist attractions out of different motives(Zhang,2012), and various attributes of different types of tourist attractions may influence tourists' perceived destination image and thus impact their behavioral intentions (Hunt, 1975; Walmsley & Young 1998). So, this study tries to examine tourists' responses to different types of tourists' attractions and find out if the relationship between determinants of loyalty differs among tourists to both natural and human/cultural attractions by building an integrated model of destination loyalty. Tourists' revisit intentions over different stages of time in the future will also be examined.

Methods

Both focus group interviews and literature review were used to develop the initial questionnaire. Keywords were extracted from interviews to supplement variables found in literature. Convenience sampling was adopted. Every five tourists were approached and asked to fill out questionnaires on voluntary basis. A total of 1220 questionnaires were collected from tourists in 16 attractions in Liaoning Province in Northeastern China from May to October 2014. Among questionnaires for final analysis, 434 were collected in human/cultural attractions and 426 in natural attractions. Structure Equation Model will be employed to examine the relationship between variables. ANNOVA will be used to investigate the differences of variables between natural and human/culture attractions.

Results

Behavioral intentions in different future time periods will be examined, the impact of motivation, perceived value, destination image and satisfaction on destination loyalty and effects of dimensions of independent variables on dimensions of loyalty will be examined.

LAST MINUTE BOOKING BEHAVIOR IN THE HOTEL INDUSTRY

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Introduction

Travel and tourism are being booked at the "last minute" and has become an increasing trend among travelers over the past few years. Due to development of the internet, this segment of travelers looking for last minute deals has expanded and is now a considerable segment that should not be overlooked any more (Buhalis & Licata, 2002; Dacko, 2004; De Lisser, 2002; Fenton & Griffin, 2004; Stringer, 2002).

There is an extensive body of literature on behaviors of last minute deal-seeking customers (Chen & Schwartz, 2008; Chen & Schwartz, 2013; Dacko, 2004; Jerath, Netessine, & Veeraraghavan, 2010; Schwartz 2008). However, people who book hotel rooms at the last minute are not always deal-oriented. Behavioral characteristics of customers whose last minute bookings are driven by other contextual factors are not well understood.

The main research objective of this study is to examine how temporal distance between the time of booking and the day of actual stay influences two things: customers' cognitive evaluation of booking attributes and booking behavior. Additionally, this study identifies distinctive booking attributes associated with last minute booking.

Methods

This study employs the services of a university-based research lab to recruit study participants and uses eye tracking equipment. Participants are a mixed group of 40 students, faculty, and staff from a state university in the Midwest.

Seven booking lead times are used in this study and participants are given a choice of four possible U.S. travel destinations. They are instructed to imagine they are taking an overnight leisure trip to that location. Based on this common travel frame, participants are instructed to make an online booking for a hotel room for this hypothetical trip using whatever websites they would usually use, and to stop when they make a hotel choice. This process focuses on the quantitative findings regarding what participants fixated upon during the search process, and how the frequency of those fixations differed by booking lead time. In the second half of the session, participants are asked to indicate their booking behavior factors in the previous part of the experience.

Descriptive statistics will be used to identify booking attributes considered essential and compare the booking behavioral factor value among the booking lead time group. This study will perform multivariate analysis of variance to determine whether there are differences between the booking lead time groups on its cognitive evaluations and booking behavioral factors.

Results/Discussion/Implication

The findings of the study are expected to contribute to the limited body of last minute booking literature. This study can offer a better understanding of the impact of temporal distance on customers' cognitive evaluation of booking attributes and booking behavior. Moreover, the results of this study can guide the hotel industry to better understand last minute booking behavior so that the industry can respond to the customer trend in a strategic manner.

WE TRACK YOUR STEPS AND HEARTS: USE OF FITNESS TRACKERS IN CSR PROMOTIONS

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Introduction

In recent years, people value their fitness more than ever before. Hoteliers have started to pay increasing attention to fitness- or wellness-focused customers as they tend to spend more money and stay longer (McCracken, 2015). Digital fitness trackers (e.g., Fitbit) enable people to monitor how many steps they walk and how many calories they consume. In fact, the shipment of fitness trackers surged to a total of 78.1 million units in the 2015, besting 2014 by 171.6% (IDC, 2016). Despite the burgeoning interest in fitness and technology, little research has been conducted to examine how such trends have changed consumer behavior (Etkin, 2016). How can hotels use fitness trackers to increase customer satisfaction and to boost profit? To that end, this study focuses on the effect of fitness trackers in CSR promotions on perceived CSR benefits.

Methods

In study 1, Sixty participants, recruited from Amazon Mechanical Turk, will be randomly assigned to one of the two conditions: 2 (CSR promotion: general vs. goal-specific). In the general promotion condition, participants will be asked to imagine that they are at the check-in counter, and an employee says "We will donate $10 per night on your behalf to the American Heart Association." In the goal-specific condition, participants will be asked to imagine that the front-line employee gives them a fitness tracker and states the following "We will donate $10 to the American Heart Association if you reach 15,000 steps a day." After reading the scenario, participants will be asked to indicate their attitude toward the CSR promotion (Kim et al., 2012)

In study 2, sixty participants, recruited from Amazon Mechanical Turk, will be randomly assigned to one of the two conditions: 2 (CSR promotion: goal-specific vs. goal-absent). The scenario for the goal-specific condition will be identical with that of Study 1. In the goal-absent condition, the scenario is same as the goal-specific condition except that an employee says "Our donation will be made based on the number of steps you walk in a day." Participants will be asked to indicate the perceived CSR benefit (Habel et al., 2016), and work construal (Tonietto & Malkoc, in press).

Implications

This research will contribute to the hospitality literature by empirically examining the role of fitness trackers in CSR promotions. Specifically, we postulate that CSR benefits will differ depending on the message frame. Our findings will also have practical implications for hotel and resort managers. Hotels and resorts whose key target market is fitness-focused customers might want to use goal-absent type CSR promotions to enhance CSR benefits and resulting customer satisfaction.

THE EFFECT OF LIFESTYLE AND LOCALITY ON CRAFT BEER CONSUMER PURCHASING DECISIONS

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Introduction

Despite a considerable amount of research on consumer behavior towards local agricultural products, there is a lack of recent material on craft beer consumers and, specifically, the effect that locality has on their purchasing decision. There is also very little known about the consumer base for craft beer. Orth, McDaniel, Shellhammer and Lopetcharat (2004) conducted a study to determine what type of brand benefits craft beer consumers desired, and the differences between different lifestyle groups (Orth, McDaniel, Shellhammer, & Lopetcharat, 2004). Their research helped profile the craft beer consumer at that time, however, the study was conducted before the large expansion of craft beer. The consumer base for craft beer could have had a significant shift during that time.

Past research has shown that lifestyle is a sufficient predictor for determining various consumer segments, including alcoholic beverage consumers (Fournier, Antes, & Beaumier, 1992; Orth, Wolf, & Dodd, 2005). These previous studies have looked at the behavioral and lifestyle characteristics of wine consumers, and have tied lifestyle to brands and consumption of beer, wine, and spirits (Lesch, Luk, and Leonard, 1991), but have not explored the ways these lifestyles affect the consumers' purchasing decision itself. In addition to this, to the researchers knowledge there is not a current lifestyle profile for the craft beer market.

Therefore, the purpose of this study is to a) determine what consumers view as a locally brewed craft beer, and which aspects of locality influence their purchasing decision; b) evaluate the effect of different lifestyles on consumer choices in the craft beer consumer market; and c) compare the consumption and purchasing habits of the different lifestyle groups

Methods

This research will analyze the lifestyles of craft beer consumers in the South/Midwest United States and how they relate to consumers' purchasing decisions. The data will be collected using a sample of craft beer consumers attending craft beer festivals, along with patrons of various craft beer centric bars. These attendees and patrons will be asked to complete a questionnaire comprised of measures to help determine: what they consider a local craft beer, using one categorical measure and one continuous measure; what drives their purchasing decisions; which lifestyle group they fall under, using a 30-factor measure set, and their demographic information. This questionnaire will be developed using the information collected in the literature review.

Results/Discussion/Implication

This research will assist hospitality researchers and industry professionals in determining the impact of lifestyle and various purchasing motivators for local products on the craft beer consumer market. Further, by developing a profile of lifestyle groups and an overall demographic profile for craft beer consumers will help craft breweries, craft beer bars, and brewpubs to more accurately market to their consumers.

References are available upon request

THE RELATIONSHIP BETWEEN HOTEL BRAND AND OTA BRAND: THE MODERATING ROLE OF CULTURAL DIFFERENCES

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Introduction

After the Internet revolutionized the travel and tourism field, online travel agencies (OTAs) have become the most successful e-commerce medium for hotels (Xiang et al. 2014, Sabiote-Ortiz et al. 2016). OTAs have taken a larger portion of guest reservations from the hotel websites in recent years.

In this study, we suggest that consumers' cultural differences have an impact on how they perceive hotel brands listed in OTAs. Studies identify that culture has a huge impact on consumers' travel trends (Fowler, 2006; Lee et al., 2008; Kim, Mckercher, 2011), which includes behavioral patterns, perceptions, or beliefs. Additionally, individuals' motivations and decision-making process is shown to be influenced by their overall cultural environment (Engel et al., 1978; Mouthino, 1987; Reisinger and Turner, 2003).

Previous research failed to provide an adequate level of understanding of how cultural differences in style of thinking impacts the usage of OTAs. Our research examines how cultural differences and familiarity of the OTA brand influence consumers' attitude and behavioral intentions towards hotels.

Methods

First, we will conduct a pretest to identify familiar/unfamiliar hotel and OTA brands in China and the US. For our main study, we will conduct a 2 (hotel brand: familiar vs. unfamiliar) x 2 (OTA brand: familiar vs. unfamiliar) x 2 (culture: Eastern vs. Western) between subjects experiment. There will be around 300 university students (including graduate students) participating in this survey. Students are selected randomly from several universities in the United States and in China. First, we will ask subjects to browse through an (familiar/unfamiliar) OTA website. Afterwards, we will give them information of a (familiar/unfamiliar) hotel at which they are considering staying. We will have manipulation check questions to make sure the stimuli were perceived as intended. To measure consumers' attitudes toward the hotel, a three-item, seven point, semantic scale adopted from Cronley, Mantel, and Kardes (2010) will be used. A four-item, seven-point scale adapted from B. Bai *et al*. (2008) will be used to measure purchase intensions.

Discussion

Our findings suggest that not all customers react similarly to hotel brands and OTA brands. Due to their holistic thinking processes, we believe that the familiarity of OTA brands will significantly impact how Easterners perceive the hotel that is listed in OTA websites. While Westerners with analytic thinking processes will not be affected by the OTA brand. Therefore, in order for the hotels and OTAs to benefit from the findings, they should understand the thinking process of their customers. For example, if their customers are mostly Easterners, they should avoid listing their hotels in an unfamiliar OTA website. Instead, they should work more closely with a familiar OTA brands. On the contrary, if their customers are mostly westerners, brand familiarity of the OTA would not matter as much.

UNDERSTANDING THE INFLUENCING ATTRIBUTES OF CONVENTION AND EVENT VENUES AND ITS IMPACT ON ATTENDANCE AND REVISIT INTENTIONS

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Introduction

Events and events planning over the years have become more popular, and more sophisticated. This could be attributable to the increasing significant impacts that they have on the economic, socio-cultural, and also most times the political landscapes of the hosting city or area (Arcodia and Whitford, 2007; Getz, 2008; Chalip, 2006). The purpose of this study is to examine and identify the various important attributes that event planners and organizers must understand when planning an event regarding all venues and activities.

Thus, the current study will seek to address the gap in the research by 1) investigating attribute factors, and 2) understanding the relationships among the following factors: perceived value, satisfaction, and intention to revisit the convention and meeting.

Methods

Twelve items were used to rate the importance of certain attributes to a convention attendee on a 7-point scale and also twelve items to determine what factors primarily influence their decision to attend. Also, two distinct items were used in this instrument to measure the attendees' satisfaction including "overall" satisfaction and "satisfaction" based on participants "total expenditures". These were measured on a Likert scale, ranging from "very dissatisfied" (1) to "very satisfied" (7). These measurements were modified and adapted from Oliver's (1977) cumulative satisfaction scale. To measure the attendees' intention to revisit this event, a question "how likely are you going to attend this convention if it holds next year?" was asked. This measurement scale was modified from its use in the services marketing literature (Cronin and Taylor, 1992).

This paper will be constructed in two phases. For Phase I, an in-depth interview will be administered to organizers, attendees and participants onsite at one of the biggest convention events in Texas. For phase II, an onsite intercept survey will be conducted. SPSS () will be used for the general data analysis and SmartPLS will be employed to examine the relationship among the factors.

Expected Outcomes

The data will be analyzed to understand the major key attributes for a convention and meeting. In addition, the results of this study will help us to understand attendees' behavior by examining the factors. We hope this paper can provide convention and meeting planners with practical solutions to organize better conventions and meetings which will satisfy attendees and increase their revisit intention.

EFFECTS OF TABLE SPACING ON CONSUMERS' DINING EXPERIENCE IN A FAST-CASUAL RESTAURANT

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Introduction

While some research regarding table spacing has been completed regarding full-service, fine-dining restaurants (Robson, 2013; Robson & Kimes, 2009; Robson, Kimes, Becker & Evans, 2011), research regarding table spacing in fast-casual restaurants is scarce. Since fast-casual restaurants are focused on swift service, the seating available to customers should be maximized in the space of the restaurant to allow for the highest volume of customers. The main objective of the study is to explore and compare consumers' cognitive, emotional and behavior responses under three different spacing layout (i.e., 6, 12, or 24 inches) in a fast-casual restaurant setting.

For full-service restaurants, increased dining duration can increase spending (Robson & Kimes, 2009). For restaurants in which customers pay for their food before being seated, increasing table turnover allows the restaurateur to reduce the amount of space needed for the restaurant while increasing revenue capabilities. Robson et al. (2011) found that in a full-service restaurant, even at table distances of 24 inches, the customer felt crowded. This feeling of crowding can reduce customer satisfaction and restaurant image as well as return intention. Therefore, it is important for fast-casual restaurants to balance customer satisfaction and increased table turnover.

Methods

Customers of a fast-casual restaurant will fill out a questionnaire regarding their experience with tables spaced at one of three distances. The questionnaire was developed from existing literature and will gauge the cognitive, emotional, and behavioral response from the customers when confronted with the table spacing. A 7 point Likert scale will be used to measure the variables and the customers' demographics and past dining experience will be explored. The data will be analyzed using descriptive analysis and MANOVA. Comparisons of customer dining experience will then be drawn between the three table distances. There are two main hypotheses:

Hypothesis 1: Reduced spacing between tables elicits negative cognitive, emotional, and behavioral response by the customer.

Hypothesis 2: Customers have greater negative responses for reduced table spacing in full-service restaurants than in fast-casual restaurants.

Implications

The findings from this research will provide guidance for appropriate table spacing for fast-casual restaurants. Specifically, it will serve as a reference for the industry on how much space is needed between tables for customers to maintain a sense of comfort and have a pleasant dining experience in a fast-casual restaurant. This research will also present the findings compared to those of Robson, et al. (2011) to evaluate if there is a significant difference in customers' willingness to sit closer to other customers in a fast-casual restaurant than in a full-service restaurant. These findings should also lead to future research on whether consumers are more lenient with table spacing the more casual the restaurant style. This could create a greater difference in the interior designing of fast-casual restaurants compared to full-service restaurants. For revenue management, if restaurateurs can increase the number of tables in a smaller space without decreasing customer satisfaction, they can in turn increase revenue.

DETERMINANTS OF CUSTOMER SATISFACTION FOR HOTEL SELF-SERVICE KIOSKS

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Background

As Information Technology (IT) continued to expand throughout various disciplines, Self-Service Kiosks(SSK) have become widely used in the hospitality industry as they are being more and more accepted by travelers (Chen, Yen, Dunk, & Widjaja, 2015; Kim & Qu, 2014; Lee, Fairhurst, & Cho, 2013; Maguire, 1999). In line with the adoption of SSK in a hotel, it is important to satisfy customers with this technology because customer satisfaction affects loyalty, word of mouth, and finally profitability of businesses (Anderson & Sullivan, 1993; Oliver, 1980). However, there is a paucity of studies investigating customer satisfaction with the use of SSK in the hotel context (Kim & Qu, 2014). It is, therefore, necessary to see which SSK attributes satisfy customers and provide the best service. Additionally, such factors as hotel categories (i.e. budget, mid-price, luxury, etc.) should be taken into account for their impact on service quality expectations. The current study attempts to address what remains unclear and aims to identify major determinants of customer satisfaction with SSK. More specifically, the objective of the current study is to investigate how different SSK attributes affect consumer satisfaction and determine whether the pattern would be the same for various types of hotels. Consequently, the following research questions have been formulated:

1. What kinds of SSK attributes affect customer satisfaction and in what way?
2. Is there any difference in SSK's determinants of customer satisfaction for different types of hotels?

Based on the review of the existing literature, the current study selects six factors as determinants of customer satisfaction such as perceived ease of use (Lee, Fairhurst, & Cho, 2013; Dabhlokar, 1996), enjoyment (Dabholkar & Bagozzi, 2002; Webster, 1989), speed of delivery (Ledingham, 1984; Dbholkar, 1996; Lee et al., 2013), waiting time (Kokkinou & Cranage, 2013; Weijters et al., 2007), self-competence (Wang, 2012; Davis, Bagozzi, & Warshaw, 1992), and need for interaction (Meuter, Ostrom, Roundtree, & Bitner, 2000).

Methods

The current study employs quantitative methods and uses an on-line survey for collecting data. The survey will be distributed through Amazon Mechanical Turk (MTURK). The sample will be composed of customers who have used the self-service kiosks in hotels. The pool of measurement items will utilize the proper items in the previous studies (Dabholkar, 1996; Lee et al., 2013; Meuter et al., 2000). Data analysis will be performed using multiple regression in SPSS.

Implication

The theoretical significance of this study comes from identifying which attributes affect customer satisfaction with SSK as it remains unknown currently. Further, this study will compare customer satisfaction with SSK in various hotel categories and examines whether the patterns are similar. From practical perspective, the study will assist hotel managers in planning, adopting, and managing SSK to increase customer satisfaction. Also, this study could provide useful information to the practitioners about in which types of hotels SSK would fit best.

EXPLORATORY STUDY OF IN-FLIGHT FOODSERVICE ATTRIBUTES AND THEIR INFLUENCE ON PASSENGERS' WILLINGNESS TO PAY

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Introduction

Airlines have continuously worked on redesigning in-flight foodservice to accommodate the expectation of the passengers (De Syon, 2008). Still, King (2001) also has pointed out that there is a lack of systematic procedure in the airline industry. Moreover, before introducing a new product or service, it is crucial to evaluate their need and value through market trials. Additionally, minimizing the cost without impairing the service quality is critical for a successful innovation.

Therefore, the researchers conducted an exploratory study to investigate airline passengers' perceptions on in-flight foodservice. The primary purpose of the research is 1) to explore the in-flight foodservice attributes that airline passengers may appreciate and 2) to examine airline passengers' willingness to pay for in-flight foodservice items and willingness to reserve them online.

Methods

The target population was the airline passengers who have travelled internationally. Convenience sampling was implemented. In August 2016, data was collected from distributing a self-reported survey questionnaire to five different hospitality classes in western regional university.

The questionnaire contained: 1) passengers' perceptions on in-flight foodservice attributes, willingness to pay, and willingness to reserve online with seven-point Likert-type scale, 2) the past traveling experience of passengers, 3) passengers' satisfaction with current in-flight foodservice using seven-point Likert-type scale, and 4) demographic information.

Results/Discussion/Implication

Using principal component analysis extraction and varimax rotation, five factors were identified based on the characteristics of attributes. They are labeled as health-conscious value, custom-built value, elevated-quality value, taking-charge value, and money-driven value.

The study results showed that passengers are willing to reserve in-flight foodservice online before checking-in at the airport. This may suggest that Generation Y passengers prefer online communication regarding in-flight foodservice. Also, the demand of in-flight foodservice may be predicted, and the food production timetable can be planned accordingly. Regarding the passengers' willingness to pay, about 20% of the respondents were willing to pay more than seven dollars for a value-added entrée and at least a dollar or two for the other items. By providing various in-flight foodservice items that customers can self-indicate, the researchers propose that customer satisfaction may be enhanced and food waste costs can be reduced Messner (2016) indicated that catering is a key attribute for customer satisfaction with airline service quality. The study also found the price range of passengers' willingness to pay for in-flight foodservice items. Airlines should constantly work on recognizing the relevant in-flight foodservice factors and discovering any changes in customer demand. It will be effective to investigate ways to engage passengers in developing new in-flight foodservice items.

References are available upon request

PERSUADING CONSUMERS TO GO GREEN: EFFECT OF PERCEIVED SERVICE GREENNESS ON ENVIRONMENTAL BEHAVIOR

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Introduction

What consumers think about as environmental sustainability (greenness) of products and services matters for two main reasons. Firstly, without consumers' acceptance, environmentally friendly products and services will not survive the market in the long run. Hence, it is important to make sure that the environmental problems addressed by the firm are considered as important and relevant by the consumers as well (Fien, 2001; Pickett-Baker, 2008; Pleger Bebko, 2000). Secondly, knowing what consumers understands and perceives will help firms frame better communication strategies to deliver their environmental message, as argued by the World Bank (The World Bank, 2015). This issue is particularly relevant in the service industry which involves a significant number of intangibles making it difficult to clearly define and communicate the concept of greenness.

The study addresses this problem by asking two important research questions. The first question addresses the conceptual level issues in the literature: What do consumers understand about 'service greenness', and how does that understanding affect their intention to adopt sustainable products and services? The Second research question addresses the operational difficulties in examining the conceptual questions: How can 'perceived service greenness' be measured effectively and accurately, and what are the various dimensions constituting the constructs.

Methodology

The research consists of three different studies. In study 1, focus groups are conducted among restaurant customers to understand what consumers understand and perceive of 'restaurant greenness' or 'restaurant sustainability'. A series of focus groups were conducted until an additional focus group did not produce any additional information. The inputs from the focus group along with the findings from literature survey are used to develop the scale for 'Perceived restaurant greenness'. Study 2 is an online survey to validate the scale developed using study 1. In this study, participants are assigned to one of the two groups, and asked to recall the last time they visited a fast-food restaurant/fine dining restaurant depending on their group. Participants further rate the 'restaurant greenness' using the scale developed, and report their satisfaction, and overall rating for sustainability. Finally, study 3 tests the hypotheses proposed in the study, using the validated scale through an online experiment, where consumers are assigned to different groups and provided scenarios of restaurants with varying dimensions of sustainability/greenness and asked to record their willingness to dine in the restaurant and other behavioral variable.

Implications

On the theoretical level, the study aims to initiate a scholarly discussion on the adequacy of present measures for consumer perceptions of greenness in the service industry. On a practical level, the study would provide greater understanding of consumer's perception regarding greenness of a service, which would significantly aid in designing effective communication mechanisms to inform consumers about the characteristics and consequences of green services, and identifying ways to motivate them to behave pro-environmentally.

DEVELOPING AND TESTING VALUE COCREATION EXPERIENCE: HOW DOES COCREATION EXPERIENCE INFLUENCE VALUE IN THE SHARING ECONOMY?

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Introduction
In recent years, an increasing number of conceptual papers has appeared in tourism and hospitality with the purpose to conceptualize value cocreation (e.g., Chathoth et al., 2013; Binkhorst & Dekker, 2009), along with a limited amount of empirical studies (e.g., Hsiao, Lee, & Chen, 2015). However, there is little agreement on a comprehensive dimensionality of value cocreation in both marketing and tourism & hospitality fields. So far, each of these available scales measures a particular dimension of value cocreation. Additionally, these scales only measure behaviors induced by value cocreation but cannot assess the experiential dimensions of the process (Leclercq et al., 2016). As the development of measurement scales has been highlighted among the top future research priorities for value cocreation studies in recent papers (Baraldi, Proença, Proença, & de Castro, 2014), there is a significant need for developing a scale of value cocreation experience.

The current study will utilize the peer-to-peer accommodation sector (i.e., Airbnb) as the research context. The value system of the sharing economy is based on shared value of cooperation in which actors (i.e., guests, hosts) engage in a great amount of interaction and coproduction (Cheng, 2016; Heo, 2016). In sum, the research objectives of this study are (1) to construct a valid and reliable scale to measure cocreation experience based on the following conceptual components: a) trust, b) commitment, c) connection, d) learning, e) empowerment, f) autonomy, and g) imagination; (2) to test the influence of the sub-scales of cocreation experience on cocreated values including a) functional value, b) emotional value, c) cognitive value, d) social value, e) economic value, f) cultural value, and g) personal value; and (3) to test the influence of cocreated values on perceived quality of overall peer-to-peer accommodation experience, satisfaction with overall travel experience, and intention of future usage.

Methods
Considering the multiphase nature of this study, a multi-staged development study suggested by Churchill (1979) and Hinkin (1995) will be conducted. The major steps include the development and validation of research instrument for measuring value cocreation experience (Phase 1), and the examination of structural relationship (Phase 2) between the derived cocreation experience dimensions and other variables of interest (i.e. co-created functional value).

Results/Discussion/Implication
The proposed study is significant in three ways. First, it is the first study that operationalizes the exact nature of cocreation experience. Second, the current study attempts to examine the relationships between cocreation experience and various cocreated values. It provides insights for understanding customer value cocreation process. Third, the current study contributes to the growing literature stream of sharing economy. It provides one of the initial explorations of studying the timely topic using theories of value cocreation.

References are available upon request

Work-in-Progress – Finance & Economics

THE EFFECT OF CHOICE PRESENTATION ON CONSUMERS' WILLINGNESS TO PURCHASE: INFORMATION COSTS AS A MEDIATOR

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Introduction

There are various types of choice architecture to present a choice to the decision-maker and what is chosen often depends upon how the choice is presented. Also consumers could have differently perceived information costs affected by this choice architecture in the course of decision making since time and cognitive capacity are limited. However, there has been scarce research examining the choice presentation influence on perceived information costs. Therefore, the proposed research intends to examine whether information costs will mediate the effect of the choice presentation on the willingness to purchase from a menu of choices.

Methods

Random sampling will be conducted through the Amazon Mechanical Turk, and oline survey questionnaire with scenarios will be developed based on the literature. The experiment will present the respondents a sample of menu items from a hypothetical casual-theme restaurant in the form of written display only, written and visual display, and visual display only. Independent variable will be choice presentation, combination of visual and verbal information. There will be two sets of choice presentations: first option of menu with description only versus menu with description and picture coded 0, and second option of menu with description only versus menu with picture as 1. Dependent variable will be the willingness to purchase and is a categorical variable. The mediating factor will be information costs perceived by individuals. Perceived information costs will be measured with 4-point Likert scale ranging from 1 (Strongly disagree) to 4 (Strongly agree).

Results/Discussion/Implication

This study expects to find that perceptions of information costs will mediate the impact of choice presentation on willingness to purchase. In particular, participants would perceive information costs higher for menus with verbal form than ones with visual form, and consequently higher perceived information costs will result in unwillingness to purchase the associated menu item. In terms of the theoretical implications, the findings of this study can provide broader view on consumers' perception of information costs through the choice architecture at the microeconomic level. Managerial implication of this study would be that restaurant managers could gain a better understanding of their customers and reduce their perceived transaction costs. Ease of presenting information by restaurants could help customers make informed purchasing decisions and eventually make the restaurant industry responsible by appropriately informing consumers. Most of all, the findings could contribute to understanding the consumers' tendency to make decisions under certain medium of presentation. Limitations of this study can arise from research sample and survey instruments. If the experiment can be conducted on actual diners in an operating restaurant, the study may provide more valid results through participants' revealed rather than stated preferences. Also online survey with presentation of mock menus may lack reality because it usually depends on self-report and could impact reliability of respondents.

References are available upon request

MATERIAL AND IMMATERIAL SUSTAINABILITY INVESTMENT IN THE RESTAURANT INDUSTRY

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Introduction

This study proposes to empirically examine materiality issues regarding a firm's sustainability investment in the restaurant context. Materiality (or material information) can be defined as "a substantial likelihood that the disclosure of the omitted fact would have been viewed by the reasonable investor as having significantly altered the 'total mix' of information made available" (*TSC Indus. v. Northway, Inc.*, 1976). Although the disclosure of all information including sustainability-related factors is mandated by laws in the United States and firms are significantly committed to investing in many sustainability issues, what remains uncertain is investment in which material issue is more or less critical. More importantly, what is material would not mean the same thing with equal importance across different business sectors and industries (Eccles & Serafeim, 2013). Therefore, unlike in the past where the existing CSR (Corporate Social Responsibility) database rated firms' sustainability efforts using a uniform standard across industries, the current study will incorporate the industry-specific classification of materiality in order to investigate the materiality issue to which a firm's sustainable investing practices are directed as well as its link to the firm's financial performance(FP) in the restaurant industry. As the investment decisions of a firm prescribe its productive identity (Dempsey, 2003), and CSR and FP is positively associated (Waddock & Grave, 1997), the expectation is that firms score highly in *material* sustainability investment will be viewed efficient by the shareholders' viewpoint, thus, more likely to result in better FP. On the other hand, as a firm's investment is present sacrifice for future benefit (Hirshleifer, 1965), allocating limited resources to immaterial sustainability issues may not be viewed efficient. Therefore, we hypothesize that firms investing heavily in *immaterial* sustainability issues will be more likely to achieve poor FP.

Methods

This study first makes use of SASB (Sustainability Accounting Standards Board)'s industry-specific materiality standards guide in order to identify material and immaterial sustainability issues in the restaurant industry. Second, MSCI KLD database will be used to collect information on firm-level CSR performance. The sample of publicly traded restaurant firms will be analyzed for the period of 2000 to 2014 by the panel analysis (two-way fixed- or random-effects model) in order to investigate the impact of (im)material sustainability investment on FP, which will be measured by Tobin's q. The model will also include control variables (i.e., size; book-to-market ratio; turnover; ROE; leverage; advertising expenditure; sales, general and administrative expenditures over sales; institutional stockholders; capital expenditure; franchising).

Implication

The current study is expected to make contributions to the CSR literature and to practitioners by providing empirical evidence that shows the current status of restaurant firms' sustainability investment efficiency with adopting materiality concept and measurement. Managers who are committed to sustainability or strategic CSR may consider the current study when allocating firms' scarce resources to make the most efficient investment and evaluating its effectiveness.

References are available upon request

REVISITNG THE LINK BETWEEN CORPORATE SOCIAL PERFORMANCE AND FIRM PERFORMANCE: DOES FRANCHISING MATTER?

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Introduction

The relationship between a corporation's social performance (CSP) and a firm's financial performance (FP) has received much attention in the financial economics and management literature over more than thirty years. In regard to the CSP/FP relationship, the types (positive, negative, or no relationship) and the casual directions where CSP precedes FP or vice versa have been discussed (Kim, 2015). Notwithstanding the continuing research, the findings of both topics seem to be far from clear, thus calling for further pertinent examination.

Both the instrumental stakeholder and the slack resources theories may explain the CSP/FP link. Nonetheless, most research has concentrated on the former theory by exploring the types with the assumption that CSP leads FP (Brammer & Pavelin, 2006). In the restaurant industry, most prior research also just investigates the types of impact CSP has on FP while the reverse causation of the link, based on the slack resources theory, still remains to be a relatively under-studied research area. Therefore, the current study first proposes to investigate whether or not slack resource plays an important role as a discretionary fund used for corporate social responsibility (CSR) initiatives (Shazard et al., 2016). Based on the slack resources theory, the literature revealed that the previous financial performance and consecutive year's CSP are positively correlated (e.g., McGuire et al., 1988; Waddock & Graves, 1997). Following these previous findings, this study proposes that FP positively affects CSP.

Furthermore, this study hypothesizes that franchising negatively moderates the effect of FP on CSP, based on the double-sided moral hazard framework (Bhattacharyya & Lafontaine, 1995; Lafontain & Shaw, 2005) in order to better understand the relationship between FP and CSP within the restaurant industry. From these hypotheses, this research seeks to contribute not only to the related literature but also to the franchised restaurant practitioners.

Methods

This research will collect data from publicly traded U.S. restaurant firms during the period of 2000 to 2014. Data will be retrieved mainly from: (1) *COMPUSTAT* database on the Standard Industrial Code (SIC) 5812 for measuring not only financial performance such as operating cash flow, an independent variable, and Tobin's q, but also two other control variables of firm size and leverage; (2) the *MSCI* dataset for measuring quantified CSP which is a dependent variable (first, summing up all the CSR strength dimensions' value and then subtracting the summation of all the CSR concern dimensions' value from it); and (3) *10-K filings* (annual reports of restaurant firms) of the U.S. Securities and Exchange Commission Data for estimating the degree of franchising. To test the proposed hypotheses, this research will perform a panel analysis. Based on the result of the Hausman Test, the study will select either a two-way fixed-effects or random-effects model to effectively deal with the unobserved effects, and alleviate heteroscedasticity and autocorrelation problems (Wooldridge, 2002).

References are available upon request

VALUE-BASED PRICING ANALYSIS IN THE HOTEL MARKET

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Introduction

In the global economy, the luxury market wields significant influence in the hospitality industry and a key component of the market is the relationship between value-based pricing and luxury (Allsopp, 2005; Yeoman & McMahon-Beattie, 2006). This study examines hotel industry pricing objectives and methods with specific focus on the applications of value-based pricing methods. The financial performance of hotels, among other factors, depends heavily on their success in hotel room pricing (Steed & Zheng Gu, 2005). A review of the literature shows there is limited analysis of the use of value-based pricing strategies in the context of the hotel market (Ingenbleek, 2007; Mainzer, 2004; Yeoman, 2016). The objectives of this study are twofold. A primary motivation of this study is to examine wider issues such as pricing objectives and strategies, and determine barriers to implementation of such strategies. The study also examines the familiarity and current use of value-based pricing as a hotel room pricing strategy and the barriers to the implementation of value-based pricing. While emphasis is placed on the luxury market, other market segments are taken into consideration as well for comparison purposes.

Methods

Based on previous pricing studies in various industries (Avlonitis & Indounas, 2005; Hinterhuber, 2008; Indounas & Roth, 2012; Ingenbleek & van der Lans, 2013), the study utilizes a survey to collect data from relevant hotel managers (e.g. revenue managers, assistant general managers, general managers) with knowledge of pricing practices at their hotel. Due to time and financial constraints, the study employs a convenience sample strategy. Distribution is executed through personal emails to hotel managers and national hotel organizations to request their cooperation in distributing the survey. Data management and analysis are performed using SPSS Statistics 22. The data analysis mainly involves descriptive analysis.

Results/Discussion/Implication

Profit maximization (M=4.50) appears to be the most important pricing objective, but in setting prices, managers place highest importance on customers' perceived value of the product (M=4.08). The results show that managers state high levels of familiarity with three types of pricing strategies: customer value-based pricing (M=4.32), competition-based pricing (M=4.30), and cost-based pricing (M=3.30). However, the results indicate low levels of utilization for each of these pricing strategies: competition-based pricing (M=3.73), customer value-based pricing (M=3.30), and cost-based pricing (M=3.08). Top constraints to implementation of value-based pricing strategies include difficulties with: senior management support (M=3.84), sales force management (M=3.70), market segmentation (M=3.68), communicating value (M=3.54), and making value assessment (M=3.49). The study advances the knowledge of value-based pricing, aiming managerial implications at informing hotels about the success of value-based pricing strategies and to serve as a benchmark for hotels worldwide. Suggestions are provided as to how hotels can overcome perceived barriers to implementation (Abrate & Viglia, 2016). The intention of this study is to understand the current state of theory in practice, informing future research efforts aimed at making sound, theoretical contributions.

References are available upon request

THE EFFECT OF FRANCHISING ON SUCCESS FACTORS OF SMALL AND MEDIUM SIZED RESTAURANTS

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Introduction

The positive impacts of small and medium Enterprises (SMEs) on employment and job creation, make SMEs critical in a country, therefore the number of them is increasing in many countries around the world (Gagoitseope & Pansiri, 2012). In developing countries about 40% to 90% of non-governmental employment is created by SMEs (Thomas, 2013). SMEs promote quality of life in local communities via positive economic and socio-cultural impacts (Roberts & Tribe, 2008).

In spite of these positive impacts, many SMEs cannot compete with big and modern companies due to their small scales, their remote locations as well as the lack of required managerial skills, financial resources and information (Indarti & Langenberg, 2004). Many SMEs turn to franchising for such deficiencies. Franchising provides required resources for them to grow and expand (Hsu, Jang & Canter, 2010). However, franchising could have negative impacts as well. For example, restaurant owners will lose their control of business and are required to pay fixed fees even if they could not make profit (Asad Sadi & Henderson, 2011). In this study, success factors affecting SMEs are identified and then the different effects of franchising on these success factors are explored between franchised and non-franchised SMEs. Seven hypotheses are developed to test the franchise relationship based on, agency theory, risk sharing theory, resource scarcity theory, and specific knowledge theory.

Methods

The key independent variable is a dummy variable of franchising and the dependent variables are identified success factors that might include business environment factors, such as access to finance, required management skills, location, investment in information technology, economic variables, and markets and required skilled labor.

Purposive sampling procedures are applied to select both franchised and non-franchised restaurants a developing country. Structured questionnaire is used to collect responses from managers of sampled SMEs. We will firstly use a pilot study to test the validity and reliability of questionnaire items with Cronbach's alpha. Factor analysis and MANOVA are applied to identify success factors and test the differences of success factors between franchised and non-franchised SMEs.

Results/Discussion/Implication

There are many extant studies about franchising in the hospitality literature but there are few targeting the effects of franchising on SMEs business success. Therefore, the findings of this study will help small restaurant owners to consider both potential positive and negative effects of franchising on their operation. We are doing this study about SMEs in hospitality field, therefore, the results of this study may not be applicable for other industries' SMEs.

References are available upon request

THE IMPACT OF PRICE CHANGE ON CASUAL RESTAURANT PERFORMANCE

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Introduction

According to the United States Healthful Food Council and Jamrisko (2015), Americans tend to dine out more often than before. With the development of social media, diners find it easier to rate and quality shop among a plethora of dining venues. The growing clout of consumers continues to make the restaurant industry competitive. In the meanwhile, 2-3% yearly increase in food costs (Amadeo, 2016) and the rising labor costs (Harris, 2016; Maze, 2016) have forced restaurants to increase their prices. Most research on restaurant pricing, however, has been centering on price decreases since the law of elasticity suggests that demand is usually increased with price drop if customers are price sensitive, therefore a price increase may hurt restaurant sales and overall attractiveness (Homburg, Hoyer, & Koschate, 2005). Other studies show that despite a price increase, the likelihood of hedonic purchases especially justified either with discounts, bundles or promoted via advertising might increase sales (Wakefield and Inman, 2003; Herrington, 2005; McCall and Bruneau, 2010; Khan and Dhar, 2010). Fewer studies examine the effects of price increases in different magnitudes and the driving factors to offset the potential negative impacts after a price increase. Therefore, this study aims to 1) explore the potential effects of price increases at different levels, and to 2) identify the effects of marketing efforts such as couponing, bundling, and advertising on the relationship between price increase and sale.

Methods

This study uses a 3 x 3 experimental design with scenario technique. The independent variable are price increase (5%, 7.5%, and 10%), and marketing efforts (coupon, value meals, and advertising). The dependent variable is sale. Sixty students are randomly selected in a mid-west university and individually presented with one scenario of marketing effort. A Mexican restaurant is proposed to use as the restaurant setting since the research state has the highest percentage of Mexican restaurants and also it is one of the most popular cuisine in the U.S. (Thorn, 2015).

Results/Discussion/Implication

The results of the study provide restaurant managers insights into the impacts of price increase at different levels and different action plans to boost sales. The limitation of this study is that we use student convenience sampling which might not be representative of the entire diner population, thus reduces the generalizability of the study results.

References are available upon request

THE VALUE OF DIVESTITURES IN THE LODGING INDUSTRY

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Introduction

As the separation of property ownership and hotel operation has been a key concern in the lodging industry, divestitures such as spin-offs and sell-offs have been common transactions in the lodging industry (Hudson, 2010). The divestiture transactions can create value for the selling firms by helping them redeploy their resources in an efficient manner (Capron, Mitchell, and Swaminathan, 2001), and find new market opportunities (Berry, 2010). In the context of the lodging industry, Canina and Klein (1998) also find that spin-offs create additional wealth for shareholders because firms can benefit from specialization.

While these studies can provide useful insight to understand divestitures in the lodging industry, divestitures of hotel properties often have unique characteristics that can differentiate themselves from divestitures in other industries. For example, an important consideration of the lodging firms' investment decisions is residual fees from franchise or management agreements that are attached to the sold-assets (Lee and Jang, 2013). However, the literature has paid little attention to how these distinctive features affect the performance of divestitures in the lodging industry.

This study attempts to fill this gap in the literature. The purpose of this study is therefore to examine the performance of divestitures in the lodging industry from the perspective of sellers (i.e., publicly traded lodging firms). Specifically, this study investigates how the financial market reacts to the separation of property ownership and operation (i.e., sell-and-manage-back) through divestitures in the lodging industry. This study also aims to show that the existence of long-term management contract, and the expertise in buyers of hotel properties might be factors that generate positive market reaction to divestitures.

Methods

We collect information on divestitures of hotel properties in the U.S. from Thomson One data base, and Capital IQ during the period of 1998-2015. Out sample consists of 175 transactions involving 8 sellers and 119 buyers. To test our hypotheses, we rely on event study methodologies. First, based on the market efficiency hypothesis (Fama, 1991), we use cumulative abnormal returns (CAR) with a 11-day window (-5, +5) to test whether asset divestitures create incremental value for hotel firms beyond the value of real estate assets. Then, we use multivariate regression model to asses the impact of contractual terms of residual fees and its interaction effect with the existence of expertise in buyers on the CAR (i.e., sellers' incremental wealth). We also control for other variables that can affect sellers' performance, including size of the deal, quality of sold property, and sellers' market value and financial information.

Results/Discussion/Implication

The expected results will reveal the value of divestiture transactions in the lodging industry for the sellers' perspective. Since there has been little research for the divestiture transactions, it is meaningful to examine divestiture transactions by analyzing sellers' market reaction and distinctive features of asset divestitures in the lodging industry. The findings would also contribute practitioners to assess their past asset divestitures and help to plan future divestiture strategy.

Work-in-Progress – Restaurant Management & Food Service

THE POWER OF THE FREE DRINK EFFECT – INVESTIGATING DISCOUNTS OF ZERO-PRICE VS RELATIVE THINKING AND REFERENT THINKING

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Introduction

Previous studies have evaluated two psychological models on price discounts (Saini, Rao, and Monga, 2010). First, relative thinking emerges when the actual menu price matches a customer's reference price resulting in a stronger attraction toward a price discount. However, when the actual price deviates from a reference price, referent thinking prevails and customers become more attracted by no-price characteristics. Therefore, we propose that with referent thinking customers are more likely to be influenced by the free effect. This research empirically tests how a reference price to actual price variance will influence a customer's choice of discount.

Methods

The research design involves a 3 (deviation from the reference price: none, higher than reference price, lower than reference price) x 2 (discount type: discount on entrée vs. free drink) between-subject experiment. Independent measures are deviation from the reference price and the discount type. Dependent measures are the attractiveness of the offer and the likelihood to choose the targeted item. Subjects were instructed to imagine checking the price for a recommended dish (a pasta Carbonara and a drink) on a review website ($16). In the scenarios of no-deviation from the reference price, they were asked to imagine seeing the menu at the restaurant. In the price discount treatment, subjects only saw a single bundled price. In the free effect scenario, subjects saw the individual prices for the pasta and a drink separately. The total prices for the pasta and drink in both scenarios were the same as shown online. The server then advised the subjects to use a cellphone to check-in to unlock a special offer.

Results/Discussion/Implication

When the actual menu price is higher than the reference price, 72% of respondents chose to use the offer when framed as a price discount, but only 28% of subjects would use the offer when it provided a free drink ($\chi 2$ [1] = 9.680, N = 50, p = .002). Respondents also regarded price discount as significantly more attractive than the free drink offer (F (1, 48) = 13.23, p < 0.01). Conversely, when the actual menu price was lower than the reference price, only 44% of subjects chose to use the offer when framed as a price discount, whereas 70.4% of respondents would use the offer when it provided a free drink ($\chi 2$ [1] = 3.698, N = 52, p = .050). Subjects regarded the price discount as significantly less attractive than the free drink offer (F (1, 50) = 5.28, p = 0.026). However, when the actual price is the same as the reference price, no significant effect between discount types was observed regarding the percentage of subjects choosing to use the offer. 48% of respondents chose to use the offer when framed as a price discount, whereas 58.3% of subjects would use the offer when it provided a free drink ($\chi 2$ [1] = 0.525, N = 49, p = .331). Similarly, respondents considered the price discount only marginally more attractive than the free drink offer (F (1, 47) = 2.94, p = 0.09). The results reveal the true benefits of menu item discounting and identified which discount strategies are more attractive to customers.

References are available upon request

THE IMPACT OF STEREOTYPING AND SOCIAL MODELING ON CONSUMERS' FOOD CHOICES

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Introduction

Most public eating takes place in the presence of other consumers and other consumers' food choices have a significant impact on consumer decision-making processes (Berger & Heath, 2007, 2008). Building on the stereotyping and social modeling literature, the current research investigates whether perceived competence of other consumers influences the focal consumer's food choices. We argue that consumers use wealthiness cues as signals of competence, and therefore, are likely to model their own food choices accordingly. Conversely, modeling effects are not observed when competence cues are absent. Moreover, people tend to believe that indulgent food is tastier than healthy food (Mai & Hoffmann, 2015), and therefore, the modeling effect on will be attenuated in the context of indulgent foods.

Methods

We conducted two experiments to test our hypotheses. Study 1 employed 2 (Other consumer's choice: Organic vs. Standard) X 2 (Other consumer's payment method: Food Stamp vs. Platinum Amex) between subjects experimental design. We assessed participants' food choices, perceived competence, individual's liking of organic food and organic chicken, and participants' demographic information. Study 2 employed 2 (Other consumer's choice: Death by Chocolate Ice-cream vs. Fat-free Raspberry Yogurt) X 2 (Other consumer's payment method: Food Stamps vs. Platinum Amex) between subjects experimental design.

Results/Discussion/Implication

The findings of this study extend the literature by showing that competence cues induce social modeling behaviors with relatively healthy food items such as chicken wraps. People in this study perceived that other consumers paying with a Platinum Amex were competent, and such stereotyping influenced their own choices between an organic vs. non-organic option (Cuddy, et al., 2007; Fiske et al., 2002). However, such modeling effects are attenuated in the context of indulgent food choices that are driven by short-term hedonic goals at the expense of long-term health goals (Mai & Hoffman, 2015).

Our findings provide important managerial implications for food service operators. For example, marketers might want to emphasize competence cues of their typical consumers when advertising new organic menu items. Or, restaurant managers might want to seat their high-paying consumers in the middle of the dining room in order to influence other consumers' choices. As for indulgent foods, the social influence doesn't seem to matter, and therefore, focusing on sensory cues might be more effective than displaying people in the ads.

This study is without limitations. For example, the comparison of the two ends of the payment spectrum (i.e. Amex and food stamps) might be too extreme. Future study should consider the relationship between self-enjoyment and self-awareness of others' opinions in a dining context.

PAYMENT MOTIVATION FOR NONPROFIT PAY WHAT YOU WANT: A CASE OF PANERA BREAD

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Introduction

Pay What You Want (PWYW) has been identified as a participatory pricing mechanism by promoting customer participation in the determination of the final price the consumer will pay for a product or service. PWYW has been adopted by restaurants, museums and music artists. The Panera Bread Foundation is currently operating several nonprofit PWYW Panera Cares community cafes to address the issues of hunger and food insecurity in the local community. Although a suggested price is listed, customers have the option to pay any price. The sustainability of the organization is founded on the principle that customers who can afford to do so will pay more in order to provide a meal for customers who are unable to pay ("Our Mission", n.d.). An increase in the adoption of this pricing mechanism has gained researchers' attention. Kim, Natter, and Spann (2009) performed one of the earlier studies on PWYW. The findings indicate fairness, satisfaction, price consciousness, and income are factors that impact customer behavior in the PWYW environment. The findings also indicate that customers will make payments greater than zero. Traditional economic theory proposes that consumers will behave in a manner that will maximize their utility (Kim, Natter, & Span, 2009) but this has not been the case in PWYW environment. The theory of exchange relationships (Heyman & Ariely, 2004) has been identified as an underlying cause of PWYW behavior. This study seeks to examine customers' perception of PWYW payments using fairness, loyalty and altruism theories specifically for nonprofit PWYW restaurants. The objective is to identify factors that may be determinants of customer participation and payments in nonprofit restaurants which incorporate the PWYW model as a means of reducing hunger and food insecurity.

Methods

An internet survey will provide a description of a PWYW restaurant with suggested prices that clearly identifies its mission to address hunger and food insecurity. Respondents will be told that they have already received a satisfactory meal with exceptional service. Respondents will be given a suggested price for the meal and will be required to state the amount that they would be willing to pay. The survey will consist of a series of questions to measure the respondent's assessment of fairness, altruism and loyalty. The responses will be measured using a five-point Likert-type scale. Demographic data will be collected and analyzed. The dataset will undergo descriptive statistical analysis. Structural equation modeling will be used.

Results/Discussion/Implication

It is imperative for management to have an understanding of the consumer's behavior in order to increase revenues and maintain profitability of the organization. Hunger and food insecurity are a part of life for many Americans. In order for nonprofit restaurants to fulfill their mission to reduce hunger and food insecurity, management must have the necessary tools to ensure the longevity and success of the organization.

References are available upon request

APPLYING THE STAGE MODEL OF INTERNATIONAL FRANCHISE SYSTEM DEVELOPMENT: WHAT PUSH AND PULL FACTORS TRIGGER STAGE TRANSITION?

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Introduction

This study takes interests on the stage model of international franchise system development proposed by Cheng, Lin, Tu, and Wu (2007). The model conceptualized five stages that explained how firms progress from the initial business concept to become top tier franchises on a global scale. The model's conceptualization helps practitioners gain a better understanding regarding the progression of international franchise development in a simplistic visualization through a stage process. Promised to provide insights onto how practitioners could approach each stage, the selected cases in previous studies however, failed to warrant discussions regarding the final stage of the model. This was because the study utilized cases that has yet to reach the final stage to warrant discussions. In addition, the study also failed to provide insights on how firms transit from one stage to another, as it only explained each cases' organizational objectives and the characteristics associated with each stage. Having stated, this study aims to bridge the gaps by integrating the push and pull theory to resolve the question marks revolving the transitions between each stage by utilizing three exemplar foodservice franchises from the United States as case studies. Practitioners from both maturing and emerging markets could draw references from this study to make better decisions at different points of their respective journeys throughout their expansion plans. Their progression throughout their business journey can be found through document content analysis according to the stages proposed by the applied model, and the incorporation of the push and pull theory addresses the model's standing limitation. Overall, this study set out to answer the following research questions:

1. What key organizational issues and characteristics do foodservice franchises from the United States encounter at different stages of the stage model?
2. What push and/or pull factors trigger foodservice franchises from United States to advance from one stage to another in the stage model?

Methods

A multiple case study approach is utilized to illustrate how three US companies has started to grow and develop international franchising system. The case companies include McDonalds, Subway, and KFC, which selected from *Franchise Direct's* list of *Top 100 Global Franchises of 2016.* These companies were chosen not only based on their relevance to our research issue, but also due to their appropriateness as they have been successful in their performance and to covers diverse geographic areas with various ownership structures.

The selected franchises' journey is analyzed using document content analysis, and then incorporated into the stages according to the model's characteristics and criteria. Chiefly, this study utilizes Form 10K filings, annual reports, and brochures as primary text sources. Findings are reported according to the characteristics of each stage of the stage model as identified in Cheng et al.'s (2007) founding study. Close attention will be paid to the causal triggers attainable from both primary and secondary documents to study how the selected cases transit from one stage to another. These triggers will then be categorized in accordance the push and pull theory.

THE IMPACTS OF THE INTERACTION OF FONT CHARACTER AND MENU TYPE ON RESTAURANT CUSTOMERS' LUXURY PERCEPTION

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Introduction

People form an initial impression based on physical and visual characteristics. For example, visuals (e.g., artwork on a product) increase the perceived prestige value (Lee, Chen & Wang, 2005). In a restaurant setting, a menu provides the first impression of a restaurant (McCall & Lynn, 2008; Magnini & Kim, 2016) and the visuals in a menu, such as fancy fonts and gold menu paper, are used to create the perception of upscale and exceptional service (Magnini & Kim, 2016).

According to the Elaboration Likelihood Model (ELM), different involvement levels follow different information processing stages. A low involvement level follows the peripheral route where the visuals and attractiveness could work as clues. A high involvement level, however, follows the central route where the information and quality of the message is vital (Petty, Cacioppo, & Schumann, 1983).

In addition, in the restaurant industry, the usage of technology has changed the business dramatically (Koutroumanis, 2011). Tablet menus in restaurants provide a unique experience over traditional menus in various dimensions such as information quality, menu usability, and ordering experience (Beldona, Buchanan & Miller, 2014). Both traditional and tablet menus can provide clues about peripheral and central routes; however, they might work differently in terms of flexibility of visual usage. Thus, the main purpose of the research is to examine whether there is any interaction between menu type and font character in establishing a luxury perception toward a restaurant in high involvement level.

Methods

This study aims to evaluate the joint impact of menu type and font type on the perception of luxury on high involvement level. Thus, the study will utilize the 2 (italic and non-italic font) X 2 (tablet and traditional menu) ANOVA design to examine the interaction effect. In order to evaluate the interaction impact of the two proposed factors, two one-page menus with identical content will be prepared, one in italic font and the other in regular font. For the tablet menu, the pdf format of the menus will be shown to the participants using two iPads and they will be asked to fill a survey about their luxury perception.

Results/Discussion/Implication

Based on the ANOVA results, the expected outcome is that the interaction of menu type and font type on the luxury perception will be significant under the high involvement level. In the academic aspects, the study will provide empirical data for the impacts of visuals with the interaction of menu type even under the high involvement level that focuses on information and quality of the message. From the industry perspective, results are expected to help restaurateurs to prepare menus based on the perception of their guests. The italic menu has already been found to be perceived as more luxurious on the traditional menu (Magnini & Kim, 2016). Examining the impact of menu type on this perception will allow restaurants to adjust their font usage and menu type to create luxury perception.

References are available upon request

THE IMPACT OF EXPERIENTIAL VALUE ON PRICE FAIRNESS IN FULL-SERVICE RESTAURANTS

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Introduction

A competitive advantage in hospitality and tourism industry is predicated upon providing consistent delivery of excellent service that simultaneously, establishes meaningful encounters between the consumer and the service firm (Titz, 2001; Tynan & McKechnie, 2009). In this light, ensuring consumer satisfaction is placed at the foreground requires giving particular attention to experiential value. More so, because consumers verify the suitability of prices paid in relation to services rendered and competitors' prices, and other consumer costs (Xia, Monroe, & Cox, 2004). Along these lines, research has demonstrated that highly satisfied and dissatisfied consumers engage in higher levels of word of mouth communication which, research has thoroughly demonstrated significantly impacts purchase behavior (Susskind, 2002).

Despite the significance of experiential value, no study to date has examined the relationship among escapism, aesthetics, efficiency, and service excellence as dimensions of experiential value, price fairness, satisfaction, and word of mouth. This study proposes a fruitful avenue for building theoretical understanding, in the restaurant industry regarding the antecedents of experimental value outcomes and word of mouth behaviors of consumers will yield insight. More specifically, the escapism that consumers co-create with the aesthetics in the physical space along with the efficiency of the services provided will yield new ways of thinking about demonstration of excellence; as well as what the implications are for word of mouth communication. The framework for this study incorporates key dimensions of experiential value that drive perceptions of price fairness, consumer satisfaction, and word of mouth spread.

Methods

For data collection, a self-report questionnaire was distributed to panel members through a research company in all 50 states in the United States. Respondents were asked to choose the full-service restaurant brand that dined out most recently, and to answer all survey questions based on the chosen full-service restaurant brand. From the 1, 528 questionnaires distributed, 628 customers accepted the request and participated in the survey. 130 questionnaires out of 628 were dropped off because of incomplete questionnaire or inconsistent responses. An additional 97 were eliminated because they did not visit the restaurant in three months. Then, among these respondents, test for multivariate and univariate outliers found 33 outliers. After all checks for sample validity, 368 respondents were used for analysis.

Results/Discussion/Implication

The findings of this study indicate the need to take into keen consideration the critical dimensions of experiential value: perceptions of service excellence, aesthetics of the dining space, and escapism that directly influence price fairness and consumer satisfaction; which ultimately, drive word of mouth spread in the full-service restaurant segment.

The aforementioned experiential value dimensions significantly impact both consumer satisfaction and perceptions of price fairness. More specifically, consumer satisfaction which is driven by these factors significantly influences consumer word of mouth. The results of the current study highlight positive impact of experiential value on satisfaction.

AN ANALYSIS OF FACTORS INFLUENCING FOOD TOURIST SELF IDENTITY

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Introduction

In recent years, food tourism, which is described as memorable dining experiences that differ from one's daily dining activities, has become a large industry (Long, 2004). In fact, recent evidence suggests that approximately three-quarters of travelers act as food tourists during a year (Mandala Research, 2013). While prior studies have assessed food tourist behavior, little research has examined how one comes to identify as a food tourist. This is an important oversight as self-identity has a direct influence on tourist behavior. More specifically, if one's self-image corresponds with a destination's image, he or she is likely to have greater intentions to visit that destination (Beerli, Meneses, & Gil, 2007). In the context of food tourism, this is important for destinations with deep culinary histories as individuals who identify as food tourists are likely seek out destinations offering unique local cuisine (Robinson & Getz, 2014). In light of the growth in food tourism and the influence that one's self-identity has on behavior, this study posits the following question: Which factors influence one's self identification as a food tourist (which could influence their behaviors related to food tourism)?

Methods

This study is based off of a modified version of the social cognitive career theory (SCCT) model. Thus, it contains the constructs of perceived behavioral control (PBC) and anticipated positive emotions (APE) as independent variables, desire as a partial mediator, and self-identity as the dependent variable.To obtain data, a self-administered questionnaire containing two sections was used. Section one contained 15 items which used a seven-point Likert-type scale to assess PBC, APE, desire, and self-identity. A second section measured demographic information. Data was collected at six restaurants located in three mid-sized cities (two restaurants per city) in the Southeastern U.S. in December 2015 using both tablet computers and paper-based surveys. Of the 878 individuals approached by researchers, 725 completed questionnaires for a response rate of 82.57%. To estimate the structural model, the partial least squares (PLS) path modeling method was applied using WarpPLS 5.0.

Results/Discussion/Implication

Results showed that all relationships were significant and positive with the exception of the relationship between PBC and self-identity, which was not significant. It was determined that PBC had an indirect influence on self-identity mediated by APE and desire, while the relationship between APE and self-identity was partially mediated via desire. Overall, these findings support the current study's SCCT-based theoretical framework.

With regard to managerial implications, based on the direct and indirect influences on self-identity observed in the current study, practitioners should work to reduce food tourism financial barriers as a means of increasing food tourists' perceived behavioral control. Furthermore, they should promote food tourism activities in an exciting manner as a means of increasing food tourists' levels of anticipation.

References are available upon request

WHAT'S THAT SMELL? EFFECTS OF AMBIENT SCENT ON RESTAURANT PATRONS' MEMORY & REPEAT PATRONAGE

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Introduction

Previous research has indicated that ambient scent has an effect on consumer behavior and can even increase the recognition and recall of products or experiences (Gueguen & Petr, 2006; Morrin & Ratneshwar, 2003). While several studies regarding the various effects of ambient scent have taken place in retail settings, far fewer have been conducted in restaurant settings. Gueguen and Petr (2006) were the first researchers to assess the effects of ambient scent in a restaurant setting; utilizing an experimental design to assess the effects of lemon and lavender ambient scents on guests' length of stay and purchasing amounts. Albeit insightful, their study did not assess any effects of scent congruency, or any influence scent may have on guests' perceptions, satisfaction, memory, or return intentions.

Thus the purpose of this study is to assess the following research questions: To what extent does ambient scent influence restaurant patrons' perception of restaurant quality attributes? To what extent does ambient scent influence restaurant patrons' satisfaction with restaurant quality attributes? Does ambient scent moderate the relationship between perception of and satisfaction with restaurant quality attributes? To what extent does ambient scent influence restaurant patrons' return intentions? Does ambient scent moderate the relationship between satisfaction and return intentions? To what extent does ambient scent influence restaurant patrons' memory of restaurant quality attributes?

Methods

Utilizing an experimental design, data will be collected for three separate dinner events at one full-service casual restaurant operation located on a Southeastern university campus. In order to control for variance in food, one menu will be developed ahead of time that will be offered to guests during all three events.

Utilizing items adapted from previously tested scales along with original items developed based on the review of relevant literature, a survey will be developed to assess restaurant patrons' perceptions of four key restaurant quality attributes as well as their satisfaction and return intentions (Antun et al., 2010; Raajpoot, 2002: Ryu & Han, 2011)

Considering the use of items from multiple previous research studies, a principal component analysis will be conducted in order to assess the factor loadings of survey items. Multiple one-way ANOVA tests will be conducted in order to assess any differences between the three separate scent conditions. Finally, two regression analyses will be conducted to assess any moderating role that ambient scent has on the previously established relationships between perception and satisfaction along with satisfaction and return intentions.

Results/Discussion/Implication

This study will add to the limited research on ambient scent congruency within a restaurant setting as well as restaurant patron memories of previous dining experiences and the influence memory has on return intentions.

References are available upon request

FOOD SAFETY CULTURE: A COMPARATIVE STUDY BETWEEN INDEPENDENT AND CHAIN-OPERATED ETHNIC RESTAURANTS

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Introduction

Researchers have noted that ethnic restaurants have been associated with foodborne outbreaks (Kwon, Roberts, Shanklin, Liu, & Yen, 2010; Lee, Hwang, & Azlin, 2014; Liu & Lee, 2016). The link between ethnic restaurants and foodborne outbreaks has been attributed to the complex food preparation utilized in most ethnic restaurants (Mauer et al., 2006), improper food handling (Fusco et al., 2015), use of raw or undercooked ingredients (Lee et al. 2014), and a culture of food preparation that doesn't comply well with the recommended food safety practices in the United States (Green et al., 2007). While research has focused on the link between knowledge and behavior, current research supports the development of a food safety culture to improve behavior. Therefore, the purpose of this study is to assess the food safety culture in ethnic restaurants. Specific objectives are to: 1. Examine differences between employees in independent and chain-operated ethnic restaurants based on their demographics and their perception to food safety culture, and 2. Determine if there are differences between employees' perception of food safety culture in relation to the operational characteristics in independent versus chain-operated ethnic restaurants.

Methods

To achieve a 95% confidence interval 90 employees will be needed (G*Power; version 3). To allow for drop outs, 120 employees will be targeted for data collection. Employees will be targeted through the ethnic restaurant operations in which they are employed. Restaurants will be identified utilizing a listing of operations licensed to sell food in the state of Kansas. The data will be collected using a survey that will be designed and developed from previous literature (Ball, Wilcock, & Colwell, 2010; Griffith, Livesey, & Clayton, 2010; Neal, Binkley, & Henroid 2012; Ungku Fatimah, Arendt, & Strohbehn, 2014). After having the research protocol approved, the survey will be translated to Chinese and Spanish, back translated to English, and pilot tested. The survey will be administered to non-supervisory food preparation employees onsite. Data will be analysed using SPSS (version 23). Means and standard deviations will be computed for all variables. Cronbach's Alpha will be computed to determine the reliability of the survey. Confirmatory factor analysis will be performed using AMOS (version 22) to assess construct validity. Multivariate analysis of variance will be conducted to determine differences between employees in independent and chain-operated ethnic restaurants on their perception of food safety culture and their demographics and operation characteristics.

Discussion/Implication

Assessing and comparing food safety culture in independent and chain-operated ethnic restaurants will assist restaurant managers in developing effective food safety training programs that focus on a positive organizational food safety culture. This study has practical implications for public health officials in terms of identifying a better way to communicate positive food safety practices with employees in ethnic restaurants based on their perception of a food safety culture.

THE EFFECT OF ATTRIBUTE VERSUS BENEFIT APPEAL MESSAGES ON GREEN RESTAURANT PROMOTION

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Introduction

As restaurant industry professionals recognized their customers' positive attitude and behavior toward green restaurants, their efforts to conduct green practices and communication with customers regarding their green efforts have continued (Holder, 2016; McMains, 2015; NRA, 2016). When restaurants face intensive competition, it becomes even more important for foodservice entrepreneurs to identify an effective communication strategy regarding their pro-environment activities with their customers.

Therefore, by using ad messages based on construal level theory, this study attempts to find an effective way to promote restaurant customers' visiting intention toward green restaurants. In social psychology, construal level theory (CLT) describes the relationship between psychological distance and the degree to which people's thinking (e.g., about objects and events) is abstract or concrete. Two common green practices exist in restaurants: green food practices and green environment practices. Both exert great influence on consumers' visiting intentions, but the relative effectiveness of different practices on consumers' visiting intention may vary depending on the psychological distance at which customers expect their behavior to take effect (Namkung & Jang, 2013; Hu, Parsa, & Self, 2010). In addition, green messages that highlight product attributes or product benefits could also impose different impressions on customers' minds. Product attributes emphasizing tangible features attached to a product are detailed and quantified whereas product benefits articulating the outcomes of functions or services are intangible (Wu, Day, & MacKay, 1988).

The objective of this study is to identify the most effective message for promoting green practices using attribute appeal versus benefit appeal messages on restaurant customers' attitudes and visiting intention toward green restaurant. Furthermore, the study will examine the different effects of each type of appeal message on different types of green practices.

Methods

This study will implement a 2 (green practices)*2 (message types) research design. Pilot studies will be carried out in order to validate types of green restaurant practices and green messages in this study. Manipulated scenarios from the pilot study will be presented to respondents which will ask them to imagine they are involved in different green practices while dinning out with friends. Data will be collected through Amazon Mturk. Participants will be assigned to one of the scenarios. After presenting different scenarios, respondents will be asked about their visit intention and attitude towards the restaurant. Participants' demographics information will be collected at the end of the survey. Data will be analyzed by using ANOVA.

Results/Discussion/Implication

This study will provide useful directions for developing effective green practice strategies in restaurants. Specifically, this research will tailor a distinctive green strategy for restaurant managers to consider depending on the messages they are trying to convey. Also, this paper will fill a gap in hospitality literatures regarding the joint effect of green practices and green messages on consumer behavioral intentions.

THE RELATIONSHIPS BETWEEN BEER PURCHASE MOTIVATION AND BEER SELECTION ATTRIBUTES OF MYSELF-GENERATIONS: FOCUSING ON KOREA AND THE USA

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Introduction

Since 'the single tribe' who lives alone and avoid marriage has been growing up in Korea, one-person consumer is expected to be a key variable that changes the consuming subjects, variety products, housing market, and even government policies(KLID, 2016). However, the biggest change can be found in the food service industry. Eating or drinking alone has been derived as a full-fledged culture. For example, there are newly-coined word "Honbab' and 'Honsul' that mean a person who mainly eat or drink alone for themselves (Seouleconomy, 2016).

In particular, as beer is casually and habitually sipped and consumed, it is easy to drink easily with any kinds of food. Beer is one of the most popular beverage in the world and is deeply connected with the food service industry markets with its high selling percentage of about 57% in food service industry (Cho, Lee, Jeong, & Moon, 2014).

Therefore, this study intends to examine the correlations between beer attributes based on the beer purchase motivation and to examine the differences of the beer selection attributes based on the beer purchase motivation of the one-person consumer between Korea and USA that is one of the biggest imported beer market in the world in 2015(AT Korea, 2015).

Methods

In order to conduct this study, the questions to measure each variable were derived from previous studies. For data collection, a total of 300 copies of Paper-and-pencil questionnaires will collect by convenience sampling in the area of Korea and USA that survey targets legal drinking age. For the analysis of this study, we intend to conduct a factor analysis and a reliability analysis depending on the variables measured to derive the level of myself-generations beer purchase motivation and the level of beer selection attributes. We will also conduct a canonical correlation analysis using each derived variable by conducting a factor analysis to determine the relationships between one-person consumers' beer purchase motivation and beer selection attributes.

Results/Discussion/Implication

There will be a significant correlation between beer purchase motivation and beer selection attributes. This study also intends to contribute to the activation and buildup of beer market by grasping consumer needs through the concrete correlations between factors. In addition, there will be a difference in beer purchase motivation and beer selection attributes between Korean consumers and the USA consumers. Therefore, differentiated marketing strategies should be established considering the food culture and environment of the consumers in each country because a difference exists in beer purchase motivation and beer selection attributes between Korean consumers and the USA consumers. These results can help establish a customized marketing strategy for each of Korea and the USA through the comparison of the two countries by deriving the relationship between the USA and Korean markets, providing significant implications for beer-related companies that are planning to enter the market of each country in the future.

EXPLORING ANTECEDENTS OF OVER-SERVICE IN THE RESTAURANT INDUSTRY: A MANAGER'S PERSPECTIVE

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Introduction

Providing quality service to create positive customer experience is undoubtedly the priority in the restaurant industry. However, quality service is difficult to achieve due to the complex characteristics of service. When restaurateurs or managers excessively demand service providers to exceed customer expectations, it is likely to further complicate the service procedure and overuse service providers' time and energy, resulting in increased costs and a lack of efficiency. Therefore, it is critical to examine the myth of "overly pleasing customers" in the restaurant industry and rethink service as "exceeding customers' expectations."

Previous research regarding antecedents of over-service primarily focused on frontline employees' viewpoints, and yet, managers' voice is scarce. Considering that the occurrence of over-service may be due to company policies and managers who enforce the policies, it is important to investigate how managers think about over-service. Therefore, the purpose of the proposed study is to explore the antecedents leading to over-service from the managers' perspectives. In particular, we aim to close the gap of over-service literature by adding manager's insights so that researchers and restaurateurs will better understand the concept of over-service and, ultimately, help improve service quality in the restaurant industry.

Methods

To explore the antecedents of over-service, a minimum of 30 restaurant managers who work at full-service restaurants (i.e., fine dining and casual dining) will be recruited through snowball sampling until data saturation is achieved. Participants are expected to possess at least two years of managerial experience in the restaurant industry to provide richer insights. The questions and scripts for semi-structured interviews will be developed.

All interviews will be audio-recorded, transcribed, and labeled by themes to develop categorical systems that describe the antecedents of over-service. In addition to audio recordings, the researchers will prepare interview logs for the interviewees to write down their inner thoughts. The logs will be retrieved at the end of the interview to help the researchers improve the accuracy of data transcription and overcome the pitfall of on-site recording by comparing audio transcripts with the logs during the transcription of interview data. Reliability of data analyses will be assured by researcher triangulation. Each collaborator will analyze the data independently, compare analysis results, and discuss until final agreement is reached.

Expected Outcomes

It is expected that the proposed study will make theoretical contribution to the over-service literature by adding insights from restaurant managers. In addition, increased understanding of over-service will help restaurateurs and managers comprehend the causes of over-service, which may assist them when preventing over-service, improving service quality, and managing restaurants more efficiently.

CHINESE RESIDENTS' INTENTIONS FOR HEALTHY EATING AND ITS RELATIONSHIP TO RESTAURANTS LOCATED IN AREAS OF NATURAL SCENIC BEAUTY

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Introduction

"Green", "healthy", and "organic" food has grown in popularity in China, along with an awareness of the need for sustainable development (Liu 2008). Fruits and vegetables are perceived as healthy compared to foods with high fat, sugar and salt (Paquette, 2005; Mötteli et al., 2016). Along with this, restaurants located in natural settings or those with water and mountain landscapes are usually associated with restorative effects, wellbeing and health (Wherrett, 2000; Grahn and Stigsdotter, 2010). Although differences among cultures in food preferences and healthy eating definitions exist, studies generally indicate that females, those with partners, a strong sense of coherence, flexible restraint in eating, and self-efficacy for healthy eating contribute significantly to healthy eating practices (Swan et al., 2015; Marques-Vidal et al., 2015). On the other hand, little research has specifically focused on China where green, healthy, and organic foods are becoming popular, leaving a gap in the understanding of Chinese residents' intentions for healthy eating, particularly in areas of scenic natural beauty.

Specifically, the objectives of this research are to examine the relationship among subjective norms for healthy eating, subjective norms for visiting restaurants located in areas of natural scenic beauty, healthy eating attitudes, intention to dine in restaurants with healthy dining options, and demographics. Results of this research will be beneficial for the foodservice industry in developing a better understanding of customers' intentions for healthy eating and how location affects their food choices. Foodservices will also gain information about desired foods and marketing to specific demographic segments. Results will also be useful for Chinese people in learning about their dining out behavior and motivations for healthy food.

Methods

The Theory of Planned Behavior is chosen as the theoretical framework for this study because the constructs are useful in explaining the behavior of healthy eating in a restaurant. This study will seek 400 Chinese responses to survey questions measured on 7-point Likert scales (Kearney et al., 2001). After IRB approval from the researcher's university for study in China, the questionnaire will be distributed through Amazon Mechanical Turk and Wenjuanxing. Survey collection is expected to take one to two weeks. Confirmatory factor analysis (CFA) will be applied to analyze the relationship between variables.

Results/Discussion/Implication

It is expected that the subjective norm for dining in restaurants located in areas of natural scenic beauty will moderate the relationship between subjective norms for healthy food and customers' intention to dine in restaurants with healthy options. Customers' attitudes for healthy eating and subjective norms for healthy food are also expected to be positively correlated to intention to eat in restaurants with healthy options. Implications may include that restaurants in areas of natural scenic beauty may be better able to market their location if they promote healthy dining options.

References are available upon request

THE EFFECTS OF EATING OUT ON WOMEN'S STRESS AND LIFE SATISFACTION

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Introduction

Housework related to the preparation of the family meal has been regarded as a feminine task, and married women have an important duty of food preparation and cooking (Lupton, 2000). Women, however, experience psychological demands due to their domestic roles and tasks (e.g., food preparation and cleanup afterwards) (Barnett & Shen, 1997). These domestic demands are also associated with women's well-being and health (Bartley, Popay, & Plewis, 1992).

Scholars in family studies have posited that perceived control plays a vital role in dealing with stressful home demands (Kushnir & Melamed, 2006). Eating foods away from home may be a strategy to achieve this perceived control to offset the stress at home. Recently, many parents prefer to eat out because they want to spend quality time (e.g., talking or catching-up) with their spouse and children at casual dining restaurants (Robson, Crosby, and Stark, 2016). Additionally, women have an enjoyable and relaxing experience when dining out since they do not have to think or worry about the associated tasks such as preparing the dinner and cleaning up after meals.

Despite the pervasive issues in everyday life, the empirical exploration of the effectiveness of dining out for women with stressful home demands remain scarce within the hospitality context. Thus, this study aims to examine the effects of eating out on women's stress related to household demands and life satisfaction.

Methods

The study will employ survey method via an online survey company to collect data. The sample population will comprise married women with at least one child under 18 years of age living in the household. Multivariate analysis of covariance will be used to analyze the data. The independent grouping variable will be frequency of eating out with three levels (i.e., groups who mostly eat at home, mostly eat out, and balance eating out and at home). The dependent variables will be stress of household demands and satisfaction with life. The control variables will be household income, the number of earners, the number of children, anthropometrics, attitude and confidence toward cooking, and domestic assistance.

Results/Discussion/Implication

Most women experience psychological demands and stress due to domestic tasks, especially home cooking. In order to reduce the burden, married women dine out regularly with their family members and have an enjoyable and relaxing experience when eating out. This study seeks to identify the effects of eating out on women's stress of household demands and life satisfaction. We assume that eating mostly at home would be related negatively with stress and life satisfaction. Additionally, we expect that eating out mostly or balanced eating out and at home would be associated positively with stress and life satisfaction. This study may suggest that dining out to control women's home demands could have some benefits. The possible result may positively contribute to the restaurant industry to find a new marketing strategy for women who juggle the heavy burden of housework, childcare, and even employment.

References are available upon request

CROWDSOURCING PERCEPTIONS OF DINING HALLWASTE REDUCTION SIGNAGE

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Introduction

This project investigates the effectiveness of post-consumption food waste reduction messaging using social media with college students. In September 2015 U.S Department of Agriculture ("USDA and EPA Join", 2015) and U.S. Environmental Protection Agency (EPA) announced a national food waste reduction goal of 50% by 2030. Noting that consumers and commercial establishments waste approximately 130 billion pounds of food each year, the agencies encouraged businesses to share best practices and set aggressive reduction goals. In the hospitality industry foods typically enter the waste stream as spoilage (21%), during preparation (45%), or as casual consumer waste (34%) (Curtis & Slocum, 2016). While food service operations directly control back-of-the-house food handling practices, the ability to reduce front-of-the house consumer waste remains a challenge.

Methods

Phase 1: Student opinion concerning message factors was documented using an online survey to inform design of sustainability messaging planned for a crowdsourcing media such as Twitter. Factors included timing and frequency, length and wording, format and negative/ positive tone. The survey was distributed to undergraduate students in an online course at a Texas university and featured 15 Likert scale multiple-choice questions and an open-ended question that asked respondents to suggest a message. Once survey results are fully analyzed **Phase 2** begins with an experimental design in which several messages are distributed during a one-week period via Twitter that specifically encouraging reducing post-consumption waste by nudging food choice decisions in dining halls. Phase 2 monitors how messages are received, and if there are shares, hash tags, and replies accepting the promotion of more sustainable messages.

Results/Discussion/ Implications

Preliminary survey results: N = 70; 61.3% female, and 27.4% with university meal plan. Recommended number of message/day = 3 with 42.9% favoring morning and 39.7% recommending evening as the preferred delivery time. Monday (73.1%) and Wednesday (73.0%) were the most frequently recommended days. An informative message tone was preferred by 60.3% with friendly (57.1%) and positive (57.1%) selected by the majority as well. Based on survey result a series of food choice and waste reduction messages will be launched over a one-week period. An intercept study will compare student attitudes before and after messages Anticipated results of Phase 2 include greater insight into crowdsourcing/messaging on a university campus and how students perceive casual food waste reduction messages as they relate to food choice decisions.

References are available upon request

THE EFFECT OF CHARACTERISTICS OF COFFEE SHOPS ON CONSUMPTION EMOTION, CUSTOMER SATISFACTION AND LOYALTY

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Introduction

As coffee store are popularized with the coffee market's drastic growth, a growth strategy is required to satisfy customers' desire for the improvement of coffee and service quality (Kim & Lee, 2009). In recent, the profitability is constantly decreasing because of the economic recession, increased competition with various coffee brands, and risen food resource price by global warming. Although coffee stores are struggling to gain a competitive edge with various marketing strategies (Kang et al., 2012), they are having a difficulty with expensive marketing expense to attract new customers. As consumption pattern is diversifying, customers tend to visit coffee shop for emotional space and culture. Employee service and intrinsic quality of coffee such as taste and scent are being identified as crucial key in the coffee shop (Jin & Ryu, 2012). Coffee shops should satisfy the variety of cultural desire of consumers to successfully survive in the competitive market. In other words, coffee shops should promptly deal with a change in consumer's want and need. Therefore, coffee shop managers are required to provide practical benefits for sustainable business in the long-term. This study will empirically test a theoretical model of characteristics of store effect on consumption emotion, customer satisfaction, and loyalty. Also, this study will analyze the partial mediating effect of consumption emotion and customer satisfaction on the relationship between characteristics of store and loyalty. Thus, this study hypothesized the following. First, characteristics of store have a significantly positive effect on consumption emotion and customer satisfaction. Second, consumption emotion has a significantly positive effect on customer satisfaction. Third, consumption emotion has a significantly positive effect on loyalty. Fourth, customer satisfaction has a significantly positive effect on loyalty.

Methods

The research model investigates the relevant relationships among the constructs by using structural equation modeling approach. The variables will be measured with a 7-point Likert scale. Questionnaires will be collected from 1,000 customers who visit coffee shops in Southeastern region in US with non-probability convenience sampling and data will be analyzed using SPSS 22.0 and Amos 23.0. Multiple items will be subjected to reliability analysis and confirmatory factor analysis will be conducted to identify convergent and discriminant validity.

Results/Discussion/Implication

This study is discriminated from previous studies in that the path to consumption emotion, customer satisfaction and loyalty was measured considering characteristics of store as an independent variable that helps to achieve dominance in long-term. This study will analyze which characteristic of store affects evaluation and behavior of customers and eventually leads to loyalty. The purpose of this study is to recommend how coffee shops should allocate the limited resources and educate or train employees. We also aim to provide a practical implication in terms of marketing strategy establishment for the long-term relationship that can enhance the life time value (LTV) through differentiated competitive advantage strategy and customer value realization. Thus, it is crucial that coffee stores measure and evaluate consumer's evaluation and behavior in terms of productivity management.

IMPACT OF OPERATIONAL EFFICIENCY ON FIRM PERFORMANCE: THE U.S. RESTAURANT INDUSTRY

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Introduction

The profitability of a firm depends on managing its resources efficiently by minimizing costs and maximizing revenue. As the matured U.S. restaurant industry face tough competition, it becomes increasingly difficult for operators to increase moderate sales and profit. Consequently, one of the coping strategies is to enhance efficiency in restaurants (Halzack, 2016).

The purpose of this study is to measure restaurant firm's efficiency and assert that improving efficiency generates positive effect on firm performance. This study mainly follows these two procedures. First, for the independent variable of the study, we measure firm's operational efficiency by using Data Envelopment Analysis (DEA). The DEA allows comparing the relative efficiency of similar service organizations by considering multiple input and output variables (Hwang & Chang, 2003). While previous studies on measuring efficiency in hospitality industries have focused on the individual property level of hotel or restaurant, we measure efficiency at the corporate level with variables of financial accounting data. Input and output variables based on financial accounting data of restaurant firms confirms both objectivity and comparability, and can be effectively used to compare firm's relative efficiency. Second, we analyze the impact of operational efficiency on firm's performance, as the dependent variable. This was performed by using Tobin's q, as suggested by Chung and Pruitt (1994), for firm's market performance.

Methods

The research sample includes 35 publicly traded U.S. restaurant corporations during the period 2010-2016. Data is collected from Wharton database and firm's annual reports (10K) in the U.S. Security Exchange Committee. Firstly, in order to measure firms' operational efficiency, we adopt two representative DEA models which are Charnes-Cooper-Rhodes-Model (CCR Model) and Banker- Charnes-Cooper-Model (BCC Model). In these models, we use sales as sole output and use three input variables: (1) net property, plant, and equipment, (2) cost of goods sold, (3) selling, general and administrative expense following prior research (Baik et al., 2013). Secondly, we employ regression model with time effects to analyze impact of operational efficiency on firm performance. To measure net effect of efficiency on firm performance, the regression model needs to control impacts of size, financial leverage and growth opportunity. Thus, the model includes asset, debt-equity, and sales growth rate as control variables.

Results & Implications

As a result of measuring firms' operational efficiency using BCC model, we identified 9 efficient and 26 inefficient firms based on annual data of 2015. The efficient firm is referred to by other inefficient firms as the benchmark. Also, we found the significant positive association between operational efficiency and firm performance. This supports the importance of efficient resource management for firm's sustainable growth in U.S. restaurant industry. In this sense, the managerial implication of this study is to provide crucial insights to firm to achieve better market performance by efficiently managing their resources in a competitive market. Main contribution of this study is that it is the first study that examines the positive impact of operational efficiency using DEA on firm's market performance measured by Tobin's q in restaurant industry.

UNDERSTANDING THE EFFECTS OF GENERATION Y'S FOOD-PARENTING ROLES ON THEIR CHILDREN'S AUTONOMOUS FOOD-EATING BEHAVIORS

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Introduction

The current study explores understanding food-parenting practices of Generation Y-parents, and the effects on their children's autonomous food-eating behaviors. To achieve this purpose, the aim of this study is to determine the effects of Gen Y-parents' food-parenting role and the negative impact it can cause on their children's autonomous food-eating choices. Food-parenting is a specific type of parenting concept that deals primarily with the association of parents' influences (Neeley, Judson, 2010) and intentions on their child's dietary behavior. Parent's food knowledge will positively influence children's autonomous food-eating intention. Parents may not be aware that their children's autonomous food-eating behaviors are directly impacted by other internal influential factors (Bassett 2007).

This study proposes a conceptual model to show how Generation Y's Food Parental role influences children' autonomous food-eating behavior. The conceptual models involves parental food knowledge, parental involvement, and parent implementations. The objectives of this study is to use the conceptual model to (1) identify the relationship between food-parenting knowledge positively influencing children's autonomous food eating intention, (2) examine the correlation between parental involvement with children's autonomous food eating intention, (3) identify how parental implementations negatively influence children's autonomous food eating intentions, and (4) establish a connection between children who exercise lower levels of autonomous having healthier food choice intention.

Methods

This research will measure data collected from Gen Y parents between the 26-36 years old. The sample size will include 200-300 parents. Gen Y-parents' socio-economic background, parental income level, race, zip code, single-parent and two-parent households, education level, part-time or full-time working parents, and stay-at-home parents will be assessed. In addition, their children must be between the ages of 9-12 years old. Information will be collected to assess parents' knowledge of their children's food-making intentions, parental involvement, and food parenting practices will be assessed using the survey. The survey will be conducted conveniently online for parents to share feedback. There will be minimal to no risk to participants during this observation.

Results/Discussion/Implication

Public health issues such childhood obesity and related diseases are resulting in negative consequences. We expect that children between 9-12 years old with a lower level of autonomy will more likely have healthy food choice intention. Further, the parents' food-parenting role will positively affect children's healthy food behavior intention. There may be future studies for strategic marketing interventions used by restaurants to guide Gen Y-parents in healthy food-parenting practices offering children's menus.

Reference Available Upon Request

BEHAVIOR-BASED TRAINING AND MONITORING TOOLKIT TO IMPROVE FOOD SAFETY RELATED TO KNOWLEDGE, ATTITUDE AND BEHAVIORS OF RETAIL AND FOOD SERVICE EMPLOYEES WHILE HANDLING FRESH-CUT PRODUCE

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Introduction

Foodborne illness outbreaks associated with fresh and fresh-cut produce have become more frequent in food service industry, although fresh produce was once considered to be a safe food (Neal, et al., 2011). An observation study showed low compliance of employees' leafy green handling practices such as improper use of thermometer, lack of food-contact surface cleaning, and poor employee hygiene across all 34 restaurants. The results indicated that effective educational materials that can improve employees' fresh cut produce handling practice significantly are urgently needed in foodservice industry. The current study is a follow-up study of Choi et al. (2016) that aims to (1) develop task-specific, behavior-based training and monitoring toolkits to improve the compliance of food safety handling practices related to fresh-cut produce in foodservice industry and (2) use survey and observation tools to assess whether the toolkits can enhance employees' food safety knowledge, attitude and practice significantly.

Methods

A within group experimental design will be utilized in this study. A food safety toolkit including augmented reality (AR) educational materials, temperature monitoring systems, handwashing systems, and a surface cleaning monitoring system will be introduced to 34 restaurants. Managers in these stores will provide training and monitoring interventions to their employees with the help of the researchers over a two-month period. After the intervention, researchers will go back to each store to observe employees' fresh and fresh-cut produce handling practices for a length of two hours. Meanwhile, a survey will be distributed to employees to assess their foods safety knowledge and attitude. The results will be compared with Choi et al. (2016) pre-assessment to assess the effectiveness of toolkit intervention. Repeated measure MANOVA will be conducted to compare the differences in terms of food safety knowledge and practice level before and after using the training and monitoring toolkit.

Results/Discussion/Implication

The expected outcome of this study will be that employees' food safety knowledge and compliance of hand hygiene practice, use of thermometers, and surface cleaning will improve significantly after using the training and monitoring toolkits. Attitude is a partial mediator between food safety knowledge and practices. To this end, employees who have received behavior-based toolkit training will have adequate knowledge of fresh-cut produce handling, can present proper fresh-cut produces habitually and actively provide food safety organizational citizenship behaviors (OCB) (i.e. report food safety incidents and correct co-worker improper practices).

References are available upon request

Work-in-Progress – Education

BRIDGING THE GAP: AN EXPLORATORY STUDY ON CLASSROOM-WORKPLACE COLLABORATIONS

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Introduction

"Bridging the gap" between theory and practice has historically been challenging. There is a definite lag between textbook knowledge and "real-world" application. For decades colleges have been adopting different Executive-In-Residence (EIR) models to help with this concern. Various EIR models include bringing industry professionals into the classes as guest speakers, hosting a series of one-on-one meetings, and conducting seminars and workshops.

Traditionally, the Executive-In-Residence model has been employed in business colleges. It is a relatively new phenomenon to hospitality education. There is little to no research on EIRs in the Hospitality and Tourism field. In today's modern time, the hospitality industry is a forerunner in the service industry, thus making this research extremely beneficial to the body of knowledge regarding hospitality education.

The University of Arkansas (U of A) has adopted an Executive-in-Residence preliminary teaching model that brings in an industry professional to work alongside an academic instructor for a semester (15 weeks) to co-teach a senior-level hospitality course.

This study will included a survey that will be administered to the students currently enrolled in the courses being taught by an EIR, along with students that have previously completely the same course that was not co-taught with an EIR. Results will be compared between the EIR group and the Non-EIR group.

Methods

Research participants will be students enrolled in hospitality courses at the University of Arkansas. Students will be/have been enroll(ed) in the courses either because they are required or to be used as professional electives. The classes being compared will study the same coursework and complete the same content. One course will be co-taught with an Executive-in-Residence, while the other will only be taught by the instructor. A quasi-experimental research design will be used. This study will incorporate a mixed-methods design by utilizing both qualitative and quantitative research designs to maximize data quality and collection. Qualitative research will be used to gain a richer and complex understanding of the students' benefits; while quantitative research will incorporate deductive reasoning to ensure content is specific and less general. Data will be collected by using a survey that will be developed by the researcher.

Results/Discussion/Implication

Results of this study are forthcoming. Implications from this study will provide leaders in hospitality, tourism, research, education and the general public with empirically-based and timely information on the impact on students of industry leaders co-teaching hospitality courses. This project will establish a new EIR Classroom Teaching Model that can be utilized in hospitality programs globally.

References are available upon request

EXPLORING THE IMPACTS OF STUDY ABROAD STUDENTS ON THE HOSPITALITY TURNOVER RATE

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Introduction

Studying abroad is known as a "life changing" experience, but how exactly does the evidence support the claim that studying abroad is beneficial? When a student pursues an educational opportunity in another country it can impact a student's life greatly but what exactly are those impacts? This research aims to identify the role study aboard plays in a student's global mindset and employability skills necessary to compete in today's hospitality workforce; and the impact those skills have on reducing turnover rate in the hospitality industry. The purpose of this study is to identify the benefits of study abroad related to sustainability, emotional intelligence, and diversity. It is proposed that students can become more acquainted with these areas through international programs such as study abroad. Hospitality leaders and managers need to possess a multiplicity of qualities in these areas due to a more diverse and educated workforce. However, even with a more varied and knowledgeable workforce than ever before, the hospitality industry still experiences a higher than average business turnover rate. The service sector makes up the majority of the US economy as well as most developed countries globally, so employee retention is crucial for the hospitality industry. Turnover in the hospitality industry can be attributed to management being unfamiliar with diversity in the workplace, sustainability, and emotional intelligence. Studies have shown the impact emotional intelligence has on turnover rate. Emotional intelligence is a strong forecaster of how an employee will perform in the workplace (Siddique and Hassan, 2013).Career development can be enhanced through transferable skills gained by exposure in a study abroad program at the university level. American businesses are beginning to recognize aptitudes related to the workforce including language competency, business skills, and intangible or "soft" skills that are obtained with a study abroad experience.

Methods

Research participants will be hospitality students and alumni who have previously participated in study abroad, in the last five years. Data will be collected by using a survey that will be developed by the researcher utilizing quantitative methods. This study utilizes a causal experimental research design which allows for a data collection method that is designed to maximize data quality and collection; while incorporating deductive reasoning to ensure content is specific and less general.

Results/Discussion/Implication

Results of this study are forthcoming. Implications from this study will provide educators in hospitality and tourism with empirically-based and timely information on the impact of students who travel abroad on the hospitality industry in the forms of increased awareness of emotional intelligence, diversity, and sustainability. In addition, if their experiences as a result of study abroad have positively affected the high turnover rate in the hospitality industry.

References are available upon request

INTERNATIONAL STUDENT SATISFACTION OF TRAINING & EDUCATIONAL EXPERIENCE IN THE UNITED STATES

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Introduction

In this research the focus is on the satisfaction of international students with their educational and training experience in the United States. American institutions provide different types of programs in various fields, offer online and regular courses, technological devices helpful in research that may not be available to international students in their home institutions. Previous research has shown that students are motivated to come to study in America because of a good education system, American culture and people, career opportunities, financial support, etc. The quality of education in the United States provides international graduate students with the opportunity for gainful employment anywhere in the world (Wishnietsky, 2001).

Internship experience is crucial in hospitality student educational experience, too. The term "internship" is defined as: "a practical learning experience outside the educational institution in an organization that deals with the line of work you hope to enter" (Gross, 1981). Many employers look for skills like "strong communication, work ethic, initiative, interpersonal skills, and problem-solving skills" that a student can acquire through an internship program according to the National Association of College and Employers (NACE) in 2010 (Coplin, 2012). Previous studies of internship satisfaction have shown that mostly students' expectations are met and that students gain many useful skills during their work period in a foreign country.

Methods

An online questionnaire was designed based on the extensive review of literature on international student satisfaction from internships and educational programs. A self-administered questionnaire was created through Qualtrics research software and is distributed via e-mail list and social media among international students, who have experienced American education system and who have completed their internships at various service industries. A non-probability sample of international students is used for the survey.

Results/Discussion/Implication

Preliminary results have shown that satisfaction levels of international students with their educational and training experience are high. However, satisfaction levels within the domains of educational and internship experience varied. Educational section indicates that 78% of international students are satisfied with their major and 65% believe that it will prepare them well for their future career, 59% think that professors care about them and are easily accessible, 46% are satisfied with professors, 51% are satisfied with the course material given, and 60% are satisfied with their university overall. As for the training section, 70% of students got the positions they desired, 39% feel that their manager was helpful in their learning experience, 80% answered that their manager helped them to learn from their mistakes, and 55% rate their internship experience overall as "Okay". The results reflect previous research, but they may change as final surveys are returned. To continue to attract international students, hospitality programs should consider the factors that lead to students' satisfactions and learning outcomes.

References are available upon request

Work-in-Progress – Human Resources

ABUSIVE SUPERVISION AND PRODUCTION DEVIANCE: CAN MINDFULNESS MAKE A DIFFERENCE?

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Introduction

Research interest in mindfulness and its effect on employee attitudes and behaviors have grown recently. Mindfulness could buffer the effect of negative events (e.g., abusive supervision as an example) and enhance employee outcomes. Based on the theory of self-regulation, this study identifies mindfulness as a key work-related regulatory variable that might attenuate the effects of abusive supervision. Specifically, mindfulness acts as a buffer to negative emotions that link abusive supervision to deviance.

Methods

We will test the moderated mediation using entry-level employees working in hotels in 2 samples, from the U.S. and Ecuador.

Results/Discussion/Implication

This study is among the first to examine the regulatory role of mindfulness in a hospitality context. By introducing mindfulness as a psychological factor that buffers reactions to adverse workplace phenomenon such as abusive supervision, we extend the research aimed at reducing negative emotion and deviance at work.

References are available upon request

THE IMPACTS OF THE LEADERSHIP STYLE ON EMPLOYEES' JOB SATISFACTION, MORALE, AND TURNOVER INTENTIONS IN THE INTERNATIONAL CRUISE LINE

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Introduction

The cruise industry within North America is one of the fastest growing areas within the tourism industry with an average growth of 4.2 percent (Sun, Jiao, & Tian, 2011). Transformational and transactional are two different leadership investigated in this research. Transformational leadership influences attributes and behavior, inspiring employee motivation, encouraging both intellectual and individual stimulation (Dai, Dai, Chen, & Wu, 2011). Conversely, transactional leadership involves performance with reward, along with a traditional leader and follower role approach (Dai et al., 2011). The purpose of this research is to discover the impacts of leadership style (transformational leadership vs. transactional leadership) on employees' job satisfaction, morale, and turnover intention in the international cruise line. Therefore, the following research questions were developed. To examine how different leadership styles impact employees' job satisfaction, morale, and turnover intention. To identify if there is a significant difference in employees' job satisfaction, morale, and turnover intention among different cruise line companies. The hospitality and tourism industry is known to have a very high turnover rates overall (Larsen, Marnburg, Ogaard, & 2012). In particular, the cruise line employees face a unique employment experience. They live and work in their place of employment away from traditional support systems of family and friends. The staff is away at sea for many months; working seven days a week sometimes 14 hours a day. Stress and fatigue can set in potential health problems can develop, such as mental or physical ailments (Kucukusta & Denizci & Lau, 2014). A work-life balance is important to achieve job satisfaction for the staff members working on a ship. Providing flexible schedules to decrease stress, giving staff to rest, and rejuvenate will boost the morale of the crew members (Kucukusta et al, 2014).

Method

The sample will consist of employees who work on board international cruise lines derived from the International Transport Workers' Federation (ITF). The ITF represents both the International Maritime Organization (IMO) and International Labour Organization (ILO). The survey will be sent via email to crew ship employees working from the three main operators Carnival Corporation, Royal Caribbean International, and Norwegian Cruise Line. These cruise lines operate out of North America and are the largest in the cruise line industry (Sun et al., 2011). The study will use a proportional strati- fixed random sampling. To ensure anonymity-no unique identifiers will be collected in the questionnaire.

Results/Discussion/Implication

It is expected that those crew members who work with transformational leaders will report higher job satisfaction, higher morale, and will have less turnover intension

References are available upon request

CULTURAL DIVERSITY AND CULTURAL INTELLIGENCE IN THE SAUDI ARABIAN HOSPITALITY INDUSTRY: EXPLORING THE LINK

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Introduction

Cultural intelligence (CQ) has been empirically explored; yet, the topic is under-researched (Engle & Crowne, 2014; Groves & Feyerherm, 2011). This study will be the first in the Saudi Arabian hospitality sector where frontline management has become internationalized (Neal, 2010; Nafei, 2013; Noland & Pack, 2004; Zamani-Farahani & Henderson, 2010).

Cultural intelligence (CQ) is a person's capability to adjust to foreign cultures in terms of meta-cognition, cognition, motivation, and behavior (Earley & Ang, 2003; MacNab, Brislin & Worthley, 2012; Ang et al., 2007). Adapting to other cultures can improve quality of social interactions (Ang, et al., 2005; Malik, Cooper-Thomas & Zikic, 2014; Peterson, 2011). Such interactions can contribute to seamless service delivery to culturally diverse hospitality clients (Reisinger & Dimanche, 2010; Saee, 2006).

When viewing cultural diversity (CD) as cultural differences, it can be conceptualized as visual, belief, and informational differences (Hobman, Bordia & Gallois, 2004). While previous studies have not directly measured CD and CQ, Groves and Feyerherm (2011) found that higher levels of CD are moderating factors that lead to high levels of CQ. Engle and Crowne (2014) found that people with international experience in culturally diverse workplaces require increased CQ.

Methodology

This proposed study will examine if CD has a positive effect on CQ among frontline managers in the Saudi Arabian hospitality sector. Snowball sampling will be used between November and December 2016. Contacted individuals will be asked to refer other participants (Fink, 2006). This is important because the sampling timeframe will be short to acquire a sample of at least 100. This may introduce a sampling bias; however, the proposed sample size should allow for robust results with an acceptable confidence level and margin of error (Krejcie & Morgan, 1970).

Participants will complete a survey characterized by the Cultural Intelligence Scale (CQS) and the Cultural Diversity Scale (CDS). The CQS, on a seven-point Likert scale with internal consistency (α over 0.76), has four items on meta-cognition, six items on cognition, five items on motivation, and five items on behavior, respectively (Ang et al. (2007; Ward, Wilson & Fischer, 2011). The CDS, on a five-point Likert scale with acceptable internal consistency (α over 0.67), has two items for visible, value and informational dissimilarities, respectively (Hobman, Bordia & Gallois, 2004). Demographics items will appear at the end of the questionnaire. All gathered data will be confidential and anonymous.

Hierarchical multiple regression in SPSS will predict the effect of CD on CQ while controlling for demographics (Norris, Qureshi, Howitt & Cramer, 2014).

Results/Discussion/Implication

CQ appears to be a more important issue in the hospitality industry because of its potential impact on the workforce and customer satisfaction. Determining whether a positive relationship exists between CD and CQ in the Saudi Arabian hospitality sector will be a valuable addition to the current CQ literature.

References are available upon request

THE ROLE OF PERSONALITY CONGRUENCE AMONG BRANDS, RECRUITERS, AND APPLICANTS: INTERNAL BRAND MANAGEMENT DURING THE ANTICIPATORY SOCIALIZATIONAL PROCESS

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Introduction

Establishing a strong value-congruence between all organizational subparts greatly benefits organizational effectiveness (Milliman, Von Glinow, & Nathan, 1991). To reinforce the organizational value-congruence, a growing number of researchers have identified brand as a means to create a strong organizational culture by incorporating all stakeholders. At the center of this brand building process, there are employees. Despite their importance, only recently has the study of internal brand management (IBM) received more significant attention (Punjaisri, Evanschitzky, & Wilson, 2009; Buil, Martinez, & Matute, 2016).

Many hospitality organizations are involved in various recruitment activities that increase brand awareness among prospective employees and ultimately can create a greater applicant pool (Hughes & Rog, 2008). During this stage, potential job candidates undergo anticipatory socialization processes that influences their beliefs about organizational culture (Cable, Aiman-Smith, Mulvey, & Edwards, 2000). Therefore, an extension of IBM literature to the anticipatory socialization stage is crucial as a well-trained recruiter can convey distinctive brand personality to its job applicants.

Therefore, this study aims to investigate the importance of IBM and its impacts on job candidates during the anticipatory socialization stage. To do this, this study adopts the congruence theory as major theoretical underpinnings. Also, it examines the effects of the congruence between brands', recruiters', and applicants' personalities on job candidates' brand identification and loyalty by delving into the concept of "fit" (Edwards & Cable, 2009; Trepte, 2006; Punjaisri & Evanschitzky & Wilson, 2009).

Methods

This research adopts 2x2x2 mixed ANOVA design, where recruiter-brand personality fit (present vs. not present) and applicant-brand personality fit (present vs. not present) will be manipulated as between-subjects factors and brand personality type (sincere vs. exciting) will be used as a within-subjects factor. Since many hospitality firms convey distinctive brand personalities, this study expects that there might be varied effects of brand-recruiter-applicant personality congruence depending on the brands' personalities. Therefore, this study selects two most prevalent brand personalities across various hospitality firms (sincere vs. exciting; Swaminathan, Stilley, & Ahluwalia, 2008) and examines respondents' brand identification and brand loyalty when recruiter-brand personality and applicant-brand fit were present.

Expected Results/Discussions/Implications

This study views the importance of IBM in the perspective of "fit" or congruence. Consequently, this study aims to examine the significance of IBM and its impacts on job applicants during the anticipatory socialization stage. Additionally, this study will shed a light into the organization and brand-supporting behaviors by investigating the concept of "fit" (Edwards & Cable, 2009; Trepte, 2006; Punjaisri & Evanschitzky & Wilson, 2009).

TRICKLE DOWN EFFECTS OF ABUSIVE SUPERVISION: WILL ABUSIVE SUPERVISORS FEEL GUILT?

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Introduction

Previous researchers have investigated the consequences of the "trickle down" effects of abusive supervision (Liu, Liao, & Loi, 2012; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012) with an emphasis on the contagious nature of abuse and its negative effects on employees. However, there is a lack of study investigating the emotional consequences of abusive supervisors. When lower-level supervisors model their immediate supervisor's abusive supervision, they may feel guilt after enacting such morally inappropriate behaviors. This study examines two research questions: Are supervisors who experience abusive supervision more likely to enact abusive supervision toward their own subordinates? Furthermore, would these abusive supervisors feel guilty? This experimental study seeks to reaffirm previous tests of trickle down abusive supervision while illuminating the extent of guilt experienced subsequent to directing hostile behaviors towards subordinates.

Methods

An online scenario experiment was created to test the hypotheses. We recruited 955 working individuals via Qualtrics Panel. Excluding missing data and participants who failed to pay attention in the study, we included 317 participants in the analyses. Participants were randomly assigned to a two-factor (experienced abusive supervision: high vs neutral) between-subject design. Participants were instructed to visualize filling the role of a F&B middle manager, who reported to the F&B director, with three subordinates. We manipulated experienced abusive supervision through messages from the director to the participant adapted from Farh and Chen (2014). After the manipulation, participants were tasked with creating a seven sentence memo addressed to their own subordinates. For each sentence, participants were asked to choose between a hostile-worded and a neutral-worded alternative. Subsequently, participants were presented with their completed memo and asked to rate their state of guilt using the Marschall, Sanftner, and Tangney (1994) state guilt scale with a 5-point Likert anchor.

Results/Discussion/Implication

Contrary to Hypothesis 1, experienced abuse was not related to enacting abuse ($F = .00$, *ns;* $M_{\textit{high experienced}\ \text{abuse}} = .040$; $M_{\text{low experienced abuse}} = .039$). Consequently, this experiment was not able to reaffirm previous tests of trickle down abusive supervision. However, supporting Hypothesis 2, there was a positive relationship between enacted abuse and reported guilt ($r = 0.18$, $p < .01$) such that participants who chose to use hostile wording in their memo were more likely to feel guilt.

References are available upon request

THE ROLE OF ENVY IN THE IMPACT OF DIFFERENTIAL LMX ON HOTEL FRONTLINE EMPLOYEE'S ATTITUDE

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Introduction

The interaction with the leader (i.e., Leader Member Exchange) is considered to be an important factor to the employees because of the outcomes resulting from the relationship (Basford & Offermann, 2012). The relationship between a leader and a follower (i.e., LMX) consists of 1) high quality LMX indicated by very close association between both people, and 2) low quality LMX presented by a basic level relationship between the focal persons. The different quality of the relationship called the relative LMX can positively or negatively influence the employees and the workplace (Tse, Ashkanasy, & Dasborough, 2012).

Social comparison theory indicated that people tend to frequently compare themselves with their surroundings to exactly evaluate their own status and properties. Based on the theory, when the employee perceives that the quality of the relationship with the leader is weaker than the coworker's, the individual might feel unfavorable emotions (e.g., envy and depression) and these may influence employee's attitudes and behaviors. (Kim et al., 2010).

Previous studies explored the process and outcomes of LMX (Takeuchi, Yun, & Wong, 2011; Wikaningrum, 2007), but they generally focused on the external aspects related to the LMX. Even though some studies investigated the negative impact of the differential LMX on the employees (Tse et al., 2012; Wikaningrum, 2007), there were not enough studies for the emotional and psychological aspects regarding the differential LMX. Also, prior studies emphasized the negative aspect of envy (e.g., abuse behavior) on the basis of the social comparison process at the workplace (Duffy & Shaw, 2000; Kim et al., 2010). Although envy may play a negative role at work, it may also motivate the focal person to develop by oneself (Van de Ven, Zeelenberg, & Pieters, 2011). Many studies investigated the negative consequences of envy, but the study of envy's positive effect insufficiently exists. Thus, the aim of this paper is to explore 1) the impact of differential LMX on the hotel frontline employee's attitude (i.e., self-improvement and coworker exchange), and 2) the role of envy at work in the LMX process.

Methods

The data will be collected from hotel frontline employees in the USA. These measurements will be applied in the study: LMX7 for differential LMX (Graen & Uhl-Bien, 1995), 8-items for benign envy and malicious envy (Van de Ven et al., 2009), adapted LMX7 (Graen & Uhl-Bien, 1995) for CWX, and 6-items of Kurman (2006) for self-improvement. Descriptive analysis to identify the profiles of the participants, CFA to confirm the construct and discriminate validities, and SEM to examine the proposed research model will be performed.

Expected implication

The expected findings will practically show the necessity of social interaction strategy at the workplace to the managers. Also, these expected findings will theoretically suggest new perspective of the LMX process as the internal association procedure via employee's emotional reaction.

References are available upon request

DIVERSITY TRAINING AND EMPLOYEE BEHAVIORS IN THE LODGING INDUSTRY

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Introduction

Diversity training is a practice that has been adopted by hospitality organizations to overcome the unique challenges brought on by demographic shifts (Kulik & Roberson, 2008), and to ensure employees have the skills and abilities to interact with diverse colleagues and customers (Wilborn & Weaver, 2003). The studies identified by Kulik and Roberson (2008) in their review demonstrated positive effects of diversity education. However, empirical studies incorporating employee perspectives on diversity training are very limited in the hospitality literature. This study attempts to fill this gap by validating the importance of diversity training specifically for the lodging sector by gauging employee perspectives and by identifying diversity training methods that are most effective.

Kulik and Roberson (2008) conducted a content analysis of diversity training literature and established progression in knowledge, skills, and attitudes as primary outcomes of diversity training. Consequently, these three measures will be used to study the effect of diversity training on employee behaviors in a hotel setting. Based on the conceptual research model, the following hypothesis is proposed:

Hypothesis: Diversity training will have a positive effect on employee behaviors in the lodging industry, as measured by their knowledge, attitudes, and skills.

Methods

This study will be quantitative in nature and will be conducted by surveying lodging industry employees. A pre-test/post-test method will be used following the research of Cheung and Fok (2014) and Sizoo, Serrie, and Shapero (2011) who used similar methodology. The Multicultural Awareness-Knowledge-Skills Survey (MAKSS) by D'Andrea, Daniels, and Heck (1991) is an established scale in place to measure the effects of diversity training and will be used for this research. Hotel employees will also be asked open ended questions about the specific training method used to gauge their perception of its effectiveness.

Results/Discussion/Implication

The diversity training intervention will have a direct and positive effect on employee behaviors, as measured by their knowledge, skills, and abilities before and after the training. Hence, the authors anticipate diversity training to have a direct and positive effect on the diversity knowledge, skills and attitudes of the hotel industry employees.

This research is intended to make a contribution to the body of literature as well as have practical implications for the lodging industry. The study will advance the research on diversity management by providing a holistic understanding of diversity training as well as its effects on employee behaviors. The results will provide useful information to the lodging industry companies regarding the effects of diversity training and the potentially positive effect on employee behavior could lead to a more tolerant and harmonious workplace environment.

References are available upon request

Work-in-Progress – IT Adoption & Application

DOES TASK-TECHNOLOGY FIT MODERATE THE IMPACTS OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON INTENTION TO LEAVE IN LUXURY HOTELS?

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Introduction

In today's competitive luxury hotel environment, the critical issue of meeting and exceeding guests' expectations is a topic of paramount importance. Satisfied guests lead to a positive and direct economic impact for any hospitality organization (Torres & Kline, 2006), and delighted customers lead to even higher and better results (Swanson & Davis, 2012). Prior research found a significant positive relationship between employees' job satisfaction and customer perceptions of service quality performance (Lai, 2015; Lee & Ok, 2012; Lee & Shea, 2014).

Supeli and Creed (2016) studied the relationship between an employee's job satisfaction and organizational commitment and found both to be predictors of an employee's intention to leave. Conger and Kanungo (1988) and more recently Navimipour and Soltani (2016) posited that employee's satisfaction is evaluated based on different factors of the workplace experience including their ability to use technology as a tool in completing tasks. Goodhue (1998) developed the task-technology fit (TTF) instrument as a mechanism for users of information systems to evaluate the utility of technology in completing assigned tasks. The purpose of this study is to identify the moderating effect of TTF on the relationship between organizational commitment (OC) and intention to leave (ItL), and employees' job satisfaction (JS) and ItL.

Methods

This study will utilize a quantitative non-experimental research design. The target population of this study is luxury hotel employees. A self-administrated online questionnaire will be used to collect the data of the study form luxury hotel employees throughout the United States. The questionnaire will consist of two parts: the first part will include questions related to study constructs; in the second part, information about participants' demographic characteristics will be collected. Previously validated scales will be adopted to develop the questionnaire. Structural equation modeling (SEM) will be utilized to test the proposed relationships between OC and ItL, and JS and ItL.

A simple random sample of employees will complete an online survey based on the scales adopted from the organizational commitment questionnaire (OCQ) (Kanning & Hill, 2013; Mowday et al., 1979), the job satisfaction scale (JSC) (Macdonald & Maclntyre, 1997), the measures from Arnold and Feldman (1982) to measure ItL, and the TTF questionnaire (Goodhue & Thompson, 1995).

Results/Discussion/Implication

The results of this study will extend the current theoretical underpinnings of TTF as a moderator between JS and Itl, and OC and ItL as it applies to luxury hotels. This information will inform managers about the extent to which the implementation of new technologies into their organization might impact the JS, OC, and ItL of their employees. With the findings of this study, luxury hotel managers are going to be able to identify factors affecting their employees' ItL. With this understanding, managers should be able to design implementation plans which will help them to reduce their employees' ItL through technology implementation.

TECHNOLOGY-ENABLED INNOVATIONS TOWARDS A DISRUPTED INBOUND TOURISM SECTOR: EVIDENCE FROM TAIWAN

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Introduction

The tourism industry has experienced disintermediation and re-intermediation of travel agents with information technology advances (Buhalis & O'Connor, 2005; Novak & Schwabe, 2009; Page, 2011). Tourists are enabled to purchase tour components directly with suppliers through electronic commerce web sites and to minimize the risks of information asymmetry.

Moreover, the so-called sharing economy has enhanced the complexity with peer-to-peer offerings on accommodations, transportations, and in-destination activities (Euromonitor International, 2014). In this contemporary "smart tourism ecosystem (Gretzel, Werthner, Koo, & Lamsfus, 2015)", there are emergent challenges and opportunities for inbound tourism stakeholders in the destination. In the traditional mass tourism system, inbound tour operators (ITOs) collaborate with travel agents (TAs) in the source market on a more economic and business relationship-based logic. Nevertheless, while tech-savvy tourists have changed their consumption pattern, it would be vital for the industry stakeholders to review their value propositions for the business sustainability. The purpose of this study is to explore the impacts of technology-enabled innovations on the industry structure for the inbound tourism sector.

Methods

ITOs are chosen as the respondents for their traditional roles to coordinate resources in the destination as tour suppliers. While the research aims to explore the "how and why" the industry structure has shifted, a qualitative case study method is identified as the most relevant approach to investigate the modern phenomenon (Yin, 2014). A descriptive approach is to examine the perceived impacts of technology-enabled innovations from the perspective of ITO informants. The samples are categorized as established ITOs and start-ups operating a more traditional ITO business model, and technology platform substitutes providing parallel service for tourists or component suppliers. Stakeholders are recruited for triangulation purpose.

Results/Discussion/Implication

There are some initial findings. Incumbent ITOs are concerned about the latest development of digital disruption on tourism but seldom respond with new investment. The reasons may be due to path dependence and the resource restraint, including talents. New firms with a more traditional ITO business model are familiar with social media strategies on relatively niche markets. While some are concerned that the independent tourists could not bring the economies of scale, start-ups with technology expertise believe that client numbers would be accumulated through long-tail theory in the tourism supply chain with the IT adoption. Both incumbent and start-up companies are concerned about the government attitude. The relatively strict regulations on tourism business have also limited the implementation of some innovative ideas and protected existing ITOs. This research will contribute to knowledge by investigating how technology-enabled innovations have impacted on the inbound tourism sector.

References are available upon request

THE POWER OF A HEADLINE: APPLICATION OF GEOSPATIAL TECHNOLOGY IN HOSPITALITY INDUSTRY

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Introduction

On April 4, 2016, a video clip was virally distributed on Chinese social media, including the headline "Woman assaulted and nearly kidnapped in Heyi hotel's public corridor". The hotel was a subsidiary of the famous Chinese hotel chain, HomeInns, which has 2,661 hotels in 338 cities. The clip has almost 2.8 billion views and has generated 28 billion comments in Weibo.com (Zhang, 2016). The event greatly shamed Heyi and raised a nationwide critique of HomeInns.

HomeInns' improper public apology on April 6 frustrated the public, resulting in more ferocious criticism. Could HomeInns have better mitigated this online crisis? We believe it could have, if HomeInns would have utilized the combined power of geospatial technology and social media. Geospatial technology connects the cyber space to the physical real-world space by analyzing the interaction within social media (Croitoru et al., 2015). This technology is a toolbox in "the geographic mapping and analysis of the Earth and human societies" (AAAS, 2016).

The significance of Geospatial tech in tourism research has gradually been recognized, especially with the boost of Geographical Information Systems (GIS) and Exploratory Spatial Data Analysis technique (Sarrión-Gavilán et al., 2015). Current studies, however, have mainly focused on extracting position data and have largely overlooked the demographic and psychographic characteristics. Besides, previous studies emphasized regional or large-scale analysis from the perspective of destination, not from the consumer's. Thus, the purpose of this study is to apply geospatial technology to assist in formulation of marketing strategies for risk and image management in various regional markets, that were affected by this online crisis.

Methods

Spatial analysis is the main method. It is "the process of examining the locations, attributes, and relationships of features in spatial data" (ESRI, 2016), which helps to detect the distribution pattern, identify spatial correlation or heterogeneity, find the optimum path, and make a predictive model. By detecting the location of those, who participated in the online discussion, this study could classify them into different regional markets on province or city scale.

In addition, content analysis is applied to analyze consumers' response. Consumers' demographic, psychographic, and other characteristics could be identified by segmentation and sentiment analysis from textual materials (González et al., 2015). By using consumers' characteristics, spatial analysis helps to profile characterized market patterns and provide HomeInns with suggestions to mitigate negative influence on specific hotspot market.

Expected Results

The study is set to identify: (1) "hot spots" and temporal dynamics of the online discussions using geospatial technology; (2) main topics of the online discussions using computer-assisted content analysis; (3) demographic and psychographic profile of consumers for different regional markets; (4) differences in spatial, temporal, and topical consumer responses to the development of strategies to mitigate a crisis and manage brand image.

References are available upon request

SERVICE DESIGN THROUGH VIRTUAL TOURS: ENHANCING CUSTOMER ENGAGEMENT AND EXPERIENCE THROUGH MENTAL IMAGERY AND TELEPRESENCE

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Introduction

Service designers recognized the potential of services prototyping and marketing through virtual technologies. Despite the presence of virtual reality (VR) in the professional spheres, the literature on VR in hospitality industries has been sparse and conceptual in nature. With the recent trend of "gamification" of marketing environments (Harwood & Garry, 2015) VR could be a potential engagement platform (Van Doorn et al., 2010). To address this question, this study draws from Kosslyn's (1980) mental imagery theory and Steuer's (1992) telepresence theory and proposes a model that explains relationship between the two. More specifically, this study aims to empirically examine the relationship between VR mental imagery, customer experience and engagement, mediated by telepresence. Moreover, this study tries to capture consumers' predisposition toward latest technology through personal innovativeness as a moderator.

Methods

This study will employ a scenario-based survey design combined with the lab coordinated exposure to virtual tour simulation. The context of this study will be a hypothetical "soon-to-be-opened" restaurant which launched a virtual tour application on their website to provide information about their business and their environment to potential customers. A survey-based questionnaire will capture participants' responses to variables of interest. The proposed relationships between the variables will be tested using structural equation modelling.

Results/Discussion/Implication

It is expected that VR mental imagery would elicit greater telepresence for consumers high in PIIT and therefore greater engagement toward the presented firm, compared to those low in PIIT. Should the relationships between the variables be supported, the results will provide empirical evidence for the application of VR as a marketing and engagement tool in service businesses. VR tours could be important for prompt customer insight into new services/ products in the service design phase.

References are available upon request

PERCEPTION OF OLDER HOSPITALITY WORKERS ABILITY TO ADAPT TO NEW TECHNOLOGY IN THE INDUSTRY

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Introduction

While in most cultures and companies the elderly is regarded with much respect and admiration, in the world or work they can often be overlooked for certain promotions and perks based on their age. Although this is illegal in the United States, there are instances where the practice is carried out in a discreet, conscious, or unconscious way. Many managers will not openly admit to discriminating against the elderly in anyway and will often show them respect. However, according to some studies, very few managers plan to recruit older workers. For the purpose of this study, older workers are defined as workers between the ages of 45-68 years old.

Technology has played a major role in expanding market segments within the industry. Many companies have gained a competitive edge by installing modern and sometimes complex computer systems and software, among other forms of technology like the iPad, throughout their organizations to boost productivity and efficiency. The purpose of this study is to explore the perception of older hospitality employees' ability to adapt to these new technologies being introduced into the workplace.

Methods

A computer-based survey will be used in the study. The population for this study is hospitality mangers. The sample size will be subjects from hotels, restaurants and casinos randomly selected from members of the American hotels and lodging association (AHLA), the national restaurant association (NRA) and the American Gaming Association (AGA). The main criterion for being selected to participate in the study is that the establishment must have introduced some form of new technology to the property within the last 5years that require additional training for use. The data will be analyzed using an analysis of variance (ANOVA).

Results/Discussion/Implication

This study will play an important role in sensitizing companies and individuals who may be quick to cast judgment on employees because of their age or the perception that they may not be capable of competing with younger employees for jobs that require technical knowledge and skills. The study will also explore the stereotypes older employees face to see if they hold merit. The study will also provide suggestions on how to address employees who may have challenges with technology that may hinder them from effectively performing their duties.

VALUE CO-CREATION IN THE SHARING ECONOMY: AN EXPLORATORY STUDY

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Introduction

In recent years, "sharing economy" has become a buzzword among academics and practitioners (Eckhardt and Bardhi, 2015; Gold, 2004; Hamari et al., 2015; Heinrichs, 2013; Sundararajan, 2013). Sharing economy encompasses sharing of human and non-human resources and denotes collaborative creation, production, distribution, and consumption of products and services (Schor, 2014).

In terms of services, it is argued that customers' experiences are co-created given the fact that customers are mostly present at the service encounter, during the process of service production and delivery, particularly in the hospitality and tourism industry (Cabiddu et al., 2013; Binkhorst and Den Dekker, 2009; Bharwani and Jauhari, 2013; Chathoth et al., 2016). Researchers and practitioners have observed that value co-creation brings different stakeholders together jointly to enhance the experiential values (Chathoth et al., 2016), which echoes the essence of collaborative consumption.

Due to the emergent nature of sharing economy and importance of value co-creation in the service sector, there is a need to craft a detailed framework mapping the integration of value co-creation in the sharing consumption model. In order to meet this need, this paper aims to provide a detailed understanding of the mechanisms for building co-creative experiences in the sharing economy by integrating state-of-the-art literature and business practices on value co-creation and to advance the future of hospitality and tourism industry from a resource integrating view.

Methods

Extant research on value co-creation conceptualizations, theories, and practices will be reviewed and discussed along with the evolving concept of collaborative consumption. Then, interviews with both guests and hosts of Airbnb, a form of accommodation sharing, will be conducted for exploring the patterns of value co-creation between key stakeholders in the sharing economy. Next, comparisons of prior literature and interview results will be presented to articulate the essence of value co-creation. Finally, a theoretical framework depicting value creation network in the sharing economy will be presented.

Results/Discussion/Implication

Using exemplars of sharing and collaborative consumption, such as Airbnb, through interviews with both Airbnb guests and hosts, the paper is expected to identify the constraints, enablers, sustainability necessities, vulnerability challenges, and new opportunities that offer a superior experiential value to various external and internal stakeholders in the sharing economy.

In order to conceptually or empirically develop the framework of value co-creation in the sharing economy, it is recommended that researchers take multi-disciplinary or inter-disciplinary approaches. Also, firms are advised to integrate value co-creation into their sharing economy business model by considering multi-faceted values perceived by various stakeholders.

AIRBNB DEBATES: AN ALTERNATIVE OR COMPLEMENTARY TO EXISTING HOTELS?

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Introduction

The rapidly increasing popularity of peer-to-peer platforms (or marketplaces), also known as the sharing economy, has triggered a trend of collaborative consumption in various industries, including the lodging industry (Mohlmann, 2015; Zervas, Proserpio, & Byers, 2016). Two key factors have played a critical role in introducing the new consumer behavior trend into the traditional long-established industries: technology and innovation (Zervas et al., 2016).

According to the disruptive innovation theory introduced by Christensen (1997), Airbnb may be considered as a disruptor to the lodging industry. The authors of this proposed study seek to shed more light on this relatively new social trend and its relationship with disruptive innovation theory. Based on this theoretical lens, the current paper offers a portrayal on how Airbnb could be more than a mere disruptor as it becomes a mainstream presence in the industry.

Airbnb has not clearly identified itself to its competitors and it does not have a clear identity distinguishing itself from its competitors. As a non-traditional alternative to lodging that is both unique and relatively new, Airbnb has no clear regulations or universally established guidelines. Different perspectives and opinions have resulted in ongoing debates about whether Airbnb is complementary to traditional hotels in the competitive lodging marketplace, or, rather, a competing alternative to them., Through a theoretical lens, moreover, this paper examines the impact of Airbnb in the traditional lodging industry in terms of whether they have competitive or complementary relationship. The current paper also discusses the implications of the emerging Airbnb market.

Discussion/Implication

Airbnb started its business from the idea of transferring a personal room into accommodation for travelers. Due to its initially minimal impact on the lodging industry, the industry failed to recognize its potential threat at the beginning stage for a long time (Parker & Van Alstyne, 2015). Both Airbnb and traditional hotels serve a similar purpose, yet they deal with fundamentally different assets (residential vs. commercial). The proposed study will identify traits of Airbnb through the lens of disruptive innovation and outline its position relative to traditional lodging products as both a competitor and a complimentary potential partner for the lodging industry.

DESIGNING A SMART DESTINATION MANAGEMENT SYSTEM

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Introduction

Destination Marketing Organizations (DMOs) face enormous challenges due to the rapid and continuing evolution of technology, their inability to adapt, their lack of control over the marketplace, and the most importantly huge data being generated (Gretzel et al., 2006; Fesenmaier & Xiang, 2014, 2016, Andrejevic & Burdon, 2014). Thus, DMOs should develop the capacity to implement a rich variety of data about visitors, local residents, and businesses. The goal of this study is to develop a theoretic foundation for a smart destination management system combining micro-marketing concepts with big data analytics in order to meet the needs destination marketing – management managers.

Based on the literature this study offers three important considerations for a better designing a smart destination management system, which ultimately enables managers to better meet the needs of visitors. First, a smart destination management system should include the integration of both the supplier and visitor value creation systems. This system helps marketers to focus on how to enhance memorable tourism experiences, but also on what to connect tourism resources with both tourists and local residents. Second, destination marketers need to understand how the traveler interacts with and within physical, virtual, and social environments in order to prove a better tourism experience. Third, this system includes the data about the entire trip experience from the beginning to the end.

Methods

Three phases will be used to develop a smart destination management system which will enable travelers to maximize value from their trip and enable DMOs to monitor (and adapt to) visitor behaviors so as to improve the destination value system. The first and second phases of this study focus on developing a conceptual framework describing a 'smart destination marketing/management system' and providing an exemplary system for a hypothetical destination. In the third phase, agent-based modeling will be used to examine the effectiveness of the system and will adopt a complex/dynamic systems perspective to investigate the impact of alternative marketing/management strategies.

Results/Discussion/Implication

This study proposes a smart destination management system based on the concepts of tourist mobility, micro-marketing, and business intelligence. This framework consists of components that systematically encode a variety of data sources and interprets this data in conjunction with various contextual information (e.g., local information, weather). The results are expected to support the notion that micro marketing provides more personalized tourism experiences, which in turn, eventually increases the competitiveness of the destination. This study will enable destination managers to understand better how the data being generated in the tourism industry can be used. Also, this study can help tourism companies to improve the persuasive power of their recommendation systems and identify a range of potential marketing opportunities.

References are available upon request

Work-in-Progress – Lodging Management & Service Quality

MODELING SMALL HOSPITALITY BUSINESS GROWTH: EVIDENCE FROM ZHEJIANG, CHINA

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Introduction

Destination competitiveness depends largely upon a community of small firms (Sharpley, 2000). The major force among these firms are "small hospitality businesses" (SHBs), including B&B, guesthouses, farm stays, etc. SHBs have been investigated in recent decades through different lenses or from various disciplines, characteristic of three perspectives: small business, family business, and entrepreneurship (Lynch, McIntosh, & Tucker, 2009). These undertakings typically view SHBs as a homogeneous and static group but ignore both longitudinal and cross-sectional variation in terms of attributes.

This study aims to introduce an evolutionary lens based on business growth theory. It models and testifies the pattern of business growth through testing hypotheses in relation to size of business and separation from family in terms of premises, labor and goals.

Methods

Three indicators of business size are measured in this study, namely number of beds, number of staff, total investment, representing scale growth mode, labor intensive growth mode, and capital intensive growth mode respectively.

A total of 200 SHB owner samples were collected around March to May of 2016 in Zhejiang Province of China. Survey data were subject to multiple linear regression analysis to test the hypothesized relationships regarding qualitative growth and quantitative growth, under different growth modes. Several control variables are also included in the model, namely yearly revenue, number of supporting facilities, business age, percentage of yearly revenue in family income, as well as the attributes of the business owner including age, sex, marital status, education level and origin.

Results/Discussion/Implication

This study finds that number of beds and total investment have positive influence on separation of premises. Number of labor, however, does not demonstrate significant influence on separation of premises, but is found to exert significant influence on separation of labor. Notably, number of supporting facilities, instead of number of beds, exerts positive impact on separation of labor. Additionally, number of beds is found to have positive influence on separation in goal. Thus, all the hypothesized relationships were supported in this empirical study.

SHB growth will profoundly influence a destination's potential for development (Johns & Mattson, 2005). The model proposed and testified in this study could provide a preliminary understanding of SHB growth, and may further in part explain the disparity in empirical findings regarding their attributes variation.

HOTEL WEBSITE, SERVICE AND CUSTOMERS' PERCEIVED FAIRNESS, SATISFACTION AND LOYALTY

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Introduction

Mainstream studies in hospitality business has examined customers' evaluation of service/product using numerous approaches, however focusing primarily on the post-service stage. Also, research on measuring customer perceived justice in service is multifaceted due to the intangibility of service and difficulty for customers to assess. To reconcile these, we examine the effects of customer perceived fairness concerning both before service delivery and during service consumption in the hotel.

In service marketing, perceived unfairness after a service transaction can trigger strong and enduring reactions from customers; such as frequent complaints (Deepak & Poonam, 2015), brand switching (Chih, Wang & Cheng, 2012), negative word-of-mouth (Zeelenberg & Pieters, 2004), and even legal actions against service providers (Campbell, 1999; Bougie et al., 2003). In this case, one way to reduce customers' perceived unfairness is to determine the antecedents of such negative thoughts in service encounters.

Therefore, the goal of the present study was to identify the elements of a hotel website and service that might have a significant impact on customers' perceived fairness, satisfaction and loyalty towards a hotel. Specifically, it sought to examine: (1) the elements of a hotel reservation website and service likely to influence a customers' perceived fairness of each; (2) whether there was any significant relationship between customer perceived fairness and customer satisfaction both for a hotel website and its service; (3) whether satisfaction with both a hotel website and its service could predict a customer's loyalty intentions towards a hotel.

Methods

To achieve the study's objectives, both paper and online surveys will be administered. The survey will conduct a path analysis on the constructs (Figure 1) with a five-point Likert-type scale that ranging from "1" (strongly agree) to "5" (extremely disagree).

Reliability and validity of the data are ensured by experts prior to being administered and by pilot tests. After Cronbach alphas were ascertained for each of the study's sub-constructs, a factor analysis will be constructed.

Results/Discussion/Implication

This research is taking an initiative to connect perceived justice with different features of independent hotel's website and hotel service. The study (1) establishes an integrated method to pinpoint the hotel websites features and service quality in that specific hotel, (2) analyzes the distinct characteristics of the hotel websites and service in each featured dimension with a clear direction for further improvement, (3) give the hotel managers brand-new insight about customer perceived fairness in the specific hotel service.

Our findings contribute to the literature by integrating the concepts of perceived justice and service quality into customer satisfaction theory; furthermore, it explains the ambivalent judgment of perceived fairness in customer experiences and their loyalty to the hotel.

HOW CSR AND WELLBEING AFFECTS EMPLOYEE WORK RELATED OUTCOMES: A LODGING INDUSTRY PERSPECTIVE

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Introduction

Corporate social responsibility (CSR) strategies have become increasingly important as public awareness of business operations is growing. Researches are showing positive relationships between CSR and work related outcomes. In terms of firm benefits, CSR strategies that actively engage employees are the most effective (Trapp, 2014). The purpose of this research is to analyze the relationships of active CSR performed in groups and individually with wellbeing at work (hedonic and eudaimonic perspectives) and how those might influence lodging industry employees' commitment, intention to leave, and performance. There is evidence to suggest that CSR activities have a positive influence on hospitality employees' behaviors, such as organizational identification, commitment, and loyalty (Fu, Ye, & Law, 2014; Park & Levy, 2014; Zhu, Hang, Liu, & Lai, 2014) and on employees' wellbeing and satisfaction with work-life (Singhapakdi, Lee, Sirgy, & Senasu, 2015). Job happiness-related constructs have consequences on both employees and organizations (Fisher, 2010). Understanding the relationship between CSR activities and wellbeing might reveal key components to enhance workplace outcomes. This research aims to fill this gap by focusing on two theoretical traditions in positive psychology to approach wellbeing: hedonism and eudaimonism. Likewise, social identity theory and prosocial behavior antecedents will provide theoretical background to understand the differences between active CSR performed in groups and individually and the consequences on employees' behavior.

Methods

To test the proposed model, a survey will be conducted with U.S. urban hotels that offer active CSR. Full-time customer service employees and their supervisors will be directed to answer two separate questionnaires anonymously. The supervisor questionnaire will evaluate employees' performance. The employee questionnaire will consist of four sections (demographics, active CSR perceptions, hedonic and eudaimonic wellbeing, organizational commitment and intention to leave). All items will be adapted from previous studies using seven-point Likert scales. A scale for active CSR will be created based on literature review and best practices developed by the most competitive lodging companies worldwide. Structural equation modeling will be used to estimate the relationships of active CSR on both hedonic and eudaimonic wellbeing at work, as its relations with intention to leave, organizational commitment, and employee's performance, considering mediation effects. The moderation effect of type of activity (individual and group) will be tested on the relationship between active CSR and wellbeing.

Results/Discussion/Implication

This study will make a theoretical contribution by investigating the effects of active CSR on employee's wellbeing and how this relationship impacts work related outcomes. This study will be among the first attempts to empirically demonstrate the effect of CSR in both hedonic and eudaimonic wellbeing. Furthermore, this research will be particularly relevant for managers as they strive to develop CSR strategies that increase employees' wellbeing while simultaneously increasing organizational commitment, retention and performance. All key contributors to the firm's CSR strategy and competitive advantage.

HOTEL VS. AIRBNB: WHAT ATTRIBUTES DO TRAVELERS VALUE THE MOST?

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Introduction

Sharing economy, also known as peer-to-peer business, has recently flourished in the tourism industry and offers consumers an alternative option (Ert et al., 2016). Airbnb is a successful pioneer in sharing economy. The website provides a platform that connects the consumers with under-used space and travelers who are looking for a room to stay. Today, Airbnb has more than two million listings in over 191 countries, and the website's active users has been increasing rapidly since 2009 (Airbnb, 2016). Airbnb is performing extremely well and has become a major provider in the accommodation market. Hoteliers consider Airbnb a strong competitor and a big threat to (Zevas et al., 2016).

People travel for different purposes. For examples, some travelers choose Airbnb over hotels because they want to seek an economical accommodation option and to experience local culture (Guttentag, 2015). Accordingly, this research study is designed to investigate what attributes of a hotel or an Airbnb listing would have significant impacts on travelers' purchasing decision on a hotel stay or an Airbnb stay.

Methods

In this investigation, we begin with a literature review by identifying the important hotel and Airbnb attributes that have been reported in previous studies. Then, we summarize the hotel and Airbnb attributes into the following categories for comparison: brands, staff, service, facilities, price, location, room and security, and etc.

Afterwards, we will create two scenarios for a survey study, where we developed a questionnaire with 62 items from previous literature for this research in a seven-point Likert scale (Lai & Hitchcock, 2016). The questionnaire includes the important attributes for a hotel stay and a stay in Airbnb. Informants who have recently stayed in an Airbnb and a hotel in the past 12 months will be recruited for this study. They will be given two scenarios, where they see a hotel and an Airbnb listing site by site as if they were planning for a trip in New York City. Further, they will be asked to rate the importance on the 62 items for a stay in a hotel and the same 62 items for a stay in an Airbnb listing. In the end, they were asked to make a decision of which option they will choose. Regression analyses and ANOVA will be used to analyze the data.

Results/Discussion/Implication

We expect our findings will help hoteliers and hosts on Airbnb identity the important attributes that influence travelers' purchasing decisions on a hotel stay or a stay in an Airbnb. They will then be able to develop the "right" marketing strategies when facing the stiff competition in the lodging industry

References are available upon request

AN ASSESSMENT OF INDOOR PARTICULATE MATTER (PM10 & PM2.5) POLLUTION IN HOTEL GUESTROOMS

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Introduction

Fine particulate matter is one of the serious air pollutants that threaten people's health when the level in the air is high. The United States Environmental Protection Agency (EPA) regards Particulate Matter (i.e., PM10 and PM2.5) an air pollutant that is made up of hundreds of different chemicals such as sulfur dioxide and nitrogen oxides, which are primarily emitted from various power plants, industries, and automobiles. Particles that are less than 10 micrometers in diameter pose the greatest problem because they can get deep into lungs, and some may even get into the bloodstream. Therefore, EPA sets 35 micrograms per cubic meter of air (µg/m3) as the short-term standard (i.e., 24-hour or daily average) for PM2.5 and 150 µg/m3 for PM10. Although outdoor PM standards are well-established as such, there is none for indoor environments while PM is also produced by common indoor activities, such as tobacco smoking, cooking, and even vacuuming. While outdoor PM still has chances to be washed away by the rain or the wind, indoor PM is difficult to be removed without a sophisticated ventilation and infiltration, which potentially causes indoor PM to exceed the level of outdoor PM.

The purpose of the study, therefore, is to assess the levels of PM10 and PM2.5 as an indicator of indoor air quality (IAQ) in hotel guestrooms. More specifically, the study will purposely select three different hotels by location: 1) interstate, 2) suburban, and 3) urban hotels, so that the study can examine the differences in air quality by location and then compare them to the EPA outdoor PM standards.

Methods

In order to accomplish the study objectives, three different locations (interstate, suburban, urban) of hotels are purposely selected to monitor their indoor and outdoor air quality. The Clean Air: Real-time Particle Monitor (MODEL LPC-R203 Plus, LABCO) is utilized to measure the air quality of hotel rooms (indoor) and outdoor. The equipment will be set to a one-minute log interval for 24 hours to measure the levels of the two PMs in both guestrooms and outdoor at the same 24-hour period. The outdoor air quality will be measured by the side of a hotel building that faces nearby local or highway traffic on a tripod that keeps the equipment five feet from the ground. When the air quality of guestrooms is monitored, relevant information, such as room dimensions, vacuum time, HVAC operating time and ventilation rate, is also noted on a pre-designed data sheet. Data will be collected by two investigators who have completed a training on the equipment operation.

Results/Discussion/Implication

The findings will provide meaningful implications to hotel managers regarding the air quality in their facilities to minimize guests' and employees' long-term health risks and maximize their satisfaction levels.

References are available upon request

CREATING THE AUTHENTIC CHINESE HOTEL EXPERIENCE: A CASE STUDY OF THE SCHOTEL BRAND

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Introduction
After an initial period of consumer preference for foreign brands, China is seeing growing demand for local brands. This is evident in the hotel sector where, after a period of growth in foreign brands, demand for hotels that reflect Chinese heritage and culture is growing. Chinese hoteliers are challenged to determine the best strategies to incorporate Chinese cultural elements to the hotel experience while maintaining perceptions of authenticity. In implementing these strategies, Chinese hoteliers must determine if adding these elements creates customer loyalty and creates competitive advantage.

Methods
To answer the research questions posed above, the research will use a qualitative case study approach. Case studies are "intensive analyses and descriptions of a single unit or system bounded by space and time" (Hancock, 2011). Through a case study, the current researchers expect to gain a deep understanding of situations for Chinese-style hotels in the current hospitality industry as well as implications for adding Chinese elements into hotels. This case study will use mixed methods approach to explore the research questions from a variety of perspectives. A document review and content analysis of Schotel's website is the first element of the case study. Second, semi-structured interviews will be conducted with executives from SCHOTEL. Interviews will be recorded in Chinese and translated into English for thematic analysis.

This case study focuses on the hotel brand, SCHOTEL. Established in 2003, SCHOTEL is a new and famous Chinese-style hotel in China. The Chinese name of SCHOTEL is "Shu Xiang" which means the pleasant smell of a book. Based on traditional Chinese culture, SCHOTEL incorporates authentic Chinese elements into the hotel and delivers guests an exceptional Chinese experience.

Results/Discussion/Implication
This research explores the possibility of applying traditional Chinese cultural elements to boutique hotel culture in China. By studying current trends in the China hotel market, consumer experience, and proven methods of providing authentic experience and maintaining customer loyalty, the researcher seeks to simulate the application of Chinese culture to the current hotel industry in China and provide possible methods for enriching customers' hotel experiences and winning customer loyalty.

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Work-in-Progress – Leadership & Management

HOW DOES CEO'S OVERCONFIDENCE AFFECT STRATEGIC DYNAMISM AND DISCONFORMITY IN THE RESTAURANT INDUSTRY?

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Introduction

There is not much doubt that in any organization, a CEO can be deemed as the most influential figure (Finkelstein, Hambrick, & Cannella, 2009). Following the advent of upper echelons theory (Hambrick & Mason, 1984), many strategic management researchers believed that top executives inject themselves (e.g., characteristics, experience, dispositions, and etc.) into their strategic decisions and behaviors (Finkelstein & Hambrick, 1996; Finkelstein et al., 2009).

Although previous researchers have endeavored to develop a wealth of knowledge and mechanism regarding the CEOs' characteristics and its organizational outcomes, it is difficult to find studies in the hospitality literature that explored this topic. One rare exception is Seo and Sharma (2014) that investigated CEOs' overconfidence. Restaurant firms that are surrounded by the unique industry environments (e.g., a higher degree of product differentiability, high-growth rate, means-ends ambiguity, and demand uncertainty) often tend to stand at a crossroads (i.e., status quo vs. change and following industry norms vs. disconformity). Moreover, the restaurant industry is generally considered as highly discretionary where top executives often have quantum effect on organizational outcomes (Finkelstein et al., 2009).

The current study surmises that the degree to which each firm's strategic dynamism and conformity to industry norms can be different is highly influenced by the level of CEOs' overconfidence; specifically regarding how to make strategic changes over time and differentiate strategic choices from industry central tendencies. This study proposes that CEOs' overconfidence would have an effect on firms' strategic dynamism and strategic disconformity.

Methods

The publicly traded U.S. restaurant firms are this study's sampling basis for the period 1992 to 2015. This study will use several data sources to measure variables: Execucomp, Compustat database, firms' proxy statements and 10-K reports will be used to collect the three main variables and relevant control variables. For the measurement of CEO overconfidence, the current study will follow an approach developed by Malmendier and Tate (2005). Specifically, a dummy variable will be used: CEO equals to 1 if he or she failed to exercise stock options with five years remaining before expiration that was increased 67% in stock price since the grant date. Following prior research (Wowak et al., 2016), this study will calculate the measurement of strategic dynamism and strategic disconformity in six strategic variables that are under the CEO's control (i.e., R&D intensity, advertising intensity, capital intensity, overhead efficiency, PP&E newness, and leverage). This study will include seven control variables: firm size, firm age, firm performance, and CEO characteristics (i.e., age, tenure, gender and duality).

Panel data analysis will be used to avoid problems of estimation from unobserved effects of individuals and time. This study will select the most appropriate model among pooled-OLS, fixed-effects, and random-effects model (Woodridge, 2010). However, fixed-effects model may not be appropriate in this study, because the model includes relatively time-invariant variable, which is CEO's overconfidence and gender (Chatterjee & Hambrick, 2011; Chin & Hambrick, 2013).

References Available Upon Request

EXPLORING THE POTENTIAL FOR A BROAD-BASED COLLABORATIVE STUDY OF CURRENT NATURE-BASED TOURISM AND RECREATION RESOURCE USE IN THE ROCKY MOUNTAIN REGION

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Introduction
Given the overlapping responsibilities among management agencies and shared opportunities for recreation and tourism in the Rocky Mountain region, it is important to consider research which takes into account the multi-jurisdictional feature of public lands. Nature-based tourism and recreation managers of public lands need current and accurate data on the scope of resource use both within and beyond the boundaries managed by their organization agency.

Methods
This research seeks to address this gap in data by contacting land management agencies, private, and public stakeholder groups to seek their input in identifying key issues and concerns related to the management of public lands within the Rocky Mountain region and the tourism and recreation opportunities they represent. A Delphi process, widely used and accepted way of gathering data within participants' area of expertise will be utilized. The Delphi process assumes that individual management professionals hold a variety of opinions about the importance of key issues and concerns, and the way to obtain consensus is achieved by collecting their opinion (Hsu & Sandford, 2007). Two rounds of questionnaires will be sent out, and anonymous responses aggregated and shared with the group after each round. A colloquium will be held with participants from both rounds of the survey process at which time the top issues and concerns will be identified and ranked by level of importance according to those present.

References are available upon request

THE IMPACT OF FEMALE AUTHENTIC LEADERSHIP ON EMPLOYEES' ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN HOTELS: PERCEIVED SOCIAL SUPPORT AS A MODERATOR

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Introduction

Authentic leadership is addressed as a cornerstone of other leaderships (Avolio & Gardner, 2005). Authentic leaders are depicted as "self-aware, encourages trust, and is committed to organizational success" (Whitehead, 2009, p. 850). Authentic leadership exerts a powerful impact on organizational commitment and job satisfaction (Jacques, Garger, Lee, & Ko, 2015; Jensen, & Luthans, 2006). Additionally, positive treatments provided by a corporation/representative generate reciprocal feelings from employees, resulting in higher commitment and favorable rapport (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

In the hospitality industry, the numbers of jobs are predicted to be incremental (WTTC, 2015) since the magnitude of tourists around the globe has been increasing (UNWTO, 2014). In the leisure and hospitality industry, female workers occupied over half of the total employment (BLS, 2015). Following the situations, female leaders have been continuously appearing in businesses and the role of managers in the service context is considered to be pivotal.

Even though authentic leadership is stressed as a baseline of leaderships, little research has been conducted regarding the impact of female leaders on employees in the hospitality segment, particularly, incorporating social support. Therefore, this study aims to 1) discover how female authentic leadership influences hotel employees' organizational commitment and job satisfaction, 2) identify which dimension of authentic leadership is the most or least effective on forming organizational commitment, and 3) explore the moderating role of social support between female authentic leadership and organizational commitment.

Methods

This study targets employees who are working with female leaders in hotels located in the Southern part of the US. Firstly, the authors will reach hotel managers of human resource/marketing departments through phone calls and emails, asking their permission to contact their workers. Afterward, we will distribute the online self-administered survey using the seven-point Likert type scale to employees who are in non-managerial positions only. The Authentic Leadership Questionnaire (ALQ) will be utilized (Avolio, Gardner, & Walumbwa, 2007). The items for perceived social support, organizational commitment, and job satisfaction will be introduced from previous studies and modified (Cook & Wall, 1980; Hartline & Ferrell, 1996; Peeters et al., 1995).

Implication

The results will contribute to expand the leadership research, especially centering on female leaders' influence in the hotel industry. By combining employees' perceived social support received from their female leaders, we believe this study can profoundly provide the psychological process of building organizational commitment and job satisfaction. In terms of practical implications, this study will offer helpful information to managerial workers on how to motivate employees to be committed to a corporation through social relationships with leaders.

DO I TRUST MY LEADER? AN INVESTIGATION OF THE INFLUENCE OF PERSONALITY IN LEADER-FOLLOWER RELATIONSHIPS

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Introduction

Due to high levels of human interaction in the hospitality industry, the relationship between leaders and employees is considered one of the most important interactions involved in reaching organizational goals (Wang, Law, Hackett, Wang, & Chen, 2005). Understanding the behaviors of both parties involved improves the quality of the relationship, which in turn, benefits the organization. Attempts to understand workplace relationships have been examined with social exchange theory, a theory that states that reciprocal exchanges in the relationship create obligations from each of the parties involved in the relationship, generating a reciprocal contribution (Cropanzano & Mitchell, 2005). In the context of leadership research, Leader Member Exchange (LMX) theory has contributed to the understanding of the interaction between managers and employees. Previous studies suggest that research in these relationships must be approached from both, the leader and follower perspectives, including the necessary environment for the development in the relationship (Klein & House, 1995). However, there has been considerable more research on the leader perspective and on the influence they have on the followers' behaviors and organizational outcomes. Attention to the followers' characteristics and the way they influence on organizational outcomes is necessary (Hetland, Sandal & Johnsen, 2008). Hence, the purpose of the study is to assess the influence of followers' personality traits as predictors of the levels of trust in the relationship between managers and employees in the restaurant industry that leads to the greater outcome of job satisfaction.

Methods

The quantitative study will be conducted with a sample of both: front of the house and back of the house restaurant employees with scales measuring employee personality with the personality inventory NEO-FFI, from the Big Five Factor Model (Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience) by (Goldberg, 1992; Srivastava, 1999). Perceived Trust from followers' perspective will be measured with a scale from Flaherti & Pappas (2000). Job satisfaction will be assessed as a perceptual measure both from the leaders and the employees' perspectives. This construct will be measured with five items concerning satisfaction with tasks, working conditions, support about professional career and overall job satisfaction via a validated job satisfaction from Neuberger and Allerbeck (1978). The purpose of the study is to assess the influence of followers' personality traits as predictors of the levels of trust in the relationship between managers and employees in the restaurant industry that leads to the greater outcome of job satisfaction.

Implication

This study provides the opportunity to examine the quality of the relationship between hospitality leaders and the followers in the restaurant industry. By measuring specific levels of trust from the follower's perspectives and by identifying followers' personality traits managers in the restaurant industry will be able to improve the quality of the relationship between managers and employees.

References are available upon request

THE EFFECTS OF POWER DISTANCE ON HOTEL EMPLOYEES' BEHAVIORS: A CROSS-CULTURAL ANALYSIS

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Introduction

Power distance is a widely researched way to quantify the differences in cultural values. Individuals with high levels of power distance orientation maintain greater social distance; they show more respect, deference, loyalty and dutifulness to authority (Chen, Liao, & Wen, 2014). In cultures with a small power distance, people expect and accept power relations that are more consultative or democratic, and relate to one another more as equals regardless of their formal positions. In cultures with a large power distance, the less powerful accept power relations that are autocratic or paternalistic (Abdullah, Hassan, Ali, & Karim, 2014). This study aims to identify the effects of the power distance phenomenon on the behaviors of hotel employees in a cross-cultural setting. This study attempts to bridge research gap by identifying the effects of power distance on hotel employees' organizational citizenship behaviors in a cross-cultural set up. Specifically, the purpose of this study is to analyze the impact of the difference in value congruence between the organizational culture and the national culture of the employee on employees' organizational citizenship behaviors. Based on the conceptual analysis of the literature, the follow hypothesis has been proposed.

H: Employees will demonstrate higher levels of organizational citizenship behaviors when the company's organization value of power distance is congruent with its national counterpart.

Methods

The data collection process will include the following two countries with contrasting levels of power distance: (1) USA (low power distance) and (2) India (high power distance). A multi-national hotel corporation will be identified possessing similar properties in both countries to compare the organizational citizenship behaviors. Surveys will be distributed to employees working in different departments as well as in diverse positions, including different levels of management, to gauge the overall effect of the differences in power distance values on their behaviors. They survey questions will also include demographic information such as age, gender, marital status, education, income range, etc.

Results/Discussion/Implication

The findings are expected to support the hypothesis suggesting that employees working in the USA property will demonstrate higher levels of organizational citizenship behaviors, as compared to the employees working in the hotel property in India due to the incongruence in the organizational and cultural values of power distance.

This research will make a major contribution to the body of cross-cultural literature, specifically pertaining to the value of power distance. Additionally, the results will also have managerial implications. There are several multi-national lodging corporations companies operating in diverse cultural dimensions. The managers will be able to apply the findings from this study to a diverse workforce at a single location and manage more effectively by understanding the cultural values of their employees.

References are available upon request

Work-in-Progress – Marketing

HOTELS ARE NEW DESTINATIONS: FROM NOVELTY SEEKING TO COMMITMENT

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Introduction

In the hotel context, it is equally important to increase market share by attracting new customers as well as maintain brand loyal customers. This study is mainly focused on how to attract new customers, specifically, customers who are novelty seekers, as they are activated to pursue novel experiences for curiosity, sensation and exploratory spirit. Specifically, this study investigates whether novelty seekers can be attracted to commit to certain brands through their interactions with the brands' social media sites and positive motion towards the brand that induced by those frequent interactions.

Methods

The proposed model will be tested using data collected on Amazon Mturk.com from participants who are following a hotel brand fan page on social network sites such as Facebook and Instagram. Novelty seeking will be measured with an 8-item scale adapted from (Manning, Bearden, & Madden, 1995). Brand commitment will be assessed using a three-item scale (Su, Mariadoss, & Reynolds, 2015) and emotion will be measured via 6 items developed by (Shapiro & Nielsen, 2013). Interaction frequency will be measured using a four-item scale (Su et al., 2015). The structural equation model analysis will be used to test the hypotheses, using Mplus (version 6.11).

Results/Discussion/Implication

This study will shed lights on new perspectives on the relationship with customers in the online context. This study will expand the current knowledge regarding the business to customer marketing. The contemporary literature focuses on how to utilize online platforms to expand the market share with the loyal customers. This study proposes and will demonstrate that service organizations can develop a new relationship with novice customers through social networking sites.

This study will also demonstrate strong practical implications. Novelty seekers may visit brand sites simply out of curiosity at first. However, if they find the sites are relevant and provoke positive emotion, they may visit the brand more frequently, which will lead to strong commitment to their relationship. Therefore, service organizations should not only update interesting contents regularly but also provide trendy information that can draw attentions of novelty seekers.

References are available upon request

DRINK YOUR HEALTH: APPLYING HEALTH BASED MARKETING APPROACHES TO BEER

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Introduction

In the past, foods were primarily recognized for their essential nutrients and the role they play in normal body activity and function. However, during the past decades, consumers have changed their perception: nowadays, many people believe that '*we are what we eat*' and they are actively using food to prevent health issues and medical conditions (Nielsen, 2015).

Following this new trend, the food industry introduced a new category of products named functional foods. Functional food can be defined as any modified food or food ingredient that may provide a health benefit beyond the traditional nutrients it contains (Hasler, 2002).

Being identify as functional foods can, often, revitalize the market of a whole category and allow a product to enter a steadily growing market (Dodd & Morse, 1994; Leatherhead, 2014).

Despite many positive examples, functional product success isn't guarantee: as shown by Kearney (2010), a product which enters the functional food market arena, has to establish a relationship of trust with the consumers: to be acknowledged, health claims should be reliable, and based on independent and highly credible sources (Dodd & Morse, 1994).

Even though scientific evidences link moderate beer consumption to clear health benefits, beer, nowadays, is not marketed as a functional food.

Could beer marketing change in the future? Are consumers ready to change their opinion about this product (from leisure/recreational beverage to functional beverage)? As a functional drink, will consumers be ready to pay a premium price for purchase it?

Methods

About 50 participants will be asked to fulfill a questionnaire focused on the following marketing scale categories: attitude toward functional beverage, willingness to consume functional beverages in relation to its claims, willingness to pay a premium price for it.

Participants will be chosen among the volunteers that fulfill the following requirements: a) must be at least 21 years of age (legal drinking age); b) consume occasionally or regularly alcoholic beverages c) provide informed consent.

Answers to the designed questions and socio-demographic information like income, gender, and education will be collected and analyzed.

Results/Discussion/Implication

It is well known that beer consumption widely varies among different consumer groups, however, beer entrance into the functional food arena could increase the overall appeal of this beverage.

As a functional drink, beer could attract consumer groups that rarely drink it as a recreational beverage but are generally attracted by functional foods and they are willing to pay a premium price for acquire them.

References are available upon request

CONSUMER HOP-E

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Introduction

Beer is an alcoholic beverage produced by the fermentation of starch, often derived from malted grains such as barley and wheat. Additionally, most beers are flavored with hop, which add bitterness, aroma and act as a preservative.

As a standard practice, bitterness can be quantified using a lab base approach: the International Bitterness Units (IBU) scale (Howard, 1968); however, beer bitterness has to be appraised by sensory panels as well so as to determine the hop impacts on perceived bitterness (Oladokun et al., 2016),

As an example, according to the IBU scale, IPAs are defined as beers that have IBU values between 35 and 55 (English style IPA) or 40 and 65 (American style IPA), (Papazian, 2006).

Beer sensory evaluation can be carry out using trained or untrained panels (regular consumers). Several studies, agreed that consumer and expert panels give similar results when major criteria are assessed (Giacalone et al., 2016; Worch et al., 2010; Chollet & Valentin, 2006; Clopperton & Piggott, 1979). However, while trained panels are more able to verbalize sensory perceptions and give more reproducible results, untrained panel usually capture the opinion of the average consumer (Janz, 2003).

It has been shown how hoppiness, togheter with the overall taste have a significant positive impact in consumer willing to pay (WTP), quality expectations and repeat purchase decision, while beer appearance and aroma did not (Gabrielyan et al., 2014).

Using a group of consumers with different knowledge of bitter beers (IPA enthusiast vs. IPA novice), we would like to investigate how sensitive untrained consumers are to small IBU changes, how product acquaintance change bitterness sensitivity, and the effect (if any), that branding/naming has on taste perception.

Methods

Test one: using the pairing comparison approach, consumers (Novice or Enthusiast) will be asked to taste four beer pairs with different IPA values and select, for each pair, the bitter one.

Test two: two servings of the same beer will be given to each panelist, who will be tricked to think they are two different products. Sample A name will contain the word HOP (i.e.: HOP-PING QUAIL), while Sample B will not (i.e.: SUMMER SEEGAL). Panelist will be asked to select the sample that they consider the most bitter.

Results/Discussion/Implication

The recent craft beer movement shaped consumers' taste and preference: micro brewed beers often have a stronger flavor and/or a more intensive use of hops. As demand for craft beer has increased, consumers' WTP for this kind of beer has also increased (Gabrielyan et al., 2014).

A better understand of consumer testing capabilities will help breweries of any size to design products truly unique and perceived as such, which could stand, in the long run, as a point of differentiation from the competitors.

References are available upon request

REACHING THE U.S. HISPANIC CRAFT BEER MARKET: HIGHLIGHTING THE OPPORTUNITIES

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Introduction

In the last few decades, the Hispanic population not only has established itself as the largest minority in the United States (source: US Census Bureau), but also it has significantly increased its disposable income. These changes didn't go unnoticed and, from 2003, companies such as Procter & Gamble began to invest in tailor made campaigns specifically designed to appeal to this ethnic group (Hoag, 2015).

Despite regional and demographic differences, beer seems to be the preferred alcoholic beverage choice for most Hispanic consumers (Caetano et al., 2009; Kerr et al., 2009; Velikova et al., 2016), which usually consume domestic brand or, when they choose to pay a premium price, imported beer brand (Kallenberger, 2010).

In an effort to increase Hispanic consumer interest toward craft beers, this research aims to (1) identify predominant attitudes, opinions, and interest of the Hispanic consumers relating to craft beer enjoyment; (2) identify factors that influence Hispanic consumer craft beer purchase, and (3) draft some guidelines the craft beer industry can use to implement ad-hoc communication strategies.

Methods

This research will be performed using 3 focus groups of about 10 people each. 3 group sessions will be conduct in English or in Spanish (base on subjects linguistic skills) and participant will be choose among the ones who meet the following criteria: (1) meet the requirement of U.S. legal drinking age (21 years and older) (2) self-identify as being of Hispanic or Latino origin; and (3) have some interest in craft beer and consume this product in moderation (up to one drink per day for women and up to two drinks per day for men as stated by U.S. Department of Agriculture, 2005).

Focus group discussion outcomes should help us to specify possible industry media strategies as well as to identify attitudes and opinions that influence Hispanic craft beer purchasing and consumption behaviors.

Results/Discussion/Implication

Even thought, the craft beer market is currently healthy and competitive, specialists believe that, soon, competition will be based not anymore on products differentiation, but only on price, leading to a drastic decline in the quality and integrity of the products (Kleban & Nickerson, 2011).

Clearly, one way to avoid this loss in product quality, is to attempt to capture more market share, task that could be obtained, among other things, by increasing Hispanic consumer participation to the craft beer movement.

References are available upon request

EXPLORING THE ANTECEDENTS OF TOURISM AND HOSPITALITY BASED ONLINE COMMUNITIES ON CONSUMER DECISION MAKING PROCESSES

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Introduction

Online consumption communities provide opportunities for social engagements targeting conversations about products and services in which individuals' actions within the community have the potential to influence consumer behavior (Zaglia, 2013). According to extant research these groups effect decision making processes, however they still remain an enigma (Brodie, Ilic, Juric, & Hollebeek, 2013) and require further investigation (Germonprez & Hovorka, 2013; Weijo, Hietanen, & Mattila, 2014). In order to fully comprehend the impact of online communities on decision making processes, researchers must first understand the structure, formation, and continuation of the online community itself.

Like their offline counterparts, individuals within online communities are not a homogenous group and have different motivations for joining, participating, and interacting (Janzik & Raasch, 2011). Past research has shown a number of potential antecedents for community membership including information seeking, passion/ product attachment, need for belonging, social exchange, social comparison, social/self-identity, person-brand congruity, and community identification. Using these previously identified and researched antecedents, this study creates groups of community members who join online communities based on varying degrees and combinations of antecedent motivations. In providing distinct user group profiles, this research is integral for future understandings of consumer behavior in online communities and the impact of these communities on decision making practices.

Methods

Using survey methodology, constructs measuring the eight potential antecedents will be measured in each participant. Based on the results of the survey, cluster analysis will be used to identify distinct user groups in order to create online community member antecedent profiles.

Results/Discussion/Implication

The expected results include distinct groups of users whose underlying psychological motivations for membership and participation can fit into separate profiles for further evaluation and research. In finding distinct profiles, marketing efforts can be streamlined to focus on individuals for relationship branding, segmentation and targeting efforts, and product development in conjunction with consumers. Theoretically, this research provides a foundation for developing a comprehensive model for consumer behavior in online communities, from motivation, to behavior, to consumption.

Potential practical outcomes from studying online consumer communities include, development of specific marketing initiatives, understanding of market trends and consumer behaviors, the ability to mass customize and personalize products and services based on personal interest, development of innovative products and services, fostering and strengthening of loyalty and brand relationships, increased brand advocacy, expansion of brand culture, knowledge, and associations, and reduced customer support costs.

SEGMENTING CHINESE OUTBOUND EXHIBITORS TO THE U.S. EXHIBITION MARKET: A POSTERIORI SEGMENT APPROACH

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Introduction

Every year, around 31,000 exhibitions take place around the world, where 4.4 million exhibiting companies welcome 260 million attendees (UFI, 2014). In China, with the country's economic growth and development, more Chinese companies begin attending domestic exhibitions, and some go overseas to exhibit. In 2015, more than 48,000 Chinese companies attended 1,385 exhibitions in 62 overseas markets with the United States market being their top destination, and the number is still growing (Annual Report on China's Exhibition Industry, 2015). Therefore, Exhibitors play in a key role in the exhibition business because the success of events relies on exhibitors' satisfaction and their intention to return to future events (George, 2012; Jung, 2005).

This work-in-progress study will investigate the underlying factors that motivate Chinese outbound exhibitors to attend exhibitions in the United States, and then segment them with respect to their motivational characteristics in order to provide exhibition organizers with implications on marketing strategies and Chinese exhibitor recruitment.

Methods

The motivations for participation in exhibitions are identified from an extensive literature review of exhibitor motivations, Chinese business culture, and behavioral psychology. These identified motivational attributes will conduct a panel discussion with exhibition professionals, and then be used to develop an online bilingual questionnaire survey administrated to the Chinese outbound exhibitors who have participated in the exhibitions in the United States during the past 12 months. A target number of respondents will be over 300.

The study will be accomplished in two steps. First, the underlying motivational factors will be delineated by exploratory factor analysis. Secondly, through a cluster analysis and discriminant analysis, the Chinese outbound exhibitors will be categorized by homogenous market segments according to their motivational factors.

Results/Discussion/Implication

From an exhibition organizer's perspective, it is essential to keep retaining and attracting current and potential exhibitors. By delineating the motivational factors of the Chinese exhibitors and further segmenting them with respect to their different motivational characteristics, exhibition organizers can introduce market strategies that position an appropriate marketing mix because effective market positioning should identify segments of exhibitors that have the same motivational characteristics.

Given the rapid growth in the number of Chinese outbound exhibitors to the U.S. exhibition market and their high travel expenditures, identifying participation motivations and segmenting Chinese exhibitors have tremendous implications specifically for U.S. exhibition organizers and hospitality service providers.

References are available upon request

INVESTIGATING THE EFFECTIVENESS OF DIRECT EMAIL MARKETING ON SERVICE RECOVERY FOR FOODBORNE ILLNESS OUTBREAKS

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Introduction

Foodborne illness outbreaks can result in a decline in customer confidence (Bocker & Hanf, 2000), brand loyalty (Keaveney, 1995), and lost business (Court, 2016). With more consumers visiting restaurants more than ever before (U.S. Department of Commerce, 2016) and an estimated 48 million Americans contracting foodborne illnesses annually (Centers for Disease Control and Prevention, 2014), it is critical for foodservice businesses to plan proactively for the possibility of food safety related service failures and create firm recovery strategies to reduce the negative impacts of foodborne illness outbreaks (Seo, Jang, Miao, Almanza & Behnke, 2013). Service recovery, particularly service recovery marketing, has proven critical (Scott, Laws, and Prideaux, 2008) in maintaining and enhancing customer relationships (Gronroos, 1997), influencing customer satisfaction (Oliver, 1999), and customer loyalty (Zins, 2001). However, previous studies on service recovery efforts using online communications has primarily focused on social media and online reviews (e.g., Xu, Yap, & Hyde, 2016). Research has largely overlooked direct email marketing (DEM) in service recovery and its effect on service recovery and brand loyalty despite being an effective tool in other marketing efforts (Marinova, Murphy, & Massey, 2002). Indeed, past literature suggests active brand communication and interaction (Sharma & Sheth, 2004) like DEM can help cultivate and maintain relationships (Chaffey, 2003) and increase volume and frequency of loyal customer purchases (Merisavo & Raulas, 2004). Therefore, this proposed study aims to determine the effectiveness of direct email marketing in service recovery as it relates to brand loyalty following a foodborne illness outbreak.

Methods

The site for this study will be Chipotle Mexican Grill, a quick-service restaurant chain, that experienced a food safety event (FSE) that sickened 500 people at multiple locations over a nine-month period beginning in 2015 (Zarroli, 2016), resulting in a significant drop in sales and revenue, year-over-year (Chipotle, 2016). In February 2016, Chipotle announced a $50 million direct and social media marketing service recovery campaign (Bomkamp, 2016). The target population for this study will be Chipotle Mexican Grill customers that visited a restaurant location prior to the FSE, had knowledge of the 2015-2016 FSE, and have received DEM from Chipotle since February 2016. A self-administered online survey will be developed and administered using Amazon Mechanical Turk (MTurk). The survey will adapt brand loyalty measurements from Dick and Basu (1994) and include questions to determine the customers' attitudes prior to the FSE, after hearing of the FSE, and upon receiving DEM from Chipotle, to measure brand loyalty changes over time. Data will be analysed using a one-way ANOVA and simple regression.

Results/Discussion/Implication

This study will contribute to the body of knowledge on DEM and service recovery in the context of foodservice, and provide practitioners' greater insight into DEM effectiveness on brand loyalty in service recovery marketing strategies for retaining customers after foodborne illness outbreaks.

GENERATIONAL PROFILES IN VALUE CO-CREATION INTERACTIONS

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Introduction

Generational cohorts are often used for consumer segmentation and life-style studies in tourism and hospitality (i.e. Pennington-Gray, Fridgen, & Stynes, 2003). This study focused on three cohorts: Baby Boomers (1946 – 1964), Generation X (1965 – 1980) and Generation Y (1981 – 2000) also called Millennials. Direct interactions between customers and a company are enablers of value co-creation (Gronroos, 2011) and can only happen through strong relationships between them. Commercial friendship that emerges in a business setting between customers and a service provider enhances customers' commitment, trust, and loyalty (Butcher, Sparks, & O'Callaghan, 2001; Han, Kwortnik, & Wang, 2008; Hausman, 2003). In a co-creation service setting, either a company can initiate the process of establishing a relationship with consumers and thereby garner positive feedback, or a customer can voluntarily partake in creating their service experience. Value co-creation instances can be categorized into four types: co-creation of experience, co-recovery, co-innovation and co-marketing. The purpose of this study is to examine the differences between members of different generations, types of value co-creation, commercial friendship, initiation and their impact on co-creation outcomes.

Methods

The research employed a randomized factorial experimental study-design: 3 (generations) x 2 (friendship: strong vs. weak) x 2 (initiation: company vs. customer) x 4 (co-creation scenarios: co-creation of experience, co-recovery, co-innovation and co-creation of marketing). Quota sampling (n=248) by Qualtics Inc. was used to ensure equal representation of three generational cohorts: Baby Boomers (31.5%); Generation X (34.7%); and Millennials (33.9%). Collaborative outcomes were measured on a seven-point Likert scale and operationalized as satisfaction (Oliver, 1999, $\alpha = 0.96$), loyalty (Zeithaml, Berry, & Parasuraman, 1996, $\alpha = 0.95$) and trust (Morgan & Hunt, 1994, $\alpha = 0.95$). Manipulation checks were examined after each value co-creation scenario to test friendship, initiation and co-creation conditions. T-test results showed that all scenarios passed the manipulation checks. MANOVA examined generational differences.

Results/Discussion/Implication

It is imperative to recognize the role collaboration plays in the interactions between service providers and customers. Industry practitioners should customize value co-creation interactions for all generational cohorts. Value co-creation can be successful and lead to strong co-outcomes of satisfaction, loyalty and trust for Baby Boomers, Generation Xers and Millennials. However, value co-creation processes and conditions lead to different results for each generation. For example, experiencing strong commercial friendship prior to participating in value co-creation is important for Baby Boomers and Millennials, but not for Generation Xers.

This study contributes to the theoretical advancements in tourism and hospitality context by proving the usefulness of S-D logic, value co-creation and generational theory in examining four types of value co-creation from a relational viewpoint for different generations. This study connects S-D logic, value co-creation and generational theory and applies these concepts to the tourism and hospitality context.

References are available upon request

THE IMPACT OF BRAND PERSONALITY ON CUSTOMER RETENTION AT WINE EVENTS

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Introduction

Brands that are well-known and familiar can develop relatable personality-like characteristics known as a brand personality. Much like the Big V personality traits, brands have five traits identified as sincerity, excitement, competence, sophistication, and ruggedness (Aaker, 1997). Brand personality has a positive impact on brand relationship, brand involvement, brand trust, and loyalty (Alexandris, 2016; Braunstein & Ross, 2010; Donahay & Rosenberger, 2007; Lee & Cho, 2009). However, few studies have explored the notion of brand personality in the context of wine events. This is important because when an event has a defined personality, it is easier to market to customers and influence their preferences and choices. Therefore, the purpose of this study is to examine the impact of brand personality on customer retention at a wine event.

Methods

This study will be conducted at a wine event in the Midwestern United States. This study will use a self-reported questionnaire as the instrument. The measurements of the constructs will be adopted from the work of Aaker (1997). All the items are measured by using a 5-point Likert scale, in which Likert scale is ranging from 'strongly disagree' to 'strongly agree'.

The questionnaire will be distributed on the afternoon of the second day of this two-day event to make sure each participant has experienced the main activities before answering the questionnaire, so the data collected can be valid.

SPSS 23.0 will be used to conduct the following statistical analysis. Confirmatory factor analysis (CFA) will be conducted to check the reliability of the data. Multiple regression analysis will be used to determine the impact of brand personality on the customers' intention to return.

Results/Discussion/Implication

All five traits of brand personality including sincerity, excitement, competence, sophistication and ruggedness are expected to have a positive impact on event attendees' willingness to come back and attend the same event in the future.

This study will contribute to the understanding of the relationship between brand personality and customer loyalty at wine events. The results will provide insights for event planners who manage wine events on how to establish a brand for an event and thus attract the attendees to participate in future events.

References Available Upon Request

HOTELS – EXPLAINING STRATEGIES TO ATTRACT MILLENNIALS

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Introduction

In today's society, the majority of the population is constantly looking for newer, faster, and more efficient ways to get things done. This would not be possible without innovation. Nick Skillicorn, an innovation blogger, defines innovation as, "turning an idea into a solution that adds value from a customer's perspective (www.ideatovalue.com)." The reason for this rapid need for constant innovation is due to the millennial generation.

Millennials were born between the 1980s and 2000s. Millennials are quick learners and are able to adjust rapidly to new innovations of technology. "Millennials... are a generation like no other. With their love of technology, social networking, collaboration, innovation, and a "Yes We Can!" attitude. Millennials are forcing established systems... to reevaluate how they do business in order to accommodate what is the first digital generation in recorded history (Emeagwali, 2011)."

As millennials cause trends to change, various industries need to become more innovative and adapt to these trends, in order to have a better competitive advantage. The hospitality industry, specifically hotels, are taking a vast interest in millennials due to their increase in spending power, particularly in leisure travel (Meerendonk, 2014). Given the importance of millennial travelers to the hotel industry, it is crucial that hoteliers around the world better understand some of their key motivations for choosing a hotel to spend their travels with.

The objective of this research is to explore the innovative ideas, practices, and strategies hotels must make in order to attract and retain the millennial generation. First, it is important to find out what millennials look for when deciding which hotels to book their stays with. Secondly, it is important to observe the innovative ideas hotels are currently adopting in order to win this generation over.

Methods

The study will attempt to understand millennials perceptions, perspectives, and appreciation for hotel innovation. This will be analyzed by creating a qualitative study design. I will be interviewing the Director of Brand Performance from the Hilton Worldwide, Michelle Pike, the General Manager of the Hilton San Gabriel, Carl Bolte, and I will send out an online questionnaire to Millennials and focus on the ones that stay at hotels at least twice a year. The data will then be interpreted.

Results/Discussion/Implication

The findings will help hotels decide whether or not they would like to become more innovative in order to attract the largest growing generation, the millennials.

Reference Are Available Upon Request

THE IMPACT OF CUSTOMER-TO-CUSTOMER INTERACTIONS ON CUSTOMERS' SATISFACTION LEVEL AND THEIR BEHAVIORAL INTENTION IN A THEME PARK SETTING

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Introduction

Compared to retail customers, service customers are more likely to be involved in the service production due to the heterogeneity and inseparability characteristics of the service industry (Wu, 2007). As tourism sector is a part of the service industry, tourists are also typically involved in the service production environment, where different types of interactions occur. In general, tourists may experience three types of interactions including; (1) the interaction with the local community, (2) the interaction with the service providers' personnel, and (3) the interaction with other tourists (Pearce, 2005; Huang & Hsu, 2009).

In services marketing, customer-to-customer interaction refers to the degree of interaction that occurs between unacquainted customers. In the same vein, customer-to-customer interaction in tourism context refers to the degree of interaction between unacquainted tourists (Huang & Hsu, 2009). Prior literature has investigated tourist interaction with the local community and with the service providers' personnel at both macro level (e.g., interaction with the local residents of the host destination) and micro level (e.g., interaction with hotel employees) in different contexts (Choo & Petrick, 2014; Carmichael, 2006). However, a limited number of studies have investigated customer-to-customer interaction in tourism context. This study attempts to fill this research gap by examining how quality and quantity of customer-to-customer interactions are associated with theme park customers' satisfaction level and their intention to revisit the theme park and recommend it to others.

Methods

A web-based questionnaire will be developed to collect the data of the study. All of the study scales will be adapted from previous research and they will be measured by using seven-point Likert scale ranging from 1=strongly disagree to 7=strongly agree. The target population of this study is theme park customers who visited a theme park at least once during the previous six month. A marketing company (e.g., Qualtrics) will be used to collect the data of the study. A screening question will be used to ensure that only respondents those had a previous theme park experience in the previous six month participates to the survey. Structural equation modeling (SEM) will be utilized to test the study hypotheses.

Results/Discussion/Implication

This study will contribute to the services marketing literature in general and tourism marketing literature in particular by examining the impact of customer-to-customer interaction on theme park customers' satisfaction and their behavioral intentions. The study findings will also offer valuable practical implications for industry practitioners especially those in the theme park industry. For example, the possible positive impact of customer-to-customer interaction on theme park customers' satisfaction level may provide important information for theme park operators, which can be used as a differentiating marketing strategy for their establishment.

References are available upon request

INVESTIGATING THE EFFECTS OF BRAND AND EMPLOYEE TIE STRENGTH ON CUSTOMER TIPPING BEHAVIOR IN THE CONTEXT OF OTHER CUSTOMERS' SERVICE FAILURE AND RECOVERY

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Introduction

This study examines the impact of observing customers' tie strength (strong/weak) with the service firm's brand or individual employees on their tipping behavior following the observation of other customers' service failure and recovery. Overall, the study expects that such customer-firm relationships significantly influence observing customers' tipping behavior following their observation of effective service recovery efforts directed at other customers. Specifically, observing customers having an already established tie with the firm's brand will increase their tipping intension by experiencing increased loyalty to the brand. Similarly, a strong prior tie with the firm's individual employees will increase observing customers' tipping intension due to greater loyalty to those employees.

Methods

To test the suggested hypotheses, we will employ a 2×2 between-subjects factorial design, tie strength (strong vs. weak) with a brand and an employee. Participants will be randomly assigned to one of the four written scenarios. Manova and mediation analysis will be used to assess the proposed conceptual model.

Results/Discussion/Implication

This study will enrich the service recovery literature by investigating focal customers' tipping behavior to measure the immediate effect on focal customers, of the observation of service recovery efforts directed at other customers' service failure. Such investigation should be of great interest to frontline service employees, who are responsible for on-the-spot customer relations and profitability. Moreover, the study attempts to address how each of focal customers' tie strength with the brand and the employees is related to their tipping intension and how such effect is linked through customers' loyalty to the brand and to the employees.

Work-in-Progress – Sustainability & Tourism

EXPLORING NEW APPROACHES TO SOCIAL ENTREPRENEURSHIP IN CHINA: A CASE STUDY OF CHINA INDIGO BLUE

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Introduction

Heritage represents the unique culture and history of a community. While cultural heritage can be seen as an asset of the local community, it can also be an important tourism resource for many destinations, attracting visitors seeking to see and experience the destinations' unique traditions and culture (Timothy & Boyd, 2006). The ongoing growth of heritage attractions and destinations can lead to economic benefits for host communities (Chand, 2013; Goulding, 2000; Greffe, 2004). While China possesses many heritage sites and the Chinese government has placed a priority on safeguarding heritage, the resources are limited (Bell, 2016). In response to this challenge, new approaches are being adopted as social entrepreneurs, committed to preserving heritage and supporting their communities, develop social enterprises to overcome the lack of resources.

A review of literature showcases an increasing interest in innovative cultural heritage preservation and social entrepreneurial practices. However, current entrepreneurship studies in tourism industries lack systematic knowledge (Solvoll, Alsos & Bulanova, 2015) or exploration in social entrepreneurship area (Haugh, 2007; Zahra et al., 2009). This research will explore the application of social entrepreneurship in cultural heritage preservation through a case of preserving China Indigo Blue. The following research questions will be answered: What motivates social entrepreneurs to undertake a cultural heritage preservation activity? Why was this social entrepreneurship model applied to the project? How did Chinese culture influence the development of this social enterprise?

Methods

Due to the exploratory nature of this research, the case study method is adopted. Semi-structured interviews will be conducted both on internal and external stakeholders, which include the museum founder and curator, staff, experts, and visitors. In addition, content analysis will be used to analyze additional information, such as brochure, exhibition board, media coverage and other possible resources of this project.

Implication

While this case study looks at one example, many heritage resources – both tangible and intangible are facing similar challenges. This study may provide insights of value to other organizations and support China's goals to preserve precious heritage.

Conceptually, this study could fill the gap of social entrepreneurial studies in cultural heritage preservation. Motivation of key players in heritage safeguarding, challenges of applying social entrepreneurship, and the alignment of goals among different stakeholders could be explored. Understanding this unique form of the social entrepreneurial model may lead to suggestions on future studies, as well as practical guidance to individuals and organizations working with cultural heritage.

References are available upon request

ADVOCATING FOR FARMERS THROUGH RURAL TOURISM: THE CASE STUDY OF FAIR OAKS FARM

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Introduction

Research suggests that rural areas have limited opportunities for destination development as they may have a reputation for being peripheral and backward. However, for agritourism operators, how to meet their intended communication objectives by effectively crafting messages about food production often requires balancing consumer expectations for entertainment with messages about modern farm activities. Capitalizing on the interest in food production, many farmers are embracing agritourism as a means of not only supplementing farm income, but educating visitors with modern farm practices. Fair Oaks Farm (FOF), the largest agritourism operation in Indiana, is committed to providing a high quality of visitor experience while presenting modern farming practices. This case study will examine the motivations of management in creating a customer experience designed to entertain and educate visitors.

Specifically, we focus on the messages that a tourism farm is projecting to communicate with their visitors and on the most effective ways for them to communicate those key messages. By the same time, creating communicative themes through attraction theming and interpretive signage are also important. To that end, this study will explore how a successful agritourism business, Fair Oaks Farms, addresses the challenges of balancing their strategies.

Therefore, this research is going to examine; (1) what are the key messages that FOF is attempting to communicate? (2) how are those key messages communicated?, and (3) what is the most effective ways of communicating the key messages?.

Methods

In order to understand the intended communication goals of FOF and how they designed the consumer experience to convey those communication objectives, we will conduct semi-structure interviews with senior management at FOF. We will also conduct a content analysis of FOF's website, signage, interpretive and educational materials and key messaging by FOF tour guides to determine main themes of projected communication.

The outcomes of theme-coding from provided contents and semi-structured interviews with farm operators will be compared and analyzed to examine differences in food image-projecting intentions and their approaches in projecting those images.

Results/Discussion/Implication

This study contributes to tourism literature by constructing linkages between tourism experience and food production. It will enable tourism farms to take advantages of promoting community identify and distributing projected farm images by introducing local produce to enhance visitor experiences.

Specifically, this study explores how the presence of affectively crafted messages moderates the communication between tourism planners and visitors. Practically, this study will provide new insights into rural tourism and gastro experience, thus enabling tourism operators effectively communicate with their visitors, meanwhile, satisfying tourists' needs and concerns for an authentic experience.

AMERICAN COLLEGE STUDENTS' PERCEPTIONS OF SAUDI ARABIA AS A TRAVEL DESTINATION

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Introduction

Saudi Arabia is famous for the holy Muslim cities of Mecca and Medina, and religious tourism attracts 17.5 million tourists to Saudi Arabia annually (Smith, 2016). In 2014, Saudi Arabia's travel and tourism industry directly supported 603,000 jobs and contributed 2.4% of the country's GDP (WTTC, 2015). Recently, the decrease in oil prices forced the Saudi Government to look for alternatives to revive its economy.

Studies have indicated that destination image is a critical factor for the success or failure of tourism marketing (Lopes, 2011) and that a positive image of a destination can be positively related to consumers' decision to choose that destination (Baloglu & Bringberg, 1997; Jesus, 2013). The terrorist attacks in the United States on September 11, 2001, affected the image of Saudi Arabia in the minds of people in other countries.

The United States has been a critical target market for many countries. It is ranked second in terms of its outbound market for international tourism (IPK International, 2015). American college students are an ideal target for tourism administrators in Saudi Arabia, not only for the purpose of rebuilding the country's image, but also because the students represent market power in the near future after they graduate. The purpose of this study is to examine American college students' perceptions of Saudi Arabia as a travel destination and provide suggestions to promote tourism in Saudi Arabia. Specifically, this study aims to answer the following questions:

1. What are American college students' perceptions of Saudi Arabia as a travel destination?
2. What are the main sources of American college students' information regarding Saudi Arabia?
3. What are American college students' intentions to visit Saudi Arabia in the future?

Methods

A convenience sampling method will be employed to collect data from three universities (one located on the west coast, one in the south, and one on the east coast of the United States). An online survey will be used for data collection. The survey questions will be adopted from previous studies on destination image to capture participant's perceptions toward Saudi Arabic from different aspects, including holistic, cognitive, affective and conative (e.g., Echtner, & Ritchie, 2003; O'Leary & Deegan, 2005). Additionally, respondents will be asked questions regarding information sources about Saudi Arabia and their demographic information. Content analysis and descriptive analysis will be used to analyze data.

Significance of the study

The study will focus on investigating American college students' perceptions of Saudi Arabia as a travel destination. Without adequate image information, it is difficult to design a position strategy that will market Saudi Arabian tourism in the US and other countries effectively. This study will make a significant contribution in discovering which image predominates in US college students' minds and provide useful information to help Saudi tourism administrators build a positive image of Saudi Arabia and develop successful marketing strategies.

STAKEHOLDER'S PERSPECTIVE ON VISITOR'S PLACE ATTACHMENT AND PRO-ENVIRONMENTAL BEHAVIOUR: A CASE OF JIM CORBETT NATIONAL PARK, INDIA

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Introduction

Due to growing population, today national parks in India are flooded with tourists around the year and park authorities struggle to deal with the adverse impacts of increased visitations (Banerjee, 2012). Karanth & DeFries (2011) suggest that based on recent trends, the increasing middle class in India is likely to generate future demand for nature-based tourism and hence it is critical to establish and enforce regulations to manage tourists in national parks. The motivation for this study comes from reviewed literature that states that if visitors feel attached to a place; they are more likely to indulge in pro-environmental behavior (Halpenny, 2006; Kajan, 2014; Ramkisson, Smith & Weiler, 2012; Scannel & Gifford, 2010). This paper attempts to review the concept of place attachment and how it could lead to pro-environmental behavior amongst tourists in national parks by focusing on Jim Corbett National Park, Uttrakhand, India.

Methods

As the main focus of research is nature-based tourist behaviors, Jim Corbett national park has been selected as it is a popular wildlife tourism destination and is experiencing positive growth in the number of visitors and the majority of tourists visiting the park are Indian citizens (Karanth & DeFries, 2011). This study deployed in-depth interviews on four groups of tourism stakeholders: (1) visitors, (2) local businesses, (3) local residents and (4) NGOs & park authorities and a total of 35 interviews were conducted along with a focus group survey. All responses were summarized initially by three researchers to cross-check the interviews. Thematic analysis was applied for emerging themes from different stakeholders' point of view.

Results/Discussion/Implication

Research findings suggest that place attachment is a potentially useful concept towards encouraging pro-environmental behavior amongst nature based tourists visiting Indian national parks. Park managers, tourism providers, and other organizations are required to routinely modify their product offerings with a target to sustain and enhance high quality visitor experiences, while avoiding or minimizing associated negative impacts to protected areas. Repeat visitors interviewed as part of the study reported to have developed attachment to the park due to the experience of a sense of awe and appreciation for nature or wildlife. As suggested by the participants, appropriate government interventions such as setting up of interpretation and orientation centers, controlling visitor numbers, reducing the prohibitively high cost of park visitation, training initiatives for frontline staff (comprising of drivers, hotel employees and guides) could also support in minimization of deviant behavior and boost place attachment amongst visitors.

References are available upon request

DETECTING TRAVEL BEHAVIORS AND DESTINATION ATTRACTIVENESS FROM SPATIO-TEMPORAL DATA: A NETWORK APPROACH

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Introduction
Tourists' travel behavior and destination attractiveness have been essential topics of tourism for decades. With the development of high-speed transportation and global economy, traditional travel survey data is becoming increasingly insufficient in depicting travel behaviors and destination attractiveness. The booming of mobile devices and geo-locational system provide new opportunities to trace individuals' travel footprints and find their underlying travel patterns at the collective level (Liu et al., 2014). Moreover, their spatio-temporal trajectories allows us to assess destinations' attractiveness from an interactive perspective. Although the topic has been rejuvenated by the development of big data, the conceptual framework guiding the empirical practices is absent in the tourism literature, and the models used in empirical studies are usually without clearly distinguishing among various situations (Polak, 1996; Reggiani & Nijkamp, 2015). The current research aims to propose a conceptual framework using the network perspective and to provide theoretical bases for frequently-used models.

Methods
Literatures on network topology and information entropy in information science as well as spatial interaction in geography have been thoroughly reviewed to develop the conceptual framework for theoretical guidance. An empirical dataset extracted from social network check-in records has been used to verify the feasibility of the framework. An interaction matrix has been built to construct spatial interaction network, the topological structure of the network has been analyzed with network analysis tools and a simulation method, particle swarm optimization (PSO), has been adopted to estimate the distant decay effect of visitors' travel behavior and the nodal attractiveness of destinations.

Results/Discussion/Implication
A framework that guilds the study of travel behavior and destination attractiveness has been developed, which informs how to construct network from raw data in the form of spatio-temporal points, how to determine different topological structures of networks, which spatial interaction model to choose with respect to the network type, and how to calibrate parameters. The following empirical study has verified the feasibility of the framework.

Our work has built up a pioneering paradigm for the related research topics using spatial-temporal big data in the future. The provisions made in relation to the selection of network models and the empirical verification advance the research in related fields in both theory building as well as empirical practices.

MUSIC FESTIVAL ATTENDEES' PERCEPTION OF FESTIVAL QUALITY, VALUE, SATISFACTION, AND REVISIT INTENTIONS

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Introduction

The United States hosts hundreds of music festivals each year (Kitterlin & Yoo, 2014). According to Lynch (2015), 32 million Americans attended at least one music festival annually. Despite the number of music festival attendees there is a lack of consumer research regarding the music festival context.

This study examines how perceived quality of music festivals influences functional and emotional values, and their effects on satisfaction and attendees intentions to return. Festivalscape is defined as 'the general atmosphere experienced by festival patrons (Lee, Lee, Lee, and Babin, 2008: p.57). The original Festivalscape did not consider sustainability, which has become increasingly important to consumers (Gration, Arcodia, Raciti, & Strokes, 2011; Zifkos, 2014; Bonn, Cronin Jr., & Cho, 2015). Within the hospitality industry, previous literature has suggested that the loyalty of customers is influenced by corporate social responsibility (Bigné et al., 2011, He and Li, 2011 and Luo and Bhattacharya, 2006; Martínez & del Bosque, 2013). Therefore, the sustainability dimension was added to the original Festivalscape to provide a more comprehensive understanding of consumers' perceptions.

Methods

The study will be conducted at four music festivals during the summer of 2017: Hangout Music Festival, Gulf Shores, Alabama, Shaky Knees Music Festival, Atlanta, Georgia, Bonnaroo Music and Arts Festival, Manchester, Tennessee, and Sloss Music and Arts Festival, Birmingham, Alabama. These previously mentioned festivals are some of the largest music festivals located in the Southeastern region of the United States and will be used to collect attendee information. A self-administrated survey will be distributed to festival attendees randomly during the multi-day time frame of the festival. In order to measure perceived quality of the festival, the initial pool of items was adopted from Festivalscape (Lee et al., 2008) with an additional two items related to sustainability (Bonn, Cronin Jr. & Cho, 2015). Functional and emotional values, satisfaction, and revisit intention measures are borrowed from previous studies (Lee et al., 2008; Lee et al., 2010).

Data will be divided into two sets. Exploratory factor analysis will be conducted on the festival evaluation criteria to examine the dimensionality of the construct with the first data set. Then, confirmatory factory analysis will be used to further refine the measurements of all latent variables with the second data set. Finally, structural equation modeling will be conducted to check the relationships among the variables simultaneously. SPSS 23.0 and Mplus 7 will be used for the statistical analyses.

Results/Discussion/Implication

The findings from this study will give valuable insights to festival organizers and marketers to better understand festival attendees' perceptions of music festivals. This study will add to the current body of knowledge by extending the Festivalscape (Lee et al., 2008) with the sustainability dimension and investing the relationship among the extended Festivalscape, values, satisfaction, and revisit intention.

MEDTOUR: UNDERSTANDING CONSUMER'S EXPERIENCE WHEN TRAVELING INTERNATIONALLY FOR MEDICAL PROCEDURES

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Introduction

In recent years, traveling internationally for medical procedures has become more popular with the rising costs of medical treatments and/or insurance (Chuang, Liu, Lu, & Lee, 2014). Medical tourism destinations market towards individuals that are seeking all-inclusive, top-notch health care facilities combined with the luxury of a tourist destination (Han & Hyun, 2015). However, little is known about how the consumers view their experience and their overall satisfaction.

Therefore, the purpose of this study is to better understand what influences individuals to travel internationally for medical procedures and what factors influence their revisit intention and intention to recommend to others. Researchers have found quality, trust, and satisfaction all influenced (directly and indirectly) an individual's intention to revisit a medical care facility outside of their resident country (Han & Hyun, 2015). Price was considered to be an important moderating variable among constructs. In this study, the researchers hope to confirm and expand on these relationships by including destination image and travel motivation. By developing a better understanding of the relationships among destination image, perceived quality of the medical destination, motivation, and perceived risk, a more in-depth look at medical tourism satisfaction and revisit intention can be formed.

Methods

The survey was developed using Qualtrics. The scales utilized in the survey are all previously validated scales and include the following variables that correlate with the proposed model: push and pull motivators, destination image, perceived risks, perceived medical service quality, overall satisfaction, trust, revisit intention, and price. The questions are all measured on a 5-point Likert scale. There are a total of approximately 104 questions in the survey. Survey distribution will take place during the fall of 2016 using a call center located in Bangladesh to obtain responses.

Results/Discussion/Implication

If the general model holds true, it would expand on the theoretical base for medical tourism started by Han & Hyun (2015). This research will help to explain how international medical travelers' behavior intent may be formed, not just from the revisit intention point of view, but from when the medical traveler is deciding where to travel for the initial procedure. When evaluating the factors that form the behavior intent, this can start to help to inform to destinations that actively market to medical tourists what they should focus on to attract even more of this market segmentation. Marketers should be able to obtain information from this study to deepen their understanding and develop customer-retention strategies as they start to understand international tourists' decision formation for medical care and continue the research started by Chang et al., 2015.

References are available upon request

UNDERSTANDING THE CONSUMPTION EXPERIENCE OF CHINESE TOURISTS: ASSESSING THE EFFECT OF AUDIENCE INVOLVEMENT, FLOW ON EWOM

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Introduction

Films can be a popular and effective destination-marketing tool. With a film's success, its locations experience an increased number of tourists and a corresponding boost in tourist spending (Hudson & Ritchie, 2006). Kim and Richardson (2003) claim that if a destination has been successfully exposed through media, it may achieve higher market penetration and awareness levels. The popularity of Korean TV dramas in China has inspired millions of Chinese and motivated their travel to Korea. A few studies have examined the relations between audience involvement in media context and travel behavior; however, there has been relatively limited research on the effect of audience involvement in the tourism context. Therefore, this study investigated the relationships among audience involvement, flow experience, customer satisfaction and electronic word-of-mouth (eWOM) behaviors in social network sites (SNSs). Therefore, this study fills a research gap by empirically examining audience involvement and its direct or indirect influence on flow, customer satisfaction, and eWOM. The objective of this study is to examine the direct and indirect effect of audience involvement on eWOM and the mediating effect of flow and customer satisfaction between audience involvement and eWOM.

Methods

This study employed a self-administered questionnaire. The survey was originally developed in English and translated into Chinese. A pilot study was conducted at a Canadian university to improve the content validity of the study instrument using a convenience sample of eight undergraduate and graduate students who are fluent in Mandarin Chinese. Data was collected using an online panel survey via the Chinese online panel database "Wenjuanxing." We collected 430 surveys equally representing both genders. The study tested hypotheses by two steps: adopting confirmatory factor analysis (CFA) for the measurement model test, followed by a structural equation model (SEM) test to investigate the causal relationships among the variables.

Results/Discussion/Implications

The findings indicate that audience involvement has a significant and positive influence on flow and eWOM behaviors. The results also supported a positive relationship between flow experience and eWOM behaviors. Audiences who are highly involved in Korean TV dramas are likely to have a higher flow experience when they visit the film destination. Their joyful memories of the dramas may enhance their visit and positively influence their emotion, which increases their willingness to share their positive experience on SNSs. Additionally, flow experience positively influences eWOM behaviors. Tourists who have satisfactory experiences are willing to recommend the destinations. Positive flow can motivate them to express and share the information with others (Yoo & Gretzel, 2008).

IS TOURISM THE WORLD'S PEACE INDUSTRY? AN APPLICATION OF CONTACT HYPOTHESIS IN TOURISM AND PEACE RESEARCH

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Introduction

Previous research has developed a proposition that tourism promotes peace and reconciliation on a global scale (e.g., D'Amore, 1988; Hobson & Ko, 1994; Guo et al, 2006). However, evidence supporting the positive effect of tourism on peace is lacking (Ap & Var, 1990; Burkart 1988). Indeed, it is unclear whether peace is the reaction or action of tourism (Litvin, 1998). Moreover, the existing tourism and peace literature has heavily focused on qualitative, as opposed to, quantitative methodologies. Drawing on the Contact Theory (Allport 1954), the current research aims to provide empirical evidence of the relationship between tourism and peace. More specifically, we analyze the effect of international tourist arrivals on global peace index (GPI) of 108 countries from 2007 to 2012 using Time Series Analysis.

Methods

To address the study propositions, this study employed data from two publicly available data resources. The information pertinent to tourism trends on a global level was obtained from World Bank database on global tourism growth, provided with the assistance of World Tourism Organization. This data contained information regarding international tourism arrivals, international tourism receipts, and expenditures per year per country based on annual editions of Yearbook of Tourism Statistics. In this particular study, the data reflecting international tourist arrivals per country was obtained for the period between 2007 and 2012 for 268 countries. The analysis focused on post-recession period, thus avoiding bias of decrease in international tourist arrivals due to global economic crisis. A time series regression analysis was conducted to determine whether tourism can be accounted as a predictor of global peace.

Results/Discussion/Implication

The hypothesis test demonstrated that there was supporting evidence to establish a relationship between the number of international tourist arrivals and GPI ($F(1,107) = 5.37$, $p = 0.022 < 0.05$). Additionally, the model explained 2.45% of the total variance in GPI. The negative coefficient in the model suggests that the increase in one million tourist arrivals results in decrease of GPI by 0.051 controlling for the fixed effects of year and country. Because lower GPI scores imply on stability and peace in a country, reduction in GPI attributed to surge in tourist arrivals can be interpreted as a positive effect of tourism on peace.

References are available upon request

REPRESENTING AFRICAN AMERICANS IN TOURISM

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Introduction

Destination branding is both a marketing process and a cultural process (Morgan, 2004). A sustainable destination brand should not only focus on meeting tourists' demand, but also be representative of its population who live in the place. Destination brands can communicate information with tourists, as well as link the place with its people. However, local residents are often marginalized or neglected in the destination branding process, especially minority groups, who struggle with appropriate representation. African Americans are experiencing touristic marginalization (Alderman, 2013). African Americans are continually underrepresented in destination brands (Alderman & Modlin Jr, 2013; Gallardo & Stein, 2007). How diverse groups are represented in destination marketing communicate different degree of the sense of welcome. The lack of African Americans representation encourages a white-skewed destination image. African American tourists and inhabitants continue to lack the feeling of belonging. Consequently, there is a gradual decline of African American businesses, African American residents, and African American tourists (Hargrove, 2009). The distribution of benefits from tourism development becomes more and more unfair for African Americans. The purpose of this study is to assess what the factors are that significantly influence the community representation of African Americans within the tourism setting.

Methods

To place African American community into the destination branding process, the fundamental step is to incorporate them into tourism planning and development process. This research will assess the community representation as a consequence of community participation. Furthermore, this research will investigate how African Americans are economically, politically, and emotionally marginalized in participation process. Last but not the least, this research will analyze the community participation through the lens of habitus dispositions. The concept of habitus helps understand the behavior patterns of African American in a contemporary and historical social and cultural context. It adds social, cultural, and historical factors into analyzing human behavior. Beyond factors of discrimination, economic status, and political access, the research acknowledges how the big context shape human behavior pattern unconsciously. The proposed factors that affect community representation include sense of community, trust, habitus, political power, and economic power. Community participation is proposed to mediate the effects of these factors on community representation. Tolerance is proposed to moderate the influence of sense of community on community participation. In addition, heritage tourism cannot be politically neutral because tourism is dealing with history (Gallardo & Stein, 2007). The conditions are different across different gender and class groups (Small, 2013). As a result, class and gender is proposed to be essential control variables.

Results/Discussion/Implication

Survey will be used to collect data in South Carolina. Structural equation modeling will be employed and results will be reported after data collection process.

References are available upon request

AN INVESTIGATION INTO THE IMPACT OF STAKEHOLDER COLLABORATION ON RISK MANAGEMENT IN THE US AERIAL ADVENTURE INDUSTRY

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Introduction

This paper presents the initial part of a larger study, an eventual PhD, with a focus on how stakeholder collaboration within the US aerial adventure industry (AAI) can improve risk management procedures. A need for this has arisen due to a recent number of serious accidents. However, with participants not seeking actual danger, operators instead attempt to provide an illusion of risk without delivering genuine danger.

This paper argues that Enterprise Risk Management (ERM) presents an ideal solution to implement industry-wide risk management procedures, due to its all-inclusive, holistic and consolidating approach. For this approach to be effective, however, stakeholder collaboration becomes key. Stakeholder collaboration can lead to organization learning as the individual stakeholders contribute through their own knowledge, experience and attitudes and this can, in turn, lead to change innovation and overall improvement. This notion therefore supports the argument of this paper, that collaboration is necessary in the AAI for effective risk management. Knowledge transfer between stakeholders is therefore key. Many tourism organisations are reluctant to transfer knowledge due to the competitive advantage it may provide. This clearly presents the AAI with an issue. Trust between stakeholders plays a key role in the process of knowledge transfer, due to issues such as competition.

Methods

The foundation of this paper rests on an interpretive case study research design. Yin (2009) argued that case study research is one of the best methods to describe real-life, as the researcher is able to appreciate the richness of participants describing their experiences in a certain context. A qualitative approach was chosen to collect rich information about few cases. Three Semi-structured interviews with industry stakeholders were conducted. Non-probability sampling techniques were utilized as well as convenience sampling and purposeful sampling techniques, whilst thematic analysis was used to analyze the data.

Results/Discussion/Implication

During data gathering it became clear that the illusion of risk is key to the attractiveness of the AAI, with participants arguing the industry would be much less successful without it. Collaboration was considered a key aspect of risk management, however, all participants warned against involving public stakeholders.

To conclude, stakeholder collaboration is essential in the AAI for risk management procedures to be effective. ERM presents a framework enabling the industry to succeed on this matter.

References are available upon request

HOW IMPORTANT ARE QUALITY OF EDUCATION, CAMPUS ENVIRONMENT AND DESTINATION ENVIRONMENT IN STUDENTS' HIGHER EDUCATION DECISION?

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Introduction

Moving to another state or even another country to continue education is a hard decision to make and can be based on numerous factors. For example, Lee and Chatfield (2015) identified the following factors of the college/university that influence the decision: school activities (e.g., student clubs), facilities (e.g., recreational facilities), academic perspective (e.g., academic reputation), institutional character (e.g., size of classes), and career support (e.g., work opportunities). In addition, students' off-campus experience can be as important as on-campus experience. While little research has examined the role of the destination (e.g., nightlife, entertainment) in the decision to choose an academic institution, Llewellyn-Smith and McCabe (2008) found that when selecting an exchange program, the destination was more important than the university characteristics. Therefore, it is important to assess the importance of both the characteristics of the university and destination in which the university is located.

The purpose of this proposed study is three-fold. First, the study will assess the factors that affect students' decision on which college/university to attend. Anticipated factors include perceived quality of education (e.g., university ranking), campus environment (e.g., athletics program), and destination environment (e.g., nightlife, entertainment). The second purpose is to compare the factors that are important to deciding what college/university to attend between groups based on origin (e.g., Houstonians, non-Houstonian Texas residents, other USA state residents, international students). Third, the study will examine relationships between visiting the study destination and university (e.g., number of times, purposes of visits) prior to becoming a student with perceived quality of education, campus environment, and destination environment.

Methods

This proposed study will be conducted using a mixed methods approach. After identifying list of attributes from literature related to the university/college decision-making process, a focus group(s) will be used to help identify and develop the attributes. The focus group(s) and literature will be used to develop a questionnaire to conduct the second phase of the study.

The second phase of the study will entail administering a questionnaire to students from a large university in a major city in the south of the United States. The study will seek permission from multiple colleges (e.g., hospitality, education) at the university. Potential data analysis techniques include principal components analysis (PCA) to identify the components of the decision-making process. Analysis of variance (ANOVA) will be conducted to examine differences between the origin of students and the components of the decision-making process.

Results/Discussion/Implication

This study will help the university understand students' decision making and differences between the origins of students. The study can be beneficial in marketing the university and providing attributes that contribute to students' quality of life during their education. The study can also identify opportunities for the destination to market to students and friends/family who may visit.

References are available upon request

A QUALITATIVE INQUIRY OF DESTINATION MARKETING ORGANIZATIONS AND HOTELS' BUSINESS-TO-BUSINESS RELATIONSHIP

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Introduction

Destination marketing organizations (DMOs) promote the long-term development and marketing of a destination through the development of tourism strategies that enhance visitors' experience to offer the destination an advantage over its competitors. Marketing is most frequently referred to as the primary area of research concerning DMOs (Borzyszkowski and Marczak, 2015). To achieve their goal and ensure visitors quality experience, however, DMOs are in charge of many additional daily tactical activities that assure an effective and smooth operation of the organization.

Some services that DMOs offer to hotels have been identified from previous literature and grouped into five areas: membership management; training and education; data and research; meeting, incentives, conventions and exhibitions business creation; publications. Despite the attempt to report the services offered in a complete and exhaustive list, additional areas may have been overlooked from the literature review. Furthermore, there may be cases in which DMOs offer specific services to a specific category of hotels, upon the hotels' request, or to target a particular need that not all businesses may have. Accordingly, "other services" is added to the object of investigation of this study.

The overall purpose of this research is to shed light on how DMOs directly support hotels; whether, where and why they may not be efficient enough; and how they could improve in their relationship, thus providing useful practical suggestions for a greater value-creation.

Methods

Primary data will be collected in two phases of semi-structured interviews with industry practitioners. The first phase involves interviews with a purposefully selected sample of DMOs representatives, who will be asked about the overall services provided, using the interview protocol developed from the literature review. This preliminary phase will assist the researchers in finalizing the interview protocol, which will be used in the second phase of the interviews with the hotel managers who use the services provided by DMOs.

The interview questions are intended to be specific and on point, but broad enough to encourage more openness of the informants. Open-ended questions will be used in the interviews, which will cover each of the service areas identified in the literature as well as in the results of the first phase. Content analysis will be employed to interpret the qualitative findings.

Results/Discussion/Implication

From a theoretical perspective, this research will contribute to the body of knowledge, adding to the current literature about DMOs and hotels' B2B relationship. From a practical standpoint, it can provide valuable recommendations to DMOs about the most important services for hotels they should focus on, as well as the desired services that they may consider adding to their current offers. Additionally, hotels may increase their awareness about the supports offered by DMOs and work closely with them in forming a win-win relationship.

References are available upon request

ATMOSPHERIC COMMUNITY AND TOURISTS' EXPERIENCE — RURAL TOURISMR AND QUALITY OF LIFE

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Introduction

The increase in the percentage of many populations aged 65 years old or over has become an issue of global attention and significance (National Institute on Ageing, 2011). Asia is one of the world's regions with the most concentrated ageing populations (United Nations, 2009). In particular, China with the largest population in the world shows the most rapid growth rate of aged population. The most challengeable concern from ageing is health, which is pressing for the senior population and for the entire society, as well as to find solutions on how to live healthier for seniors in later life and how to improve their life quality, especially for countries like China.

In their study on the motivation of Chinese senior tourists, Hsu, Cai, and Wong (2007) identified both external conditions and internal desires for Chinese seniors to travel away from home for leisure. Other researchers have concluded that tourism has a positive psychological impact on seniors' subjective wellbeing, quality of life, self-assessed health, and life satisfaction, regardless of type or duration of trip (Morgan, Pritchard, & Sedgley, 2015; Dolnicar, Yanamandram, & Cliff, 2012; Hagger & Murray, 2013; Hunter-Jones & Blackburn, 2007).

The current study posits that rural tourism, as a growing sector in China, may provide a solution to address some of the pressing health issues facing the aged population in China and improving their quality of life. Rural tourism typically refers to tourism outside densely populated areas and tourism centers (Pesonen, & Komppula, 2010). It is highly attractive to tourists who seek out rural character of the places, natural environment, and the characteristics of the local communities (Fiorello & Bo, 2012). The purpose of this study is to explore the relationship between the atmospheric rural community and the quality of life for the senior populations of both locals and tourists through the Chinese context.

Methods

This study is to apply two qualitative methods: participant observation and in-depth interview. The participant observation will include direct observation, in-person conversation, and participation in everyday activities of locals. The in-depth interview will be semi-structured and be used for two groups of interviewees: senior tourists and senior locals. The official retirement age, 55 for females and 60 for males, on Mainland China (Hsu, Cai, & Wong, 2007) will be used to select interviewees. The expected interview sample size is twenty, and a snowball sampling method may be conducted to increase the sample size. The data will be in textual format, including field notes and transcriptions of audios and videos, and content analysis will be utilized.

Implication

This study will present both conceptual and practical implications. A new concept, atmospheric community, will be introduced and substantiated by empirical findings. By examining key elements of atmospheric community and significant features of quality of life expected by senior tourists as well as senior locals, a better approach to develop rural tourism and preserve rural destinations will be identified.

ASSESSING COMPLIANCE WITH NOROVIRUS MITIGATION STRATEGIES ON CRUISE SHIPS THROUGH THE EXTENDED PARALLEL PROCESS MODEL

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Introduction

Since 2005 the number of cruise passengers has been trending positively worldwide, and in 2015 over 23 million passengers set out on cruises (Statista, 2016). However, the U.S. Centers for Disease Control and Prevention (CDC) correlates sea based travel with an increased exposure to an assortment of health risks, one of the greatest being exposure to noroviruses (CDC, 2014). Noroviruses (NoVs) are globally recognized as the leading cause of acute viral gastroenteritis (AGE) (Bert et al., 2014; Freeland, 2016; WHO, 2016). CDC reports that about 20 million cases of AGE each year are attributed to NoVs and cause over 90% of diarrheal disease outbreaks on cruise ships (CDC, 2016). Increased news coverage of NoVs on cruise lines has heightened the public's risk perception and led to increased levels of fear, distrust, and hesitations to buy cruise products (Liu, Pennington-Gray, & Krieger, 2016). An article in Cruise Law News noted that a recent poll revealed the public has a lack of confidence in the reliability and safety of the cruise along with a declining inclination to cruise (Walker, 2014). A recent study on crisis management of NoVs on cruise ships (Liu et al., 2016) discovered that the effects generated by perceived threat and perceived efficacy can influence people's perceived safety and their overall travel decisions. When examining perceived threat and efficacy, the Extended Parallel Process Model (EPPM) provides framework for understanding how individuals respond to risk based communication messages (Witte, 1992). This study seeks to discover if perceived threat and efficacy can be used to increase the use and adherence to educational tools designed to mitigate the prevalence of NoV illnesses, by emphasizing the risks related to transmission and infection.
RQ1: Does perceived threat and perceived efficacy effect inexperienced cruise goers' attitudes towards NoV mitigation media compared to experienced cruise goers?
RQ2: Does perceived safety against NoV infection mediate the relationship between the perceived threat and perceived efficacy and peoples' decision to comply with mitigation strategies?

Methods

This study will be designed to investigate the roles of perceived threat and perceived efficacy during mitigation media messages. This study will seek to employ a 2x2x2 between-subjects factorial design. The factors consist of Passengers (No Cruise-experience vs Cruise-experience), Threat (High vs Low) and Efficacy (High vs Low). Factorial design will allow researchers to examine the main effects exerted by the independent variables: passengers, perceived threat, and efficacy, along with examining interaction effects. The data will be collected using Qualtrics online survey software. The dependent variables will be threat and efficacy scores.

Results/Discussion/Implication

This study aims to contribute to the existing body of knowledge by offering theoretical and practical implications in regard to individuals' response and compliance to educational risk based media mitigation strategies. This study could be used to discover methods to entice tourists to comply with risk mitigation strategies in health related contexts.

References are available upon request

DESTINATION IMAGE PROMOTION: A CASE-STUDY OF CHINA AS A TOURISM DESTINATION

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Introduction: Tourism has become a very important industry in China in the past few years. With the development of economic and international cooperation, tourism has brought huge economic profit to China. Tourism has played a significant role in promoting the image of China. Through travel, people not only can see the scenery of a country but also get a chance to understand the unique culture of a destination. People already have an impression to a destination before he or she get there, which is formed by tourism advertising (Baloglu, S., & Brinberg, D. (1997)). Therefore, building a positive and attractive destination image becomes one of the most important objectives of local DMOs (Destination Marketing Organizations). According to Ekinci, (2003), the connection between self-image and destination image is consistent with the argument that lifestyle and value systems are key elements in destination choice processes (Govers, Go, Kumar, 2007). DMO's marketing expertise and coordination of marketing and sales efforts often make the organization a valuable resource for many of its members. (Chen and Tsai, 2007). It has been demonstrated that products are often purchased or avoided not for their functional attributes but because of how, as symbols, they impact the buyer's status of self-esteem. Delivering accurate and clear destination image will lead to success in promoting a destination for a DMO ((Ryan and Gu, 2007).

To better understand the relationship between destination image and travel behavior, this study will focus on a specific Chinese destination marketing organization in Los Angeles CNTO. By observation and interviewing, the author tries to find current destination image branding practices in this organization to come up with some constructive suggestions for other DMOs. In the end, suggestions will be made for improving destination advertising and its effectiveness in attracting tourists to a destination.

Methodology: My study is a qualitative study and case study is the methodology of this research. The author will design an in-depth interview with the top officials of Chinese destination marketing organization CNTO which is located in Los Angeles to find out what they did to improve image of China during their marketing process. Questions regarding tourism strategy, difficulties will be asked. The pattern of interview will be like a dialogue that interviewee might feel relaxed and flexible in answering those questions. The interviewer will record the whole interview in audiotape and transcribe afterwards. Computer technology will be applied in assisting interpreting and analyzing interview content.

Discussion and Implication: The practices of CNTO will be illustrated in details. Marketing and branding strategies are expected to gained through interviews with some other affiliated DMOs. To promote a country as a tourism destination requires joint efforts of many government organizations. Getting to know particular event held by a local DMO might help other DMOs create some realistic and effective practices which fits more in their own situation.

AN EXAMINATION OF THE EFFECTS OF LEVEL OF AROUSING CONTENT AND RIVAL SALIENCE IN SPORTS TEAM VIDEOS ON TEAM LOYALTY

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Introduction

The emotional content of a video has an impact on users as attention and memory, thus playing an important role when processing mediated stimuli (Hanjalic & Xu, 2001). Rival salience, also called as awareness of a specific rival group, is found to be a valuable factor to increase team identification and game attendance (Wann, Keenan, & Page, 2009). However, little research has been conducted concerning the relationship between the content of videos and the emotional dimensions such as arousal and valence. Therefore, this study addresses that gap in knowledge by experimentally investigating how emotional features of team videos impact fandom and likelihood of attending "rivalry" games.

The purpose of this study is to examine the effects of level of arousing content and rival salience in sports team videos on team identification, attitudes toward the team, and team loyalty. Specifically, this present study will apply limited capacity model of motivated mediated message processing (LC4MP) to investigate the question of how different production features of sports videos impact motivated processing of message.

Methods

An experimental design will be used to collect data for this study. The experiment is a 2 (arousal: high vs. calm) x 2 (rival salience: rival team highlight vs. neutral team highlight) mixed factorial design and follows within-subjects. Participants will be randomly assigned in the psychophysiological participant room to watch sport videos in one of the four orders. They will view loyal team's or rival team's highlight videos with each containing high and low arousal content. After watching each video, participants will answer survey questionnaire. Research participants will be recruited from a Southwest University.

The level of participants' arousing content and the strength of positive or negative emotional responding to media will be measured using Skin Conductance Level (SCL) and Facial Electromyography (EMG). During the time they watch the sports videos, they will have sensors attached to their arms and faces by experimenters to measure SCL and EMG for physiological data collection.

Results/Discussion/Implication

The study is expected to provide evidence for the influence of sports team highlight videos on sports fans' emotional responses. This study has important implication in terms of sports team marketing in a way to motivate large fan-based event participation or travel with the sport fans' favorite team. Findings of how sports fans react emotionally toward different features of videos will help sports marketers and video producers know their target sports fans better, as well as, provide effective market segmentation with valuable information to capture a wide range of the target sports consumers.

References are available upon request

CUSTOMERS' PERCEPTIONS OF DISABILITY SERVICE ON CRUISES: AN EXPLORATORY STUDY

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Introduction

The purpose of the present study is to investigate the facilities and human services on cruises which are especially for customers with disability, and their impacts on customers' satisfaction and revisit intention. This research is expected to help cruise manager to understand this underserved customer group's concerns, and accordingly make further improvement to satisfy their needs. Cruise has become a popular travel industry sector in the past two decades. On the cruise tourists could entertain while on vacation (Wood, 2000). The cruise trip involves diversified features such as watching performances, adult retreat, swimming pools, fun classes to take, internet café, art exhibitions, bingo, casino and many more (Qu & Ping, 1999). As a convenient travel mode, cruise has attracted many customers with disabilities. During 2013-2014, more than 26 million disabled travelers took 73 million trips for pleasure and/or business purposes. (Open Doors Organization, 2015). Travel industry practitioners should be aware of the importance of this mostly underserved market segment (PR Newswire, 2015). Considering the convenience and customer-friendly nature, cruise is a travel mode which is highly attractive for disabled travelers (Darcy, 2006). The purpose of the present study is to investigate the facilities and human services on cruises which are especially for customers with disability, and their impacts on customers' satisfaction and revisit intention. This research is expected to help cruise manager to understand this underserved customer group's concerns, and accordingly make further improvement to satisfy their needs.

Methods

Survey Instrument The questionnaire was composed of three sections. The first section investigated disabled travelers' perceptions of facilities and human services at cruise. The list of facilities was originated from PVGA. The measurement items of human services were adopted from Petrick (2004) and Hung & Petrick (2011). The measures of satisfaction and revisit intention were adapted from Chi and Qu (2008) and Kim, Kim, and Kim (2009). The demographic information of the respondents will also be collected, including age, gender, income, and others.

Results/Discussion/Implication

Data Collection and Analysis The researchers will contact several primary cruise companies to identify 5-10 cruises with maximum disabled customers. It is anticipated to reach 300 disabled customers. The surveys will be collected the last night before the trip ends with drawings for prizes. The data will be analyzed with confirmatory factor analysis and structural equation modeling.

References are available upon request

RURAL TOURISM AND QUALITY OF LIFE: A CROSS-CULTURAL COMPARISON

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Introduction

This study is aimed at investigating how rural residents in US and China perceive the quality of life issues in relation to tourism. What aspects of quality of life do the two cultures emphasize? What are their understandings of rural tourism? What are the critical issues for tourism development at rural communities? How do the two cultures interpret the influence of tourism on quality of life?

Literature Review

Based on a review of the literature about rural tourism in US and China, the authors identified three differences between the two countries: 1) main forms of tourism; 2) socio-economic condition of rural areas; 3) connection with QOL. First of all, in China, the rural family based vacation is the dominant form of rural tourism (Hu, 2008). In contrast, many rural tourism activities in US are nature-based and are less combined with local life (Gartner, 2004). Poverty alleviation has been the major goal of rural tourism development in China. On the contrary, rural tourism development in USA was emphasized under an economic force that compelled the agriculture related labor to reduce and service employment to increase (Gartner, 2005). In evaluating their QOL, USA residents and Chinese residents attach importance to different domains of life. Studies based on USA residents found that the quality of social activities with other residents in the community was recognized as a critical indicator in QOL (e.g., Allen et al., 1998; Andereck & Nyaupane, 2010; Kim et al., 2013). However in China more attention was paid to economic and environmental impact of tourism, particularly negative economic impact (Li, Ryan & Cave, 2016; Ryan, Gu & Fang, 2009).

Research Method and Preliminary Findings

The findings of this study were based on in-depth interviews with key personnel of local tourism industries and general residents in several rural destinations of both US and China. The preliminary findings indicated that the cross-cultural difference in many aspects. First, rural residents in Midwest US have a stronger sense of community and tend to be proud of their rural life tradition. Chinese rural residents, especially the young people tend to appreciate urban life more than rural life and more desire to move to cities. Second, inconvenient access to public services is interpreted in different ways. US residents interpret with distance of travel while Chinese residents interpret with economic inferiority. Third, Midwest US rural residents tend to promote tourism based on the high quality of life of the community while Chinese rural residents tend to rely on tourism to improve quality of life, especially in terms of income, education, and healthcare services.

EXPERIENCE, ATTACHMENT, AND PSYCHOLOGICAL DISTANCE FROM A HERITAGE FESTIVAL PERSPECTIVE

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Introduction

The Pella Tulip Time Festival (PTTF) is considered one of the most popular annual local events in Iowa, attracting more than 100,000 tourists each year (Gauper, April 25, 2016). The festival offers authentic experiences of the Netherlands via its culture, costumes, the built environment, and tulips; these experiences can lead to an emotional attachment to the festival (Hudson, Roth, Madden, & Hudson, 2015; Pella Chamber of Commerce, 2016).

Heritage festival is a type of heritage tourism that offers a unique travel experience, nostalgia for the past, and heritage artwork and historic buildings (Yale, 2004; Zeppel & Hall, 1992). A heritage festival plays a critical role in presenting a country's heritage; it also can create attendees' interest in the country featured in the heritage festival, developing a certain destination image, and reducing psychological distance to the destination.

While the PTTF has been recognized as a significant contributor to the economy and development of the community bonding, there is little knowledge regarding the role of the event within the tourism context (Swanger, 2002; Zwart, 2007). Furthermore, tourism research has paid little attention to the roles of heritage festivals in connecting people to the original country. There is therefore a clear need to explore attendees' experiences, attachments to the festival, and their further relationships with the themed-country of the festival.

The primary purpose of this research study is to examine if authentic experiences at the PTTF influence attendees' attachments to the festival and develop perceived closeness to the original country. has been chosen for the study.

Methods

The questionnaire includes four sections: 1) authentic experience with 16 items of experience economy concept (Pine & Gilmore, 1998), 2) festival attachment by 9 items of branding attachment attributes (Esu & Arrey, 2009), 3) psychological distance with three items each in three dimensions: social, spatial, and temporal distance (Darke, Brady, Benedicktus, & Wilson, 2016), and 4) demographic characteristics. All of the items will be measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Samples will consist of attendees at the PTTF in 2017. Surveys will be conducted through two approaches: on-sites and online. Structural equation modeling will be used to investigate the hypothesized relationships.

Results/Discussion/Implication

The study will present how potential tourists develop psychological distance through authentic experiences and emotional bonds to an event using the case of the PTTF. Findings will contribute to expanding the literature on heritage tourism, employing the concept of psychological distance in the tourism context and to helping festival organizers to promote a heritage event by building strong attachments through positive authentic experiences.

References are available upon request

PERSONALITY AND THE GREEN RESTAURANT EMPLOYEE

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Introduction

With projected sales exceeding $782 billion in 2016, the volume of food served in restaurants in the United States has a great environmental impact on the planet, including depletion of natural resources, pollution, wasted food, and greenhouse gas emissions (Hagglund, 2013; National Restaurant Association, 2016). Though the restaurant industry has found many ways to introduce green practices, employees are the key to the success of green practices (Choi & Parsa, 2007). A challenge for restaurant operators is changing the mindset and behavior of employees to support green practices (Daily & Huang, 2001). Acquiring and identifying employees that are champions of environmentalism in restaurant operations could improve the performance of green practices which could be done through assessing the employee's level of intensity for each personality trait. The purpose of this study is to explore the ability of the five factor model of personality to explain environmentally friendly attitudes and behaviors of restaurant employees.

Methods

Two samples will be selected for the study: one containing employees working in green restaurant operations certified by the Green Restaurant Association and one containing employees working in restaurant operations without green practices. A questionnaire containing four sections (personality, environmental behaviors, environmentalism attitudes, and demographics) will be sent to the management of participating restaurant operations to disperse to employees. Employees will complete questionnaires and seal them with provided labels to ensure confidentiality and reduce social bias responses. Restaurant managers will collect and return sealed questionnaires through postage paid return envelopes. Introductory and follow-up calls will be made with the restaurant management to maintain a record of progress and ensure procedures are clear. Data analysis will include descriptive statistics to explain personality and environmentalism scales, t-tests to compare sample groups, and regression models to determine the impact of personality on environmentalism.

Results/Discussion/Implication

In order to expand the knowledge base and examine the impact employees have on green practices, more research focusing on environmentalism in the restaurant segment is needed. This study will explore personality traits of restaurant employees in both operations with and without green practices. Through identifying personality traits that are linked to environmentalism, restaurant operators can identify champions of environmentalism for the restaurant

Understanding the effect of personality traits on environmental attitude and behavior will impact the success of restaurants and their sustainability initiatives by identifying significant personality traits possessed by pro-environmental employees. These pro-environmental employees can become the champions of environmentalism and inspire other employees to follow policies that encourage environmentalism. Restaurant operations with green practices can ensure employees' personalities match the objectives and mission of the restaurant by hiring employees with pro-environment personality traits.

References are available upon request