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ABSTRACTS

PAPERS

& LECTURER'S LOUNGE

TABLE OF CONTENT

TRACK 1 – Management	5
1.1 Service – the forgotten way to a competitive advantage? (5).....	5
1.2 The Joint Effects of Technology-Mediated Interviews and LinkedIn Profiles on Managers’ Hiring Decisions (22)	5
1.3 Back of House: Biophilic Design in the Hospitality Industry (29)	6
1.4 Abusive work environment, wellbeing and turnover intentions: What is the role of Mindfulness? (39) .	6
1.5 A Comparison of Self-Service Technologies (SST) in the Restaurant Industry (55).....	7
1.6 Post-Pandemic Factors Influencing Job Satisfaction Among Airline Crew: A comparative study of a UK and Portuguese airline (69).....	7
1.7 Luxury brand management: the role of brand equity in British private members clubs (71).....	8
1.8 Barriers and facilitators for effective procedures in environmentally sustainable food supply chain management in the UK: A case study (81)	8
1.9 Guest Satisfaction in Chain-Affiliated Hotels: The Performance Implications of Chain, Owner and Third-party Management Structures (90).....	9
1.10 Brave new work: A systematic literature review on digital transformation skills for sustainable hospitality employment (93).....	9
1.11 The Effectiveness of Leader Apology among Hospitality Employees: An Employee-Organization Relationship Perspective (101).....	10
TRACK 2 – New and Emerging Hospitality and Tourism Offerings	10
2.1 Managing emergent tourist destinations: The Geldingadalur volcanic eruption in Iceland (3).....	10
2.2 The emergence of Ghost Kitchens in the restaurant industry: Operational and labour perspectives (32)	11
2.3 The Value of Gastro-Stakeholder Networks when Starting or Expanding Gastro-tourism Offerings (87).....	11
2.4 The Influence of Medical Tourism Experience on Destination Choice Factors (88).....	12
TRACK 3 – New Technologies	12
3.1 Metaverse and Hospitality: Applications, Business Models and Research Directions (36).....	12
3.2 Balancing technology and hospitality in future restaurants (42)	13
3.3 Driving sustainable food choices through interactive content narratives in mixed reality (52)	13
3.4 The role of technology in robotized service from employee perspective: a systematic literature review (83)	14
3.5 Real vs. Virtual: comparing emotional experiences in a dark ride attraction and its digital twin (84)....	14
3.6 Food Tourism: Cases from the Food Tourism Providers’ Perspective (102).....	15
TRACK 4 – Culture	15
4.1 An exploration of the relevance of Hofstede's cultural dimensions in teaching Generation Z hospitality students (26)	15
4.2 Cultural-Stereotyping Mindset of Western Marketers: The Vietnamese Assessment of Marketing Practices with Stereotypes of their National Cuisine (43).....	16
4.3 Inside gendering black box: Comparative analysis of gender ideologies in the hospitality industry (57).....	16

TRACK 5 – Education	17
5.1 Sustainability aspects and health/well-being measures in the student population: the BUAs Prospective Cohort Study (34)	17
5.2 Exercising the Role of Host in Commercial Hospitality: A Conceptual Model (49)	17
5.3 Gadgets without Pedagogy? Conceptualizing an Immersive Learning Experience Framework for Hospitality Education (61)	18
5.4 How do students experience the use of research-based teaching? (66)	18
5.5 Framework for constructing micro-courses in higher education (68)	18
5.6 Identifying Current and Future Competence Needs in the Finnish Tourism and Hospitality Industry (76)	19
TRACK 6 – Research Methodologies	19
6.1 Chinese Tourist Demand to Travel to Switzerland: Roles of Media Sentiments for the Destination, Competing Destinations, and Origin Country (8)	19
6.2 Analysing Direct Online Booking Competence of Hotels: A Model Proposition (24)	20
6.3 Multi-Destination Travel: A Network Analysis (85)	20
TRACK 7 – Consumer Behaviour & Experiences	21
7.1 How hoteliers promote sustainable marketing on Instagram? (38)	21
7.2 Analysis of Pakistan’s Destination Attributes and their effects on International Tourists’ Intentions to Visit Pakistan (51)	21
7.3 Not all luxury brands should worry about brand extension authenticity: The effect of parent brand authenticity on consumer reactions towards the extension (62)	22
7.4 Rethinking consumer agency in tourism (65)	22
TRACK 8 – Sustainability and Ethics	23
8.1 Synergy or Dissonance? Luxury Hospitality Experiences and Nature Conservation (25)	23
8.2 Hospitality in Dutch Hospitals: Difference in interpretation of hospitality among hospital employees (31)	23
8.3 Can gamification induce a sustainable habit in tourists? (35)	24
8.4 To Sustain a Restaurant’s Curbside Pickup Service: Does Green Food Package Matter? (40)	24
8.5 ‘Green Experience Economy’: The Power of Events in the Green Transition. The case of The Ocean Race Stopover Aarhus, Denmark (45)	25
8.6 Adaptive Management for Wildlife Ecosystem Conservation by Ol Pejeta Conservancy, Laikipia Kenya (54)	25
8.7 The Perceptions of Hotel Middle-Level Managers on Green Practices Adoption (96)	26
TRACK 9 – General Track	26
9.1 Machine Learning in Hospitality and Tourism Research: A Systematic Review (6)	26
9.2 Employer attractiveness in hospitality: A post-COVID perspective of Gen Z (11)	26
9.3 Deciphering Preferred Guest Preferences on Eco-Innovations: Sustainability Attributes for Boutique Hotels (27)	27
9.4 Overhauling Assessment for Today’s Classroom (37)	27
9.5 The Influence Of Experiential Learning On Learning Outcomes In Hospitality (59)	27

9.6 Are Excellent Service and Good Food too Much to Ask? Analysis of Online Customer Reviews on MSC Cruises as a Case of Mainstream Cruise Market Segment (89)	28
9.7 Know Your Students: The Role of Tutorials and Students’ Personal Accountability for Their Results (99)	28
9.8 Can Leader Gender Role Identities Influence Employee Innovation Behavior? The Proactive Motivation Perspective (100)	28
TRACK 10 – Resilience - COVID-19 Implications	29
10.1 Has COVID-19 Changed Consumers’ Dine-In Restaurant Choice Criteria? (33)	29
10.2 Tea and the Senses (63)	29
10.3 How employees in the tourism industry experienced the COVID-19 pandemic and what made them resilient - implications for human resources management (78)	30

TRACK 1 – Management

1.1 Service – the forgotten way to a competitive advantage? (5)

Authors:

Mats Carlbäck, School of Hospitality, Culinary Arts and Meal Science, Örebro University
Bicke Naglo, N A G L O Invest

Abstract:

While the hospitality sector always has had the service aspect high on the agenda, several factors now indicate that less attention is put on this, for the sector, so vital characteristic. Albeit devastating, the prevailing pandemic is presenting a unique opportunity for the whole sector to go back to the drawing board and adjust its set-up, its offerings, its business models to be better prepared for the future. This process would require a thorough analysis of the fundamental parts of the offering, i.e., what matters to the customers and consequently what the customers are willing to pay for. In this paper the aim is to identify the service aspects in a restaurant context to gain necessary understanding for future development with clear directions for practical applications within the field of service and service management by putting the service concept within the framework of Resource based view of the firm (RBV).

1.2 The Joint Effects of Technology-Mediated Interviews and LinkedIn Profiles on Managers' Hiring Decisions (22)

Authors:

R.L. Garcia, SM Hotels and Convention Corp.
Yung-Kuei Huang, National I-Lan University
Linchi Kwok, California State Polytechnic University Pomona

Abstract:

This study examined how recruiters' evaluations of a job candidate's performance in the first virtual interview and his/her LinkedIn profile affect their hiring decisions. Using field data with 44 hiring managers' assessments of 400 job candidates' interview performance and their LinkedIn profiles, regression and repeated-measures ANOVA analyses reveal that hiring managers' initial hiring decision (in Time 1) is positively affected by interpersonal competence and leadership potential but negatively affected by virtual presence. Virtual presence reduces interpersonal competence's but strengthens leadership potential's positive effects on the initial hiring decision. Having a LinkedIn profile could change recruiters' initial hiring decision. Their initial hiring decision becomes stronger for candidates with a higher overall rating of their LinkedIn profiles but weaker for those with more spelling/grammatical errors (in Time 2). Such findings add to the literature of technology-mediated interviews with field data and provide meaningful implications for both hiring managers and job candidates.

1.3 Back of House: Biophilic Design in the Hospitality Industry (29)

Authors:

Clare Hindley, IU International University of Applied Sciences
Alexanderiya Zaslavskaya, IU International University of Applied Sciences
Willy Legrand, IU International University of Applied Sciences

Abstract:

This research focuses on the physical work environment, in particular the possibilities and limitations of biophilic design in hotel office space. Biophilic design has already gained attention in directly influencing the guest experience, but little focus has been given to work space. The hospitality industry traditionally places employees' office spaces in parts of the hotel not appropriate as guest space due to lack of daylight and windows. Many studies have shown that improving the workplace with natural features can play a role in increasing employee well-being. A case study with primary data collected from hotel employees established that employees would welcome the opportunity to work in such an environment and currently find back of house design basic and lacking any aesthetically pleasing elements. This initial exploratory study concludes that biophilic design can be influential in promoting a calming and restorative environment at the workplace and thus positively impacting employee motivation and performance.

1.4 Abusive work environment, wellbeing and turnover intentions: What is the role of Mindfulness? (39)

Authors:

Wan Yang, California State Polytechnic University, Pomona
Patrick Lee, California State Polytechnic University, Pomona
Shi Tracy Xu, University of Surrey

Abstract:

This study uses social information processing theory and self-determination theory to examine the relationships among abusive work environment, mindfulness, employee wellbeing, and their turnover intentions. Based on a quantitative survey of employees working in the lodging industry in the U.S., this study reveals the joint impact of abusive supervision, abusive co-worker treatment and mindfulness on employee wellbeing and turnover intentions. Specifically, the results showed that mindfulness exacerbated the relationship between abusive behaviors and employee wellbeing, and there is a moderated mediation effect of mindfulness in the relationship between abusive supervision/co-worker treatment and turnover intentions through employee wellbeing. This study contributes to the literature and theory by demonstrating the potential dark side of employees' mindfulness.

1.5 A Comparison of Self-Service Technologies (SST) in the Restaurant Industry (55)

Authors:

Kevin Murphy, Rosen College of Hospitality Management
Motaz Zaitouni, King Abdulaziz University

Abstract:

Innovation in technology has been growing rapidly in recent years. Many restaurants have been utilizing different types of self-service technologies (SSTs) to enhance their operations and customer satisfaction. The purpose of this paper was to examine the SSTs values that influence restaurant customers' satisfaction and their decision to continue to reuse SSTs. More specifically, this study utilized the Theory of Consumption Values (TCV) to examine consumers' perception of the SST values across different types of restaurant SSTs (kiosk, tabletop, restaurant mobile app, and web-based SSTs). An online self-administered survey was distributed to 650 restaurant customers who previously used one of four SSTs. PLS-SEM and PLS-MGA were utilized to evaluate the conceptual model. The results revealed that emotional values were the most significant SST values that influence customer satisfaction with the restaurant SST experience and continuance intention. SSTs customization features were positively related to customer satisfaction across all the SSTs included in this study.

1.6 Post-Pandemic Factors Influencing Job Satisfaction Among Airline Crew: A comparative study of a UK and Portuguese airline (69)

Authors:

Evangelia Marinakou, Bournemouth University

Abstract:

This study aims to explore how Covid-19 has influenced airline cabin crew job satisfaction and motivation to work in the sector. A qualitative approach was adopted with 32 semi-structured interviews among cabin crew employees at two national carriers in EU, namely British Airways and TAP. The purpose is to provide a comparative analysis between the two companies and identify any potential differences and similarities in terms of job satisfaction of cabin crew. The key findings suggest that cabin crew is resilient in dealing with crisis. Flight attendants found ways to turn the crisis into an opportunity to grow and be developed. Job satisfaction after the pandemic is based on health and safety, job security, good working relationships, mentoring and human capital policies. This paper proposes that airlines should adopt the recommended strategies which enhance job satisfaction such as scheduling, knowledge transfer and mentoring.

1.7 Luxury brand management: the role of brand equity in British private members clubs (71)

Authors:

Gregor Staunton, University of Surrey
Xuan Lorna Wang, University of Surrey

Abstract:

Steeped in history, the UK private club's sector has experienced substantial growth over the past two decades and is booming despite the challenging market conditions. However, the notion of brand equity seems to be underrepresented in this lesser-known sector within the hospitality industry and has not received adequate attention, resulting in the lack of a common framework to depict the luxury brand management approach adopted by private clubs in the wider hospitality market. Unlike other hospitality companies, private clubs hold a resemblance to British heritage that is perceived to be an integral part of the brand identity. We argue this should be recognized in brand equity framework for private clubs. This paper aims to demystify how private club brands can accumulate equity and to provide a conceptual framework for private clubs, based on the brand equity model developed by Aaker (1992), that integrates brand heritage as an additional variable.

1.8 Barriers and facilitators for effective procedures in environmentally sustainable food supply chain management in the UK: A case study (81)

Authors:

Sebastian Stoklosa, University of West London

Abstract:

Sustainable supply chain management (SSCM) is about controlling the business as an interconnected system in which the vast majority of processes involve integrating environmental and financial practices into company key principles. Over the years a number of practices have been developed aiming to improve sustainability; however, the effectiveness is dependable on business capability and facilitators prioritised by the company. Therefore, this study aims to identify key supply chain practices that are intended to improve environmental sustainability at one of the largest food wholesalers in the UK. The research study included document analysis of Corporate Social Responsibility (CSR) reports and podcasts published by the company. With recent supply chain challenges caused by COVID-19, the paper includes significant consideration in relation to activities associated with SSCM and continuous corporate resilience in facilitating sustainable practices throughout the logistics network. The investigation also revealed barriers of supporting environmentally sustainable supply chain management which was found to be primarily associated with the pandemic.

1.9 Guest Satisfaction in Chain-Affiliated Hotels: The Performance Implications of Chain, Owner and Third-party Management Structures (90)

Authors:

Demian Hodari, EHL Hospitality Business School / HES-SO University of Applied Sciences and Arts Western Switzerland

Margarita Cruz, EHL Hospitality Business School / HES-SO University of Applied Sciences and Arts Western Switzerland

Steffen Raub, EHL Hospitality Business School / HES-SO University of Applied Sciences and Arts Western Switzerland

Abstract:

While affiliation may provide operational benefits to hotels, the extant research is inconclusive. We suggest that this is because affiliation in and of itself does not generate the greater guest satisfaction on which operating performance largely depends. According to both Agency Theory and the Resource Based Theory of the firm, management structure should matter. We thus examine the impact of chain, owner and third-party operations on guest satisfaction in 499 hotels in the United States. In line with both theories, we find that chain-managed hotels outperform the others in upper-end, full-service hotels, but underperform in lower-end, limited-service hotels. As such, our findings suggest that RBT provides a stronger explanation for the performance differences than AT as the greater resources of chains were not necessary in lower-end hotels while agency problems should not be chain-scale dependent and thus AT does not explain the disparate results across scales.

1.10 Brave new work: A systematic literature review on digital transformation skills for sustainable hospitality employment (93)

Authors:

Machiel Bouwmans, HU University of Applied Sciences

Thuy-Vy Nguyen, HU University of Applied Sciences

Xander Lub, HU University of Applied Sciences

Marissa Orłowski, MV Hospitality Solutions

Abstract:

Digital transformations (DT) require investment in organizational learning climates in which sustainable employment is key. The challenge is to identify and develop essential employee skills needed to meet the organizational demands posed by DT. So far, research has focused on digital or specific professional skills, leaving the question unanswered as to which specific DT skills are essential; thus, our objective was to identify these skills and to develop a comprehensive DT skills framework. A systematic literature review was conducted to identify and synthesize DT skills. Through template analysis a DT skills framework was developed consisting of five crucial skill dimensions: (1) Digital working skills, (2) Entrepreneurial skills, (3) Collaboration Skills communication skills, (4) Communication Skills, (5) Lifelong learning skills, and (6) Evidence-based working skills. Our framework shows that essential DT skills are a combination of digital or technical skills and adaptive skills, inviting HR professionals to align their strategic talent management with digital transformation.

1.11 The Effectiveness of Leader Apology among Hospitality Employees: An Employee-Organization Relationship Perspective (101)

Authors:

Xingyu Wang, The Hong Kong Polytechnic University
Xueqi Wen, Tongji University
Mingyun Huai, Tongji University
Zihan Liu, University of Houston
Yuzhou Jiang, University of Houston

Abstract:

Based on organizational support theory, we focus on leader apology in the case of organizational transgressions and predict that leaders' apologetic acts are likely to influence employees' organization-oriented attitudes and behaviors. Specifically, leader apology is hypothesized to positively influence employees' perception of organizational support, which in turn, is positively associated with two types of citizenship behaviors (helping and risk taking behavior). Furthermore, we propose that employees' perceived leader competence and power distance belief serve as two contingencies that influence the relationship between leader apology and employees' perceived organizational support. In particular, this relationship is stronger when employees perceive higher leader competence or hold stronger power distance beliefs. Two multi-wave data collected from hospitality employees support these hypotheses. The findings provide a new perspective to comprehending leader apology within the employee-organization relationship and extend the existing literature on leader apology.

TRACK 2 – New and Emerging Hospitality and Tourism Offerings

2.1 Managing emergent tourist destinations: The Geldingadalur volcanic eruption in Iceland (3)

Authors:

Stephanie Langridge, Reykjavik University
Tracy Michaud, University of Southern Maine

Abstract:

The 2021 volcanic eruption in Geldingadalur, Iceland, provides a case study for examining an active collaboration between stakeholders in the development of an emergent (literally) site into a destination from its inception. Stakeholder perceptions of the management process are analyzed within a responsible and sustainable tourism framework by a constant comparative method of interview text. The results bring to light issues deemed important by stakeholders around concepts of authority, responsibility, safety, funding, and access. According to stakeholders, the management of the emergent Geldingadalur destination while positively perceived initially has gaps surrounding ongoing sustainable and responsible management of the site that could affect participation in the destination's ongoing development. This research has implications for emergent nature-based tourist sites in Iceland and beyond.

2.2 The emergence of Ghost Kitchens in the restaurant industry: Operational and labour perspectives (32)

Authors:

Charalampos Giousmpasoglou, Bournemouth University
Adele Ladkin, Bournemouth University
Evangelia Marinakou, Bournemouth University

Abstract:

The emergence of Ghost Kitchens in the restaurant industry is a contemporary phenomenon that appeared recently in the context of the so-called Gig economy. This new business model became very popular during the COVID-19 pandemic in global scale. Ghost kitchens started as outsourced food production kitchens for popular high-street restaurants with no direct contact with customers (delivery only). Recent developments involve the creation of virtual restaurants from the big online delivery platforms (such as Deliveroo and Uber-Eats) who dominate the market. Despite their popularity, certain ethical considerations arise related to the working conditions and potential worker exploitation cases. The existing research on this topic is limited to only a handful of empirical studies and anecdotal accounts related to the working conditions in Ghost Kitchens. This paper provides some useful insights from an operational and labour perspective. It is hoped that this paper will trigger further discussion and research on this topic.

2.3 The Value of Gastro-Stakeholder Networks when Starting or Expanding Gastro-tourism Offerings (87)

Authors:

Helena Williams, Mohammed VI Polytechnic University
Robert Williams, Mar-Kadam Associates

Abstract:

This paper describes how identifying Primary and Secondary Gastro-Stakeholders and creating working gastro-business stakeholder models can result in sustainable 6+ gastro-cluster development. The findings of this study support that if six or more gastro-activities co-market their distinct experiences under a co-branded gastronomic brand-image, the greater the likelihood that tourists will notice the individual gastro-activities and deem each one worthy of a visit. Thus, it is key for gastro-entrepreneurs to not only develop and practice policies that grow their individual gastronomic offerings, but for them to create or join a 6+ cluster. Linking with six or more businesses by creating a larger localized destination identity brand fosters a stronger brandimage, that inevitably strengthens each individual business brand within the cluster. Involving all stakeholders in the cluster formation and brand promise creation processes assures that needs and desires of all, often divergent, stakeholder groups are considered, valued, and optimized by the gastro-clusters.

2.4 The Influence of Medical Tourism Experience on Destination Choice Factors (88)

Authors:

Radesh Palakurthi, University of Memphis

Abstract:

This exploratory study examines the influence of the prior experience of outbound U.S. medical tourism travelers on the common factors considered for choosing an overseas medical tourism destination. This research considered ten factors identified previously as being significant for outbound health and wellness tourism decision-making - Quality of Medical Care; Relative Cost Savings; Comparative Wait Time; Geographic Distance; Economic Conditions; Tourism Attractiveness; Political Situation; Shared Culture and History; English Language Prevalence; and Enabling Entities. An online survey of 357 U.S. consumers willing to travel overseas for medical purposes was conducted in 2019. The respondents stated their degree of agreement or disagreement with thirty-five statements related to the ten destination choice factors. This study sought to determine if differences existed in the choice factors based on the prior medical tourism experience of the respondents. Factor Analysis identified the differences in the variables related to destination choice factors by previous experience.

TRACK 3 – New Technologies

3.1 Metaverse and Hospitality: Applications, Business Models and Research Directions (36)

Authors:

Marianna Sigala, University of Piraeus

Abstract:

COVID-19 has accelerated technology adoption and innovation by both hospitality demand and supply. Several hospitality firms increase their investment on metaverse, as the metaverse seems to support the demand and supply forces for virtualizing the hospitality offering and operations. The metaverse is still in its infancy, while limited research has examined so far its possible applications and implications on hospitality. This paper aims to provide a framework that can: guide the industry to develop and manage metaverse applications and business models; and identify critical questions for inform and directing metaverse research. To achieve that, after identifying the major characteristics of the metaverse (immersion, interactions and NFTs), the paper discusses current and potential applications and business models that can exploit these metaverse features in hospitality. The paper discusses the implications of these metaverse applications on the concept, offering and structure of hospitality. It concludes by presenting directions for future research.

3.2 Balancing technology and hospitality in future restaurants (42)

Authors:

Ruth Pijls, Saxion University of Applied Sciences
Joël Mollink, Van de Valk hotel Enschede

Abstract:

What will restaurants look like in the future? Will we simultaneously interact with a service robot, sensors built in the servicescape, a mobile application and a human being? This study explores the optimal mix between technology and hospitality in restaurants of the future. Four expert interviews and a survey amongst generation Y and Z revealed that smart technology and data offer opportunities in future restaurants to make restaurant services easier for both the host and the guest. However, this should not be at the expense of the guests' enjoyment and meaningfulness. It is recommended to use technology and data predominantly behind the scenes to smoothen procedures. Avoid simply replacing staff with technology and give service employees the freedom to be of service to guests in person.

3.3 Driving sustainable food choices through interactive content narratives in mixed reality (52)

Authors:

Dai-In Danny Han, Zuyd University of Applied Sciences
Marissa Orlowski, MV Hospitality Solutions, LLC

Abstract:

Influencing consumer food choices has evolved as a multidisciplinary research area that bridges marketing, food science and sensory experiences. Recent studies have started to explore how emerging technologies such as mixed reality (MR) devices can be used to stimulate multimodal effects. However, interactive content narratives in MR are not yet well explored or understood. This paper proposes a two-condition repeatedmeasures experiment to measure the effect of the immersive sustainable food experience design (ISFED) interactive content narrative developed for the HoloLens 2. Data will be analyzed using the MEMORE macro in SPSS. Findings of this study are expected to shed light on the effectiveness of MR implementations on influencing consumer food choices. These types of MR solutions could potentially address food sustainability issues by bringing abstract sustainability concepts into the consumer's direct environment through augmentation of interactive content narratives.

3.4 The role of technology in robotized service from employee perspective: a systematic literature review (83)

Authors:

Evelina Gillard, Cèsar Ritz Colleges

Abstract:

The fields of information systems, service, and marketing management have gained considerable knowledge of the role of robotic technology deployment from an operational perspective. However, the role of technological diversification through service robots remains poorly understood from a human resource management perspective, despite its critical importance in supporting organizational strategy and performance. To address this gap, the present integrative literature review draws upon the research on service encounters to propose how service robot deployment contributes to smart working: robotized servicescape, flexible employee roles in service design, robot-human teams in service encounter, and technological interdependency support. This paper concludes that service robots contribute to smart working in a positive way through greater flexibility of employee roles. Implications for hospitality management research, practice, and education are discussed.

3.5 Real vs. Virtual: comparing emotional experiences in a dark ride attraction and its digital twin (84)

Authors:

Ana Carolina Jordão, Breda University of Applied Sciences
Wim Strijbosch, Breda University of Applied Sciences
Yara Bracht, Breda University of Applied Sciences
Ondrej Mitás, Breda University of Applied Sciences
Greg Richards, Breda University of Applied Sciences
Marcel Bastiaansen, Breda University of Applied Sciences

Abstract:

Experience is a central concept in hospitality, tourism, leisure and events, both for academic researchers and industry professionals. Emotions are a core element of experiences. Virtual reality technology has various applications within the hospitality, tourism, leisure and events sectors and is considered a substitute for many real experiences, therefore it is crucial to analyse to what extent the emotions evoked by a virtual reality experience are similar to the ones evoked by a real life experience. The present study will make this comparison between a theme park dark ride attraction and its virtual reality version. 185 participants were randomly allocated to these versions of the ride and, immediately after the lived experience, answered a questionnaire regarding experience impact, emotions and presence. Data has just been collected and will be analysed soon. The experience reconstruction method will be used to analyse participants emotional valence and arousal along the different moments of the ride.

3.6 Food Tourism: Cases from the Food Tourism Providers' Perspective (102)

Authors:

Detta Melia, Technological University Dublin Ireland
Ann Conway, Technological University Dublin Ireland
Jennifer Hussey, Technological University Dublin Ireland

Abstract:

Globally, the tourism and hospitality industry has faced hardships following the COVID-19 pandemic and now faces into a war in Europe. As consumers confront the next normal life it will be augmented by new macro forces, such as, context, behavior and mood (Bord Bia, 2021). This paper aims to focus on one aspect of tourism development, food tourism in Ireland. There is significant research carried out on incoming food tourists. This paper looks at food tourism from an Irish operator's perspective, and considers how providers make the decision to operate as a food tourism provider and how they have gone about this yet keeping their integrity and offering for local business. Of particular interest is how they brand themselves as a food tourism provider / area. Trends and critical success factors in tourism and the food tourism sector are analyzed, highlighting the need for safe, upmarket quality products and facilities (Corrigan, Conway and Melia, 2021). This paper focuses a number of cases of best practice within the provider sector in Ireland. The paper also analyses a number of bodies that supports the providers, such as BordBia and Good Food Ireland.

TRACK 4 – Culture

4.1 An exploration of the relevance of Hofstede's cultural dimensions in teaching Generation Z hospitality students (26)

Authors:

Christine Barnes, Swiss Hotel Management School
Kathryn Scott, University of Derby

Abstract:

The last fifty years has seen globalisation, more travel and the interconnectivity of the media and internet so an interesting question is whether the cultural differences, first identified by Hofstede in the 1970's still apply today. Universities are currently teaching Generation Z students, said to differ greatly from previous generations in having higher levels of connectivity and experiencing and valuing diverse social groups. This study uses a survey to research whether Generation Z students agree with the cultural dimensions attributed to their cultures. Focus groups then give in-depth exploration of the different cultural attitudes and behaviours in learning within the Generation Z student body. The results show that Generation Z students still have a high level of agreement with the cultural dimensions and the two focus groups demonstrate very different attitudes to participation in class and group work. Further research is recommended using a larger sample and comparing more cultural groups.

4.2 Cultural-Stereotyping Mindset of Western Marketers: The Vietnamese Assessment of Marketing Practices with Stereotypes of their National Cuisine (43)

Authors:

Tue Puong Nghi Luong, Wittenborg University of Applied Sciences
Vanessa de Oliveira Menezes, Wittenborg University of Applied Sciences
Myra Qiu, Wittenborg University of Applied Sciences
Emmah Muchoki, Wittenborg University of Applied Sciences

Abstract:

The main objective of this study is to analyse stereotypes of Vietnamese culinary culture, the negative impacts of prejudices towards Vietnamese end-customers and how those impacts could deteriorate the brand image and reputation of the associated company. The study applied the theoretical frameworks of the Stereotype Content Model to obtain an understanding of the stereotypical mindset of Western marketers and how Vietnamese customers react to prejudiced marketing products, gathered by interviews and a survey. The findings serve to raise awareness of the issue. Therefore, not only can brands and companies leverage investment in better quality for promotional projects, but also creative agencies can focus more on developing appropriate paths for their marketers to avoid maintaining and supporting wrongful stereotypes.

4.3 Inside gendering black box: Comparative analysis of gender ideologies in the hospitality industry (57)

Authors:

Denise H R Molintas, UNLV
James A Busser, UNLV
Seyhmus Baloglu, UNLV

Abstract:

In the hospitality industry, women's underrepresentation in leadership positions remains. Scholars have attributed this disparity to horizontal segregation and gender-role barriers that espouse the glass ceiling and fortify vertical segregation. Theorists like Risman (2004) have postulated that gender is a complex social structure that requires examination at individual, interactional, and institutional levels. This study attempts to uncover the black box of gendering by operationalizing gender distinctions and investigating gender ideologies at different levels. The MANOVA analysis (n=480) included equal groups of generation (Gen X, Gen Z) and gender (male, female). It highlighted differences in gender ideologies of gender neutrality, androgyny, malleability, gender authority bias, perceptions of glass ceiling, and attitudes towards women as managers. Results indicated that Gen Z females present positive shifts in gender ideologies of neutrality and authority bias that may move the industry closer to gender equality. The study also offers significant implications for managerial practice.

TRACK 5 – Education

5.1 Sustainability aspects and health/well-being measures in the student population: the BUas Prospective Cohort Study (34)

Authors:

Yoy Bergs, Breda University of Applied Sciences
Jelmer Weijsschede, Breda University of Applied Sciences
Frans Melissen, Breda University of Applied Sciences

Abstract:

In 2021, a prospective cohort study of sustainability aspects and health/well-being measures in the student population of the academy of hotel and facility management at Breda University of Applied Sciences was started. The goal of this prospective cohort study was to (1) identify and monitor the risk factors involved in the aetiology and natural course of health indicators in the student population of hotel and facility management students; (2) monitor students on multiple sustainability aspects and how this, in turn, interacts with their health and well-being and; (3) develop preventive measures that target the identified risk factors and to tailor education accordingly. In this paper, we present the preliminary results of T1 and T2 for Cohort 1. We will discuss the outcomes considering the need for tailored education that is fit to the needs of students. Further analyses over time will help us to determine where and how to intervene.

5.2 Exercising the Role of Host in Commercial Hospitality: A Conceptual Model (49)

Authors:

Henrik Vejlggaard, Copenhagen Business Academy
Rasmus Nissen, Copenhagen Business Academy

Abstract:

One of the unique aspects of the hospitality industry is the possibility of creating a unique bond between host and guest; however, in many textbooks about service management, the focus—naturally—is on delivering the service offering. Less attention appears to be on the concept of exercising the role of host, that is, creating an emotional bond with the guests, with the host expressing an emotional offering. The aim of this paper is to create a graphic model that illustrates how the concept of a host exercising the role of host may be part of delivering a service offering. This paper introduces a graphic model that illustrates how exercising the role of host in commercial hospitality is part of the service delivery: An emotional offering is not an independent offering, or an add-on activity, but is integrated into the service delivery.

5.3 Gadgets without Pedagogy? Conceptualizing an Immersive Learning Experience Framework for Hospitality Education (61)

Authors:

Pasi Tuominen, Haaga-Helia University of Applied Sciences
Dai-In Danny Han, Zuyd University of Applied Sciences
Henri Kuokkanen, Institut Paul Bocuse

Abstract:

Immersive learning environments offer immense potential in higher education. Development of competencies and student reflection may be fundamentally improved using these approaches, but without a proper pedagogical framework, they remain gadgets that do not reach their full potential. In this article, we argue for the necessity of developing a proper pedagogical approach for using immersive learning environments and propose a framework as a basis for further research. Through the proposed components of experience design, immersion, and evaluation, our framework supports systematic use of immersive learning environments in hospitality education. We maintain that such environments, when properly designed, can not only engage students better in learning the competencies crucial for the 21st century, but also improve their retention and facilitate comprehensive assessment of learning.

5.4 How do students experience the use of research-based teaching? (66)

Authors:

Dorthe Simonsen, UCL Erhvervsakademi & Professionshøjskole
Allan Lindgaard Winther, UCL University College

Abstract:

In 2013, research was made mandatory at university colleges in Denmark, and at UCL University College it has become a major factor for teachers to implement evidence from relevant research in their teaching. This paper focuses on how implementing evidence from research affects the students' focus and curiosity towards the subject taught, in this case specifically concerning workshops in hosting. The paper also investigates how to close the gap that often appears between practice-related research projects and implementing the results in actual teaching, which is called Evidence Based Education. The findings in this paper confirm a clear improvement in the students' interest in a subject when teachers understand and connect with the research, which is used in teaching.

5.5 Framework for constructing micro-courses in higher education (68)

Authors:

Magnus Hultberg, Business Academy Aarhus
Peter Thaysen, Smartlearning

Abstract:

The aim of this paper is to present a framework for constructing micro-courses in higher education and to show how this can potentially contribute to a more agile and flexible process of course development and teaching through rapid prototyping and just-in-time delivery. We illustrate how we have used the Instructional Design theory to develop a number of micro-courses in Artificial Intelligence and Ethics in relation to business economics and we argue that this approach can be applied in many different contexts and with many different subject matters. Thus, we hope that it can serve as an example of course and curriculum development that can enhance flexibility and agility, while preserving the necessary quality, consistency, and real-world relevance in both content and pedagogical structure.

5.6 Identifying Current and Future Competence Needs in the Finnish Tourism and Hospitality Industry (76)

Authors:

Eeva Puhakainen, Haaga-Helia UAS

Meri Vehkaperä, Haaga-Helia UAS

Abstract:

Changing strategic environment and customer behaviour has created needs for competence development and training. Tourism and hospitality industry does not attract the younger generations and is quite often seen as a passing-through industry. Especially, COVID-19 pandemic has struck the industry hard, both financially as well as in terms of shortage of workforce. This paper aims to identify current and future competence needs in the Finnish tourism and hospitality industry. Empirical data consists of 40 semi-structured interviews of tourism and hospitality professionals and data have been analysed with qualitative content analysis. The results show that the main competence needs are related to the following themes: leadership and management, personal professional skills, technological competences, communications and social media, sustainability and corporate responsibility and customer experience and sales. This study contributes to competence management of companies and gives an overview for educational institutions of what should be included in curricula.

TRACK 6 – Research Methodologies

6.1 Chinese Tourist Demand to Travel to Switzerland: Roles of Media Sentiments for the Destination, Competing Destinations, and Origin Country (8)

Authors:

Masaki Mori, EHL Hospitality Business School

Yi Wu, University of Reading

Dongui Li, Shenzhen University

Abstract:

This study examines the roles of media sentiments on Chinese tourists' demand to travel to Switzerland. We consider the effects of media sentiments for Switzerland (destination), competing destinations, and China (origin) by utilizing the innovative news database. The results show that the media sentiment for Switzerland has a significant positive effect on Chinese tourists' arrivals in Switzerland and that this positive effect remains strongly significant even after controlling for the media sentiment for the competing destinations in the eurozone, the price competitiveness, and the travel cost. The media sentiment for the overall region is also important for Chinese tourists' decisions. Finally, we found that the Chinese tourists become sensitive to the media sentiment for travel destinations only when they are influenced by the negative media sentiment in their home country. The results of this study will provide important implications for the Swiss tourism industry in making public relations strategies.

6.2 Analysing Direct Online Booking Competence of Hotels: A Model Proposition (24)

Authors:

Hanım Kader Şanlıöz-Özgen, Özyeğin University
Selcen Seda Türksoy, Ege University
Eniser Atabay, Akdeniz University

Abstract:

Covid-19 pandemic has been a turning point in the hotel industry in terms of online bookings as the share of direct booking has significantly increased. This situation has reminded once more of the critical role of hotel websites to generate profitable bookings for hotel businesses. According to this recent happening in the industry, this study aims to propose a model which includes a comprehensive set of items to help hotel businesses improve their direct online booking competence. Based on an extensive research on academic literature and sectoral reports, a list of 186 items was generated. The items were classified into six dimensions and validated by nine experts from academia, hotel businesses and hotel software companies. Findings reveal the most critical items to be used for the assessment of direct online booking competence of hotel businesses.

6.3 Multi-Destination Travel: A Network Analysis (85)

Authors:

Yong Chen, EHL Hospitality Business School, HES-SO

Abstract:

This study adopted a directed network to model multi-destination tourism. We analyzed the network model using the 2018 Visitor Profile Survey of the Hong Kong Tourism Board (HKTB) which incorporated 23 countries or regions. We found that the network of the destinations has a high density, clustering coefficient, as well as a short diameter. As the network becomes sparser, the degree of nodes appears to follow a power-law distribution. We also found that nodes with high in-degree centralities also have high closeness centralities, while the betweenness centralities of nodes are very low in the network. The strongly connected components suggest that some Western European countries, the U.S., and Australia have high connectivity in both directions. This suggests that these countries are both the key source markets and destinations of themselves in the network.

TRACK 7 – Consumer Behaviour & Experiences

7.1 How hoteliers promote sustainable marketing on Instagram? (38)

Authors:

Jeou Shyan Horng, Shih Chien University
Da Chian Hu, Shih Chien University
Chih Hsing Liu, National Kaohsiung University of Science and Technology
Sheng Fang Chou, Ming Chuan University
Tai Yi Yu, Ming Chuan University

Abstract:

This research explores the effect of social media influencers on consumer behavior when promotes sustainable marketing in the hotel industry on Instagram (IG). Using the amazon mechanical turk and using online questionnaires, a total of 792 valid samples were collected, with consumers mainly from the United States and India. By conducting structural equation model, this study found that gratification will increase consumers' community commitment on IG through PSI. At the same time, PSI will also influence consumer behavior positively through the IG community commitment, including booking intentions, word-of-mouth (WOM) and electronic-word-of-mouth(eWOM).

7.2 Analysis of Pakistan's Destination Attributes and their effects on International Tourists' Intentions to Visit Pakistan (51)

Authors:

Abdul Rauf, Wittenborg University of Applied Sciences
Vanessa de Oliveira Menezes, Wittenborg University of Applied Sciences
Waleed Jawaid, Wittenborg University of Applied Sciences

Abstract:

This paper aims to generate a clear understanding of Pakistan's important attributes and their direct and indirect influence via perceived destination image on international tourists' intentions to visit Pakistan on a holiday trip. It employed a correlation research design, through the use of quantitative research methods. Both direct and indirect effects of destination attributes on visit intentions were examined. A self-administered online survey was distributed across several social media platforms. The results of the multiple regression analysis revealed that landscape, services, local people's attitudes toward tourists, safety and risk, sports activities, and special events and activities were found to be statistically significant predictors of visit intentions to Pakistan. However, all the destination attributes were found to have an indirect influence on international tourists' visit intentions via the perceived destination image of Pakistan.

7.3 Not all luxury brands should worry about brand extension authenticity: The effect of parent brand authenticity on consumer reactions towards the extension (62)

Authors:

Valentina Clergue, EHL Hospitality Business School, HES-SO University of Applied Sciences and Arts of Western Switzerland

Florent Girardin, EHL Hospitality Business School, HES-SO University of Applied Sciences and Arts of Western Switzerland

Abstract:

Although the benefits of a brand extension are numerous, companies should carefully pick their extension strategies. Extant literature indicates that both fit and brand extension authenticity (BEA) are important in determining the success of a brand extension. A brand may be able to stretch successfully into more distant categories (such as luxury consumer goods into hospitality), provided that BEA is high. In the current paper, we test and confirm that high BEA is not mandatory for all types of parent luxury brands. More specifically, we find that high BEA is not important for luxury parent brands perceived as authentic. Since consumers are expecting consistency in every action authentic brands undertake, they will not additionally search for a proof of the legitimacy of the brand extension. Interestingly, we also find that for luxury brands perceived low in authenticity, consumer reactions towards the extension are positive only when BEA is low.

7.4 Rethinking consumer agency in tourism (65)

Authors:

I-Chieh Michelle Yang, Kyoto University

Ksenia Kirillova, Institut Paul Bocuse

Abstract:

In the age of global pandemics, increasing geopolitical conflicts, and associated restrictions on human mobility (including tourism), the question of consumer agency in tourism is particularly pressing. We problematize the existing conceptualization (or lack of) of human agency in tourism literature. Based on various streams of tourism literature that demonstrated, although not explicitly discussed, tourist agency in action, we theorized tourist agency as a product of intersectional and institutional forces. We further built a typology of tourist agency consisting of Unconstrained, Stigmatized, Constrained, and Negotiated agency. The typology can be instrumental as a basis for market segmentation as tourists possessing various types and levels of agency may respond differently to the same tourism product. We hope that this conceptual paper fuels further research and acknowledgment of agency.

TRACK 8 – Sustainability and Ethics

8.1 Synergy or Dissonance? Luxury Hospitality Experiences and Nature Conservation (25)

Authors:

Charis Fuchs, IU International University of Applied Sciences Germany
Willy Legrand, IU International University of Applied Sciences Germany

Abstract:

The search for unique and often luxurious experiences increasingly coincides with the imperative to mitigate impacts in the pursuit for greater sustainability; a task often understood as being complex. More specifically, combining luxury experiences with the goal of nature conservation is sometimes perceived to be paradoxical. However, an increasing number of destinations rely on the tourism industry's contribution to achieve conservation work. This study explores the relationship between luxury experiences and nature conservation, identifies the possible frictions and establishes a set of managerial and strategic recommendations for hospitality entrepreneurs. Semi-structured interviews with seven experts located in the Global South with first-hand experience in conservation work and tourism revealed that a lack of awareness and knowledge surrounding the impacts of consumer demands is often the source of conflicts between experiences and the aim of nature conservation. However, with the help of specific tools, a positive symbiosis in which luxury experiences and nature conservation benefit each other is possible.

8.2 Hospitality in Dutch Hospitals: Difference in interpretation of hospitality among hospital employees (31)

Authors:

Angelique Lombarts, Hotelschool The Hague, Hospitality Business School
Brenda Groen, Saxion University of Applied Science

Abstract:

This article seeks to study the way the various hospital 'tribes' (doctors, facility staff, volunteers and nurses) perceive 'hospitality'. An increasing number of hospitals run their own hospitality program in order to improve patient experience. However, the responsible managers complain about the lack of interest and cooperation. According to them, this is because the different hospital staff members have a different understanding of hospitality, which hampers the successful implementation of these programmes. A qualitative survey was conducted among 420 hospital staff in 7 different hospitals into different aspects of hospitality. The results show indeed that there is no unanimous definition of hospitality. The lack of a shared understanding of hospitality impedes the successful implementation of hospitality programmes as well as not knowing what the patient wants in terms of hospitality and for which followup research is needed.

8.3 Can gamification induce a sustainable habit in tourists? (35)

Authors:

Carmen Lidia Aguiar-Castillo, IDeTIC-Universidad de Las Palmas de Gran Canaria
Rafael Perez-Jimenez, IDeTIC-Universidad de Las Palmas de Gran Canaria
Shivani Rajendra-Teli, Czech technical university in Prague

Abstract:

The sustainability of a destination is directly affected by its waste management, and the recycling behavior of visitors is essential for that management to be successful. In this context, in developing a European project, UrbanWaste, a mobile app was applied that tried to promote these behaviors through gamification. The result indicates the success of these strategies in their goal. However, what happens when the tool disappears? Do tourists maintain their sustainable behavior? This work proposes that gamification through external motivators makes tourists who have used the tool develop the habit of recycling.

8.4 To Sustain a Restaurant's Curbside Pickup Service: Does Green Food Package Matter? (40)

Authors:

Linchi Kwok, California State Polytechnic University Pomona
Michael S. Lin, Hong Kong Polytechnic University

Abstract:

Three independent analyses with a sample of 314 US consumers were conducted to understand what roles green food package plays in sustaining a restaurant's curbside pickup service from consumers' pre- to postconsumption experiences. Analysis I with a choice experiment reveals that word-of-mouth (WOM) and function encounters most significantly influence consumers' first-time purchasing decision of a restaurant's curbside pickup service. Analysis II with OLS regression suggests that service result encounter (besides distributor encounter) most significantly affects consumers' overall curbside pickup experience. Analysis III used a PROCESS model to examine green package's ripple effects through their overall curbside pickup experience on their behavioral intentions toward the restaurant. The results confirm green package's positive effects on increased shares of future purchases through their positive WOM intentions and the extra efforts they would make to revisit the restaurant. Furthermore, consumers' perceived importance of green restaurant practices strengthens green package's positive impact on extra efforts.

8.5 'Green Experience Economy': The Power of Events in the Green Transition. The case of The Ocean Race Stopover Aarhus, Denmark (45)

Authors:

Palle Nørgaard, Business Academy Aarhus
Rasmus Hørsted Jensen, Worldperfect

Abstract:

This paper makes the argument that the experience economy can be turned green. We argue that by creating a 'green experience economy'-mindset, we can bring sustainable development at the front stage of our (event-)businesses. It has an innovative and transformative power that can be explored and developed specially at events, because people attending here are open minded. We call this 'the power of events'. Value-based events, based on a groundwork of people, planet, profit-values can, when activated in 'inviting working narratives', help the world in going in a more sustainable direction. The paper demonstrates that it is urgent that we do this now, because of the state of our world, and offer scalable principles for implementing similar design in other event organizations and other businesses.

8.6 Adaptive Management for Wildlife Ecosystem Conservation by Ol Pejeta Conservancy, Laikipia Kenya (54)

Authors:

Emmah Muchoki, Wittenborg University of Applied Sciences
Myra Qiu, Wittenborg University of Applied Sciences
Vanessa de Oliveira Menezes, Wittenborg University of Applied Sciences

Abstract:

As threats to biodiversity such as climate change, wildlife habitats degradation, and fragmentation, and human-wildlife conflict in the Mount Kenya Ecosystem (MKE) increase, conservation managers need practical approaches and tools to operate in the new regime. This study aims to understand how Ol Pejeta Conservancy's key stakeholders are implementing the key features of adaptive management for the conservation of the Mount Kenya Ecosystem, Kenya. The study found that income from wildlife tourism, livestock, pastoralism, and agriculture are vital incentives for conservation in the MKE region. Hence, consolidating them sustainably is critical for successfully implementing adaptive management. The main adaptive management actions by Ol Pejeta Conservancy have been geared towards the conservation of wildlife, especially the endangered species and their habitats, securing continuous habitats for wildlife connectivity in the Laikipia ecosystem, and minimising human-wildlife conflict.

8.7 The Perceptions of Hotel Middle-Level Managers on Green Practices Adoption (96)

Authors:

Laureta Nyamutswa, Wittenborg University of Applied Sciences
Lucy Omwoha, Wittenborg University of Applied Sciences

Abstract:

Given its notable impact on the consumption of non-renewable resources and the natural environment (Rodríguez-Antón, et al., 2012), the Hotel sector is well accustomed to concerns of Environmental sustainability being compelled by the unenviable result of demographic and economic growth on the consumption of natural resources (Lim, 2016). This study investigated the perceptions of hotel middle-level managers on the adoption of green practices in Holiday Inn Harare, Zimbabwe. Data was collected from 10 middle-level managers. Study results revealed that the middle-level managers' perceptions had a great influence on the adoption of green practices given the scarcity of resources to adopt all sustainable activities. The study shows that the most significant green practices adopted were sustainable operations, green building materials, renewable energy sources and policies that support the recycling of left-over food. Lastly, the study also gives recommendations to managers on some of the green practices that the hotel can adopt.

TRACK 9 – General Track

9.1 Machine Learning in Hospitality and Tourism Research: A Systematic Review (6)

Authors:

Dennis Baloglu, University of Nevada, Las Vegas
Ashok Singh, University of Nevada, Las Vegas

Abstract:

This study aims at providing a systematic review of machine learning algorithms used in the hospitality industry. We identify 81 published papers that use these methods. The main context that these algorithms are used are in hotel reviews, social media, tourism forecasting, hotel performance, bibliometric research, and survey research. Unique papers that did not fit into these main themes are also identified. Future research should include samples from a variety of countries, incorporate clustering and dimensionality reduction algorithms, focus on sectors such as restaurants and use audio, image, and video data as studies within these contexts are relatively under-researched in terms of applied machine learning.

9.2 Employer attractiveness in hospitality: A post-COVID perspective of Gen Z (11)

Authors:

Hajar Eddial, Institut Paul Bocuse
Ksenia Kirillova, Institut Paul Bocuse

Abstract:

Research on the new and upcoming Generation Z as hospitality employee is only at the nascent stage especially in the post-covid era. The present study aims to understand generation Z needs toward a future employer in the hotel industry and what an attractive employer means to them. Four focus groups with last-year students belonging to Generation Z were conducted. The study suggests that hotel attractiveness is a mix of HR, marketing and personal aspects and gives employers the opportunity to target the actions to be implemented to properly attract this generation. The implications for HR management and brand positioning are discussed.

9.3 Deciphering Preferred Guest Preferences on Eco-Innovations: Sustainability Attributes for Boutique Hotels (27)

Authors:

Rachel Bowers, Swiss Hotel Management School

Abstract:

This paper aims to investigate recent eco-innovations (EI), EI preferences of Generations X, Y, and Z in a post Covid-19 travel era and to explore the benefits of sustainability concepts for small and medium enterprises (SMEs) in German hospitality. Shareholders are recently more pressed than years prior to adopt environmental sustainability and determining guests' EI preferences in order to remaining competitive among rival hotels. Findings uncover highly valued EI attributes among younger generations and further benefits for hotel shareholders to implement visible EI attributes; EV charging stations, clean electricity, bio / organic and plastic free products prove to have more value post Covid-19.

9.4 Overhauling Assessment for Today's Classroom (37)

Authors:

Kristin Malek, University of Nebraska Lincoln

Abstract:

It has been acknowledged that there has become a disconnect between the hospitality industry and hospitality education. Why? Is it because the industry is moving so quickly and education has a hard time keeping up (nevermind leading the charge)? Hiring professionals now want students who excel in emotional intelligence. Academics want students to have industry required hard skills. Students want engaging classes that lead to fulfilling careers. This session examines how professors can overhaul their assessment to get all of these results through menu-style syllabi, specifications grading, Montessori principles, and creativity activities for optimal learning effectiveness.

9.5 The Influence Of Experiential Learning On Learning Outcomes In Hospitality (59)

Authors:

Radesh Palakurthi, University of Memphis

Abstract:

This study aimed to determine the influence of experiential learning on learning outcomes in hospitality education. This paper presents the results of an online survey of students from the U.S. studying abroad and their self-reported change in learning outcomes as assessed using the Core Competencies Model for the Hospitality Industry developed by the Employment and Training Development Office of the U.S. Department of Labor. The impact of student learning styles on learning outcomes is evaluated in this study. Kolb's Learning Styles Inventory Model assessed students' learning styles. The results show that students reported significant improvements in their learning outcomes because of engaging in study abroad experiential learning programs. In addition, the students' learning styles significantly affected one of the core learning outcomes- personal effectiveness.

9.6 Are Excellent Service and Good Food too Much to Ask? Analysis of Online Customer Reviews on MSC Cruises as a Case of Mainstream Cruise Market Segment (89)

Authors:

Ganna Demydyuk, Leiden University
Mats Carlbäck, Örebro University

Abstract:

This research used a collection of consumer reviews on cruises from two online portals to evaluate the relationship between overall customer satisfaction and different cruise experiences. Hospitality basics, especially dining and service, emerge as being important predictors of overall satisfaction, perceived value and ship quality. Comparison of satisfaction ratings and food cost across cruise lines suggest that cutting costs in this area faces a tradeoff with declining satisfaction that may be of greater value than the cost savings. These, and other review metrics, can form the basis of a theoretical underpinning for managerial accounting metrics in the all-inclusive hospitality sectors.

9.7 Know Your Students: The Role of Tutorials and Students' Personal Accountability for Their Results (99)

Authors:

Olga Kampaxi, University College Birmingham

Abstract:

As an institution we place a lot of emphasis in one-to-one tutorials with all of our students both at FE and HE level. Tutorials benefit both the tutor and the student. The former forms a more holistic approach about the student profile ranging from personal issues, success stories, and academic challenges. They help to monitor engagement and have targeted discussions with students. We use a specific tool, called STREAM to monitor engagement. In addition, students' academic performance is monitored and through personal reflection students reflect and create their own plan for improving their results.

9.8 Can Leader Gender Role Identities Influence Employee Innovation Behavior? The Proactive Motivation Perspective (100)

Authors:

Shashan Bao, Pennsylvania State University
Phillip Jolly, Pennsylvania State University

Abstract:

The purpose of this study is to investigate how leader gender role identities (perceived femininity, masculinity and androgyny) influence followers' behavior in hospitality and whether leaders motivate followers' innovative behaviors more effectively when they are perceived having androgynous characteristics. Grounded in the proactive motivational model, this study proposed that basic need satisfaction and emotional energy are mediators between leader gender role identities and innovative behavior because they provide employees to have a "reason to" and be "energize to" engage in such proactive behaviors, respectively. Using two waves of data collection from 377 full-time hospitality employees, our findings indicate that androgynous leaders had an advantage in promoting innovative behaviors than the non-androgynous leaders in terms of basic needs satisfaction and emotional energy. This research contributes to the extant literature on leadership attribution and innovative behavior and empirically tested the proactive motivational model.

TRACK 10 – Resilience - COVID-19 Implications

10.1 Has COVID-19 Changed Consumers’ Dine-In Restaurant Choice Criteria? (33)

Authors:

Ya-Ling Chen, The State University of New York at Brockport
Yu-Chin Jerrie Hsieh, Rochester Institute of Technology

Abstract:

The purpose of this study is to investigate if the unprecedented COVID-19 has changed consumers’ critical restaurant choice factors. A mixed-method approach was adopted to explore research questions. The results found that indoor air quality, crowding, table spacing, and outdoor seating availability were critical restaurant choice indicators after the outbreak of the COVID-19 pandemic. Of all restaurant attributes, quality of food/taste, cleanliness of the dining area, and food safety were the most important restaurant selection factors both before and after the outbreak of COVID-19. Significant changes regarding restaurant choice factors were found among three demographic groups (gender, age, and annual household income) across the before and after time frames. Requiring a proof of vaccination and installing plexiglass for each table were the two least favorable protective measures perceived by consumers.

10.2 Tea and the Senses (63)

Authors:

Lysbeth Vink, Hotelschool The Hague

Abstract:

In the last two years, there has been an increasing interest in one of the side effects of Covid-19, namely the loss of smell (anosmia). The recent pandemic has caused 59-86% of covid patients to lose their ability to detect odours. Different studies have shown that when people suffer from loss of smell their health and physical well-being can be at risk. The implication of anosmia does not only affect the appetite and the ability to create memories, it also affects daily eating and drinking activities.

10.3 How employees in the tourism industry experienced the COVID-19 pandemic and what made them resilient - implications for human resources management (78)

Authors:

Celine Chang, Munich University of Applied Sciences
Katrin Eberhardt, Munich University of Applied Sciences
Markus Pillmayer, Munich University of Applied Sciences

Abstract:

The COVID-19 pandemic has had considerable impacts on employees working in the tourism industry. Several lockdowns and curfews strained the parties involved. A rapid recovery of the industry is not expected. Therefore, the topic of resilience comes into focus as well as the question how employers within the industry needed to react with their human resources management (HRM) to foster their employees' resilience as well as to decrease turnover intentions. At the EuroChrie 2022, we are going to present results of a comprehensive survey with employees working in the tourism industry in Bavaria (Germany). The data collection is currently ongoing and is held across all subsectors of the industry. It is based on the results of a qualitative study with experts, employers and employees conducted in 2021. Results will shed light on the effects of HRM on individual resilience and turnover intentions, providing implications and recommendations for HRM to be more prepared for potential future crises.