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TRACK 1 – Management

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

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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).

Key Words *Hospitality, Restaurants, Service, Service Management, Willingness-to-pay, Resourced based view of the firm*
Track *Management*
Focus of Paper *Conceptual paper with Theoretical/Academic focus*
Type of submission: Paper

Introduction
When the basis for a whole sector is somewhat being ignored, partly downgraded, and not given the deserved attention, this could lead to serious implications. Even though the phenomenon of service in many ways is synonymous with the hospitality industry, service as a vital concept has been demoted, as other factors, concepts and ideas have been perceived as more relevant and more up to date.

As the actual backbone of the sector, the service element, has lost its unique position in the sector´s core offering, it might be time to go all the way back to the drawing board. While the experience concept (Pine & Gilmore, 2011) the gradual, at least anticipated, move to robots, artificial intelligence, and service automation (Ivanov & Webster, 2019) and the constant strive for cost-cutting, often in the format of labour costs (Carlbäck, 2011; 2019; 2022) are gaining in importance and attraction, the service aspect appears to be devalued (Wood, 2015). However, findings presented by Chang (2018) clearly indicated that people were more interested in service than experiences, contrary to what most of the academic writers currently are proposing. Further, this goes slightly in the opposite direction to the general debate, the business` sectors focus, the consultants' efforts and subjects taught at schools and universities, where the experience is attracting a lot more attention than the service aspect. The same could be said when it comes to reviews and media coverage, where service is not drawing the same attention as the product, the image, and the experience.

Hence, service, the core in any hospitality business, could be viewed as a slightly overlooked concept. There might be several reasons to this; service is intangible and therefore more difficult to handle, service is difficult to measure, service is labour intensive (when the industry desperately and often unsuccessfully is searching for staff), and other concepts are quite frankly higher on the agenda.

On the other hand, the industry is facing some serious post pandemic challenges. The profitability and efficiency have long been discussed and the sustainability issues are likely to gain momentum after the pandemic. Then the industry needs to justify its existence by ensuring profitability and sustainability simultaneously.

There is no single answer to how this could be achieved, but one crucial part is resource utilisation, to utilise available resources in the best possible manner - both from an efficiency perspective and a sustainability perspective. This could be rather complicated due to lack of knowledge and relevant indicators to compare with (Gouthier, & Schmid, 2003). Improved resource utilisation is paramount both for profitability and for sustainability.

Therefore, equally important, and directly related to the above, is the ability to measure the resource utilisation and its effects. Because as Kaplan and Norton (2005) clearly pointed out; you cannot manage what you cannot measure. Without measuring the resources used and compared them to the service grade achieved, any adjustments with impact will be difficult to make.

As the spotlight here is on resources, the use of resources in a strategic manner, the resourced-based theory, and the managerial framework the resource-based view of the firm (RBV) will be used as a conceptual context and as structure on which to build further (Gerrard, 2003). The RBV theory has also been suggested by Khan and Hefny (2019) as a relevant framework for hospitality studies, especially studies with a staffing focus (Solnet, Kralj, & Baum, 2015).

The aim with this conceptual paper is to conceptualise the importance, inclusion and measurement of service in the hospitality industry and highlight the factors – resources - necessary to ensure service is on top of the agenda (Kirillova & Yang, 2022). This, as it is not only the essence of the hospitality business, but also one way of creating competitive advantages and doing so by using the most valuable resource any company has; its employees. Because, if the industry players are putting all their efforts into aspects less relevant to the customers, the development will be thwarted. If, on the other hand, the practitioners get access to a better understanding of the customer´s proper desires, hence what they are willing to pay, the businesses can adjust their offerings to better suit the market. In addition, they can also ensure the resources available are used in the most efficient way, as resources are always scarce and need to be scrutinized for the utmost efficiency.

This could also constitute a valid input to the ongoing and probably increasingly important discussion on high tech versus high touch as the balancing act here could be rather delicate. By understanding and measuring the important aspects of the service factor (high touch) it should be easier to get the high tech factor right as well. If we know what factors are important and relevant, it will be easier to use service automation, AI, and robots (Ivanov & Webster, 2017) to cover up other areas where this will affect the customers less. Because there is no doubt the industry, like many others will look into the automation and digitalisation possibilities to develop, but it is crucial to do this in a constructive manner, not just to get it done. Again, to understand the service factor will here be beneficial, to do the right things, use the right resources and created the best possible competitive advantage.

Literature review and theoretical framework

Resourced-based view of the firm (RBV)

The art of resource utilization is an essential managerial task, which might be both under-performed and underrated by many firms today. Some of the reasons could be attributable to the difficulty to understand the whole array of resources available, like skills, experience, know-how, financial resources, physical assets, like the premises, brand, systems, and management structure, as stated by Gouthier and Schmid (2003).

A relevant approach to study this is the resourced-based view of the firm, originating from the theoretical framework resourced-based view (RBV), as suggested by Phillips and Moutinho (2014). Khan and Hefny (2019) are highlighting several studies where the RBV have been appropriately used within hospitality and tourism research. Where the focus in aiding the process of creating experiences, increase customer value and by this strengthen the businesses´ competitive advantage, by putting the emphasis in service and then be able to measure it from an RBV-perspective.

In accordance with Wernerfelt (1984) there are several advantages to analyse a firm from the resource aspect, as you do with the resourced-based view of the firm (RBV). The RBV is a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage to a firm. The firm can and should exploit these resources to achieve sustainable competitive advantage (Khan & Hefny, 2019). In contrast, the resource-based view argue that sustainable competitive advantage derives from developing superior capabilities and resources from within (Olsen, 2004).

The emphasis of the RBV approach on the internal context of the firm provides the necessary complement to the structuralist emphasis on the external context, as exemplified in Porter's five force model (Porter & Kramer, 2019). The RBV focuses attention on those valuable, rare, and imperfectly replicable resources deployed by a firm to achieve and maintain a sustainable competitive advantage. This has led to a deeper understanding of the attributes of strategic resources, particularly the role of history, causal ambiguity, and social complexity (Gerrard, 2003). Using the RBV to better understand the service factor as a way of development to create, or possibly maintain a competitive advantage could be valuable as the service delivery to a great extent is based on internal resources. Further, these could, if handled correctly, become both rare and difficult to replicate as it is based on several soft skills relating to humans, psychology, knowledge and understanding. There it differs greatly from the food production, where the physical attributes, the entry barriers, and the brand, all are easier to replicate.

Resource utilisation

The firms in the hospitality sector need to start searching for their best possibilities to create and maintain a competitive advantage. Being a people's business and a service business, a natural way would be to start right there – with its people and the service they offer.

If the hotels and restaurants would like to create a competitive advantage or find opportunities to maintain such an advantage, an internal due diligence process would be required to identify what resources are at hand, what resources could be developed inside the firm or what resources would have to come from the outside (Carlbäck, 2010). The latter could be achieved by recruitment, education and training or bringing in external expertise, possibly from stakeholders associated with the firm. By assessing its own proposition and doing so by taking an overview, the firm can identify its core competencies (Hamel & Prahalad, 1990). Hamel and Prahalad (1990) described core competencies are part of the corporate identity as they form the foundation of corporate competitiveness. A firm's knowledge assets are important intangible sources of competitive advantage. For firm's knowledge to provide competitive advantage, it must be generated, codified, and diffused to others inside of the organization. Core competencies fit well within the resource-based view of the firm (RBV), as resources can be tangible or intangible, hence the RBV will be used as a fundamental theoretical framework.

Service

The traditional definition of a service is a transaction where no physical goods are exchanged between the seller and the buyer, consequently service is per definition intangible (Marić, Marinković, Marić, & Dimitrovski, 2016). Something intangible is usually perceived as more complex to measure, control and manage, adding to the multifaceted structure surrounding the concept of service (Carlbäck & Naglo, 2022). On the other hand, the service is an integral part of many firms' offerings and its success in delivering this is demonstrated by the customers' willingness-to-pay for these services. The ability to provide service to a certain level is therefore a central part of the firm's competitive advantage, something which is not obvious to everyone, possibly partly due to the intangibility. Failure to provide service quality, where the subjectivity again makes it more intricate to assess, could be fatal to a firm's current and future financial position.

The output of organisations in the hospitality industry mainly consists of services and in the hospitality business, customers are becoming increasingly demanding (Gehrels, 2019). According to Castro Casal, Vila-Vázquez and Pardo-Garyoso (2019) they are not only more demanding, but they are also seeking personalised services and experiences. This is not entirely surprising as the global economy in general is becoming increasingly serviceoriented (Pearlman and Schaffer, 2013) and the hospitality industry is a people's industry (Singh, 2018). As production and consumption of service take place at the same time the employee delivering the service is therefore an integral part of the service outcome (Kuslavan, Kuslavan, Ilhan, & Buyruk, 2010). The conclusion is that the employees are the most tangible evidence for the service quality, and the factor having most effect on the success or failure (Kuslavan et al., 2010). Employees will therefore assume the full responsibility for the guest's perception of the service quality and make or break the hospitality firm's opportunity to generate customer satisfaction, loyalty, and engagement (Castro Casal, Vila-Vázquez and Pardo-Garyoso, 2019; Chen, 2015).

Competitive advantage

Competitive advantage is best explained as the leverage a business has over its competitors, something which could be achieved by offering clients a better value proposition (Kim, Song & Jason Triche, 2014). The value proposition can also increase customer expectations and choices, hence willingness-to-pay and loyalty and by making this proposition hard to imitate or copy, the advantage becomes even stronger. Therefore, the value proposition can increase customer expectations and choices. It becomes evident that the quality-of-service employees is essential for achieving customer satisfaction, engagement, and loyalty (Singh, 2018; Kuslavan et al., 2010; Castro Casal, Vila-Vázquez & Pardo-Garyoso, 2019; Zopiatis & Theocarous, 2018). It can therefore be concluded that human capital plays a crucial role for hospitality firms in their quest of gaining and maintaining competitive advantage (Zopiatis & Theocarous, 2018).

If the labour-intensive hospitality firms want to achieve sustainable organisational success, cope with the highly competitive market, they must strive for achieving sustainable competitive advantages (Arokiasamy, Ismail and Maritmuthu, 2009). To achieve and maintain sustainable competitive advantage is considered key for companies to remain successful currently and possibly even more so in the future (Srivastava, Franklin & Martinette, 2013). If hospitality firms attempt to achieve competitive advantage through the service aspect, the human factor is a vital part (Arokiasamy, Ismail and Maritmuthu, 2009, Gehrels, 2019), in other words there is a profound and highly relevant relation between human capital, higher organisational performance and sustainable competitive advantage where service is the common denominator.

Okumus, Altinay, Chathoth, and Koseoglu, (2020) are focusing on the value creation process when aiming for competitive advantage, which here could entail the service aspect. This is not to be negligible as several studies have identified this as crucial (Carlbäck & Naglo, 2022; Chang, 2018). This project would the respond to the questions proposed by Okumus et al. (2020) as an attempt to identify where and how this value is created and by whom and for whom.

Hence, in a traditional service industry sector, such as the hospitality sector, service will, among other factors, constitute vital possibilities of creating a competitive advantage. Service could very well be the attribute that allows an organization to outperform its competitors in the marketplace according to

Olsen (2004).

Measuring

But there are some challenges associated with this. First, the task to measure the unmeasurable as Ostrom, Bond Jr, Krosnick, and Sedikides (1994) explains the efforts to measure attitudes and subjective values. Being soft, being subjective and being non-monetary certainly adds to the complexity, both to measure, interpret and analyse. If, on the other hand, these soft values, like service degree, customer satisfaction, customer needs met, fail to be measured, the business strategies will continue to lack edge, hence relevance.

Another challenge is to be able to use, once the intention to measure the soft values is in place, comparable measurements – to measure one denomination with a similar denomination. This could be done in accordance with the concept developed within the EA-logic (Andersson & Carlbäck, 2009; Carlbäck, 2010, 2019, 2022). The EAlogic is specifically developed to measure soft values, even though no previous attempts have been made on just the service factor. Andersson & Carlbäck (2009) and Carlbäck (2010) have included the service factor as one aspect of the meal experience and this could therefore be developed further in accordance with Carlbäck's (2019, 2022) suggestions. While the focus previously has been on the measurement of hard values, often with a monetary denomination attached, comparisons have been rather straight forward. When it comes to soft values, the denominations and comparisons becomes trickier, as the perceived service experience and customer satisfaction are more complex to quantify - at least in a denomination which could be compared to other values, for example hard values. The service degree might be a value on one scale, but the resources used to create the service offering might be expressed in monetary terms. Consequently, the two will not be comparable. The aim here is to construct a framework to facilitate measuring, in comparable denominations and consequently improve the management of service in a restaurant context based on the following:

Conclusions and directions for further research

By accepting the great importance, the service element has on the hospitality offering and understand the connection between good service performance and efficient utilisation of human capital the foundation for development is in place. As the industry will have to find ways of becoming more efficient, more sustainable, and more profitable in the future to justify its existence and be able to attract talent, improvements are necessary. To create a competitive advantage and get a leverage on the competition is one way for the individual firm ensure its development and possible prosperity – and it might be the only way.

Service has been identified as one of the most valuable parts of the restaurant experience and the service is best produced and delivered by the most important asset in the firm – the staff. By using the RBV logic to identify how these available and appreciated resource are used in the best possible manner to produce outstanding service, and consequently create a competitive advantage at the same time as the customers´ willingness to pay is increased is a first and vital step. But to understand how, why, and what to improve the outcome must be measured in a common denominator to facilitate decision making and activities to improve the offerings, because if it is not measured, it cannot be managed (Kaplan & Norton, 2005).

The concept presented here will serve as a framework for future efforts, not only to measure, control and manage service, but also as a building stone for even further frameworks where other aspects relevant for the hospitality operations could be included.

The next step will be to, based on the framework, start measuring the actual service outcome, from a customer perspective in a common denominator in agreement with the EA-logic presented by Andersson and Carlbäck (2009) and Carlbäck (2011, 2019, 2022) and in accordance with the logic presented in the conceptual framework developed in this paper.

Natural steps after that would be to, with help from the constructive approach format, test the concept in a real setting, gain relevant feedback, implement the feedback, and eventually implement the application with the potential end-users – the restaurant companies.

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

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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. Both supply chain professionals and scholars may find this paper valuable, as it outlines significant areas of research in the field of supply chain management and sustainability.

Key Words *Supply Chain Management, food wholesalers, supply chain, sustainable practices*

Track *Supply chain management, operations management*

Focus of Paper *Theoretical/Academic*

Kind of Submission *Paper*

Introduction

According to the Federation of Wholesale Distributors (FWD), the industry contributed to the UK economy ‘enormously’ adding £29 billion turnover (the financial year 2015/2016) whilst hiring 60,000 people across the country and generating a gross value of £3 billion annually (FWD, 2016). Sustainability has rapidly become an expression for defining the conservation of the environment throughout the modern-day society whilst relating the ecological aspect of the supply chain and GHG emissions associated with mass food production in this particular topic. The report found that if the nation was to move into conversion-free produce of the majority of agricultural goods, a significant reduction of 9-14% greenhouse gas releases could be achieved each year. For instance, it is estimated that if the population shifted to conversion-free beef, a significant 25% of global forest loss would be prevented, likewise with palm oil which accounted for 4.5% and a similar figure of 4.7 % for soybean (Harris et al., 2020). These figures indicate an incredible opportunity for the supply chain industry to take part in supporting the environmental outlook for cutting greenhouse gas emissions. On the other hand, the UK agricultural supply chain imports 45% of food whilst 55% is being produced on land. These figures demonstrate the insufficiencies in land quality primarily due to the fact that conditions for mass food production are insufficient to meet the national demand. It is therefore, supply chain power and resilience that depends on the future of both environmental and economic practicability (Weighell, 2011). The potential outcomes of this paper would provide a constructive outlook on SSCM practices within the food wholesaling industry and help develop strategic facilitators towards achieving sustainable recognition. These findings also contribute in several ways to our understanding of current food safety systems and their importance in overcoming food fraud along the supply chain.

Literature Review

Traceability

Traceability in wholesaling supply chain is a tracking process where the product journey is traced from the very beginning of the chain through to the end result. Traceability of food SC's has been widely studied primarily with regard to product confidence of authenticity and also from the food safety perceptions (Eastham, 2001). Similarities have also been found in the study by Tian (2017) who claims that a whole range of traceability systems have been applied through rapidly emerging technology while gradually becoming recognised as an essential tool in guaranteeing food safety. However, contrary to both authors, Rejeb (2018) claims that these systems are primarily operated via centralised computer base which is often described as monopolistic, asymmetric and opaque. Further to Rajeb's (2018) statement, McConaghy et al., (2017) suggest that traceability systems are mainly designed to deal with more significant supply chain issues such as; food fraud, corruption, supplier trust issues, false leading information and tampering.

Blockchain Analysis

Currently, there are number of systems companies apply as their product traceability structure. However, blockchain analysis appears to be one of the latest and most recognised in the food industry. Blockchain technology was invented in 2008 for the use of Bitcoin cryptocurrency. Nevertheless, the interest in blockchain technology has gradually increased spreading its innovative traceability techniques primarily through the financial industry but it is now revolutionising the food supply chain. The primary reason for its broad interest is from providing security, anonymity and most importantly the traceability (Yli-Huumo et al., 2016). Within the supply chain of the food wholesaling industry, the traceability chain contains a virtual "block" which registers a particular operation, for example, an order placed by the replenishment manager at a certain depot. Once the essential stock is being processed as a requisition to the supplier, he then receives a purchasing order which is formally accepted as accountability to deliver within the specified time frame. From the restaurant perspective, blockchain analysis is an incredibly essential tool in tracing food that might have potentially get in contact with foodborne bacteria. As an example, a restaurant that has several suppliers who also have more than a few raw produce contractors along their chain who then might be vulnerable to various risks associated with logistics, handling or disease outbreak (Sureeyatanapas et al., 2018).

Certification

Chen and Deng (2013) define supplier certification as an "assessment of the program that supplier has in place in order to assure customers a product that consistently meets a defined quality level". Broadly speaking, certifications in the supply chain can be understood as a performance warrant provided in a form of a report on a regular basis. Studies have shown a strong preference in supplier certification approval with those who can provide a higher level of traceability primarily due to the food safety events and costs associated with it (Sun and Wang, 2019). In the same way, Stanton (2018) described certification processing as the most challenging aspect of sourcing. Regardless, supply chains are known to be full of uncertainty when it comes to mitigating the risks. However, by setting out supplier evaluation criteria and thoroughly selecting one as a trusted partner, the potentiality of risk is automatedly minimised due to the agreement between two parties and appropriate auditing (Chen et al., 2018; WRAP, 2018).Nevertheless, accreditation may vary depending on circumstance, product, and supplier. For instance, in food wholesaling supply chains, a variety of certifications are frequently generated in the form of an update from the supplier on a monthly basis. Some examples may include the sustainability of palm oil which should include an information sheet and certification of its environmentally appropriate farming aligning with global standards and multistakeholder governance (Laurance et al,. 2010; Matook, Lasch and Tamaschke, 2009). Another example may include fish suppliers who must provide annual Marine Stewardship Council (MSC) certification on sustainably recognised fishery practices. The additional complexity of certifications relates to supplementary information requested by contractors and tenders regarding foods and sensitive products. These may include micro and macronutrient information, pharmaceutical substance lists, or other important information regarding the product that may affect the stock.

Roundtable of Sustainable Palm Oil (RSPO)

Within the food wholesaling industry, RSPO plays a significant role considering the mass production of food products which include palm oil as its main ingredient. The use of palm oil is extensive in food manufacturing due to its great cooking properties, preservative effect, smooth and creamy texture. Some products that are primarily made of palm oil are; margarine, biscuits or chocolate ice cream to name a few. All these listed above are partially equivalent to 108% of the UK's palm oil imports certified by the RSPO. Furthermore, figures reported by Department for Environmental Food & Rural Affairs (DEFRA) in 2017 also highlighted the significant difference of RSPO certified imports between 2009 and 2015 which showed a substantial increase of 87% (DEFRA, 2017). Another interesting publication by DEFRA on the 'UK Statement on Sustainable Production of Palm Oil' in 2015 highlighted the commitments towards sustainable sourcing of palm oil by large organisations with the UK setting out initiatives similar to Belgium and Netherland (DEFRA, 2015).

Methodology

A qualitative methodology was used with an approach based around the 'research onion' method developed by Saunders et al,. (2007). The research strategy of a case study was presented with accordance to "Case study research and applications –design and method 6e" by Yin (2018).The research study included document analysis of several sources published by the company as well as other related data associated with supply chain industry. In total, 10reports(8 CSR and 2 Financial) and 6 podcasts (2 hour 24 minutes and 35 second total time) were recorded for this study. The detail is presented in Table 1 below aligning the research question (RQ1-4) rationale with the type of evidence, data, publication date, approach and primary focus of evidence grouping.

Table 1. *Data Extraction table presenting the main finings derived from the selected documents.*

Research questions	Evidence	Type of data selected	Publication date	Approach	Primary focus
RQ1 Sustainability between supplier and company	Sustainable Development Report	• 4x CSR Annual Report	• 2017 • 2018 • 2019 • 2020	• Analysis • Shortlisting	• Supplier engagement • Audits
RQ2 Wholesaling contribution to sustainable business	Sustainable Development Report	• 2x CSR Annual Report	• 2019 • 2020	• Analysis • Shortlisting	• SDG targets • Impact management • Emission reporting ISO14064-1

RQ3 Finance towards environment and SSCM	• Group Financial Report • Chief financial officer's report	• 2x CSR Annual Report • 2xFinancial report	• 2020 • 2021	• Critical comparison • Analysis • Review	• Budgeting • Forecasting • Investment • Capital utilisation
RQ4 Limitations in the development SSCM	Recorded podcast	• 6x Transcribed podcasts	• 2020 • 2021	• Data observation • Theme review • Define and name • Framework analysis	• Forecasting • Future planning • Current industry issues • Limitations and drawbacks

Findings

Climate change and value creation opportunity

An important factor when discussing the environmental impact associated with supply chain practices are the opportunities that are entirely subsequent to the business approach. Since the industry contributed to the UK economy quite significantly adding £29 billion in turnover whilst hiring 60,000 people across the country and generating a gross value of £3 billion annually it is safe to say that creating an opportunity to reduce the environmental impact associated with supply chain practices is wide-ranging. Despite the financial findings presented in subheading above, the food service company emphasised on committed target of a reduction of 25% carbon emissions associated with supply chain activities by 2025 based on the 2018 report(RQ1 of table 1).According to findings, they aim to do that by thoroughly monitoring the ESG KPI's as well as "consistently considering the best of breed sustainable innovations".

Carbon reduction plan

Further interesting findings from document analysis showed additional company commitment to achieving Net Zero emissions by 2045(RQ3 of Table 1).Such commitment was found to be inspired by the company itself, established in 2018/19. Results suggest that based on 57.740 (Gross –Total emissions) at the date of setting out commitment, the company reported having reduced Gross total emission by 13.67% a year later (50,348 Gross total). This initiative was successful due to the implementation of three substantial supply chain practices. Frist initiative was implemented to replace refrigerant from FGas to Co2. The second initiative involved routing software for truck mileage efficiency. Third initiative aimed at reducing engine idling whilst maximising vehicle efficiency whilst on the road. The prospective proposal was signed by Supply Chain & Technical Services Director and was reviewed by The Carbon Reduction Plan board of Directors on 22nd September 2021.

What are the current constraints of developing sustainable supply chain practices?

According to a recent Sustainable Development Report (2020), the majority of business practices had to change focus almost immediately, as most of their customers had to shut their doors to the public because of the pandemic. On top of that, the difficulties associated with Covid-19 led the food service company to temporarily pause most of their environmental projects. However, this circumstance allowed them to realise that "sustainable practices in food sourcing and supply chains are more important than ever". The most prominent finding to emerge from this particular document analysis is the shift of approach to the problem, despite it being a very challenging year, the company sets out new visions such as 'Food for the Future' and thinking about becoming more resilient in creating sustained success.

Discussion and Conclusion

This study has identified the food service company to be exceptionally proactive in setting significant goals to minimise the impact on climate change associated with supply chain practices. Some of the actions include reduction in greenhouse gas emissions, demonstrating responsible consumption, supporting good health, and partnering with organisations to support SDG's. The research has also shown that the corporate structure of the company as well as the supply chain department is resilient to recent industrial difficulties related to covid-19. However, the pandemic caused a significant shortage of lorry drivers, which currently affects the industry and may do so for a considerable period of time. Based on the thorough document analysis, the food service company consistently facilitate a number of activities in relation to supporting environmentally sustainable supply chain management. Some of these include conducting quality audits, educating personnel and investing in environmentally friendly assets. However, the investigation also revealed some barriers of supporting environmentally sustainable supply chain management which were associated with the pandemic. Thus, subsequently aligning the note from the introduction and previous study by Weighell (2011) on strong resilience and sustainable power that drives the environmental and economic practicability of SSCM.

This study has several limitations that present opportunities for future research studies and practices. First, the SSCM practices are constantly evolving due to significant growth in operating innovative technology systems. Secondly, since this study has primarily focused on assessing the most extensive food wholesaler in the UK, the findings may have been limited to other businesses with much less operational capacity. For that reason, future research should focus on assessing supply chain businesses of various sizes. Third, the document analysis is based on accessible online data. To achieve more comprehensive findings, future studies should include social science methodologies primarily for the purpose of understanding and exploring research subjects' opinions and experiences related to SSCM practices.

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TRACK 3 – New Technologies

3.1 Balancing technology and hospitality in future restaurants (42)

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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.

Key Words Technology, hospitality, customer experience, service, restaurants

Track New technologies

Focus of Paper Theoretical/Academic

Introduction

The rapid development of smart technologies radically changes the nature of service delivery in the highly competitive hospitality and tourism industry. Customer expectations and preferences are changing (Hu et al., 2019). Spurred by the pandemic, digitization and the use of technology has grown enormously. The latest technologies offer hospitality and tourism companies the opportunity to understand and interact with customers in real-time and offer more personalised and contextualised services (Buhalis and Sinarta, 2019; Law, Ye & Chan, 2021; Leung & Loo, 2022).

The question is what the impact of these and future technological services will be on restaurants and their customers. What opportunities will technology offer for the restaurant industry? And given all technological opportunities, will restaurants still be able to provide hospitality? What will restaurant in the future will be like? What will be the role of technology for both guests and restaurant staff? Smart restaurant technology based on Artificial Intelligence (AI) and robotics (Blöcher & Alt, 2020; Hospitality Tech, 2018; Tan & Netessine, 2020) is already available and used. However, limited studies have been done on smart technology service and the dining experience in restaurants (Leung & Loo, 2022). Based on current available technology a hospitable restaurant experience in the near future may look like this:

An optimal technology and hospitality balanced restaurant visit may look like this for restaurant guests:
A service employee welcomes you in the restaurant and brings your coat to the cloakroom. You are free to select a table. The waiter serves a drink and dependent on your customer profile you select a customised menu based on your diet on the digital interactive table. Sitting at your preferred dining table you can order food and drinks by selecting them on the table or touch the button to ask for personal explanation and advice. Serving robots bring the food and beverages to your table. In this way, you are disturbed as little as possible and are able to enjoy the time with your fellow diners, because spending time with them is the main reason for your visit. Of course, it is also possible to switch off the digital table if you like, then all services will be delivered in person. If you appreciate it, the host will gladly come to your table for a chat and to ask if

everything is to your liking. To pay at the end of your visit, you just have to agree with the bill presented on the table, and automatic payment follows. A service employee will personally let you out and say goodbye.

From the viewpoint of the restaurant, technology may support the work of both management and service staff:
Based on reservations and visitor numbers, the smart scheduling programme for staff deployment prevents overstaffing or understaffing. Smart sensing ensures optimal conditions for food supplies and the ambience in the restaurant. Also, the purchasing programme has been automated, based on the number of expected visitors. When guests arrive at the restaurant, the smart POS system recognises them and provide staff with their customer profile. The system indicates a personal treatment programme containing preferred seating, menu and specialties. According to this proposed treatment, the staff can easily provide personalised service to the guests. In the meantime, in the bar the automatic beverage dispensing systems prepare the drinks. Meanwhile, the cooks are working efficiently with the kitchen cobots to prepare the meals. Subsequently, serving robots bring the food and beverages to the tables, eliminating the need to lift heavy trays. The staff just keeps an eye on whether they can be of any help. They also have time for a personal talk if the customers want it. During the visit waiters get a sign when customers have finished their drinks or meal allowing the table to be cleared efficiently Requests of guests come in on the staff's mobile device or head up display. At the same time, the staff keeps a close eye on whether there are any guests who require personal contact. When guests leave the restaurant, the personal profiles are updated based on the present visit and the restaurant is ready for their next visit.

But are these scenarios realistic? Is this what customers want? This paper explores these questions on the basis of four expert interviews and a survey conducted among customers belonging to generations Y and Z, i.e. customers that are technically savvy (Wei et al., 2021) and will remain customers for a long time to come.

Theoretical background

Technological innovations offer several chances for the restaurant industry to innovate their services. The covid pandemic and the shortage of labour in the hospitality industry has further increased the urge for digitization and technologization of services. Restaurants will no longer resemble the situation before the pandemic (Milwood & Crick, 2021). Service providers are interested in using technology to increase supply chain and service efficiencies, ultimately to be cost-effective and less dependent on human resources.

Some digital services involve customers directly. These services, the front-of-the-house services (FoH), have a function in the customer journey of a restaurant visit, such as waiting, seating, dining, as well as activities before and after the stay (Alt, 2021; Cavusoglu, 2019). Examples are reservation and booking (e.g. online reservation platforms, digital waiting list management), comforting and entertainment (e.g. charging stations, smart tables, guest Wi-Fi systems), ordering (table management, digital menus) and payment and transaction (smartphone payments, smart PoS). However, other digital services, by Alt (2021) defined as back-of-the-house services (BoH), are less visible to the customers. These BoH services concern supply chain processes and administrative, sourcing and management processes, for example kitchen automation (ticketing systems, kitchen displays), food and beverage preparation (kitchen robotics for preparing food components) hygiene monitoring and waste reduction.

Although technology has positive impacts on restaurants, there is also a downside. The use of technology for FoH services may come at the expense of the traditional hospitality provided by human hosts (Khan, 2020). Kahn presents a model on the impact of technology on restaurant services which shows a relationship between the direct versus indirect contact with the customer and the distance from the service provider. Any addition of technology will result in reduced contact with the customer and increasing distance between the customer and the service provider. Decreased human interaction may increase efficiency and costs. For example, Tan and Netessine (2020) showed an effect of tabletop technology in restaurants on the average sales and meal duration. However, it may come at the expense of customer value when hospitality is removed from the experience (Solnet et al., 2019).

From hospitality theory, we know that customers experience hospitality when they experience personal attention, which is expressed in feeling invited, and experiencing care and comfort (Pijls et al., 2017). Furthermore, hospitable services concern kindness, genuineness, welcoming and respect, and emotional bond of warmth and trust between hosts and guests (Lashley, 2000; Mody et al., 2019). If the replacement of the human touch by technology in service delivery will continue to increase, as Bolton et al. (2018) states, will restaurant still be able to provide hospitality to their guests?

The challenge is to find the optimal balance between meeting customer expectations regarding the 'human touch' and the desire for speed, price and efficiency. This means a balance between relational human interactions and transactional technology-enabled interactions (Solnet et al., 2019). Technology can make a significant contribution to process efficiency, but it must still meet customer expectations for hospitality. This requires a profound understanding of what customers appreciate during a restaurant visit.

Based on the model of service configurations introduced by Solnet et al. (2019), the balance between technology-based (efficiency) and human-based services (hospitality) may depend on the type of restaurant. Solnet et al. discern types of service organisations varying in the emphasis on relationships between customers and staff. Some service providers, such as fast-food restaurants, aim for efficiency and low-cost services. Others, such as fine dining restaurants strive to provide personalised service to guests, aiming for a positive relationship between customers and the organisation. For the second category of organisations personal human contact may be more important to meet customer expectations than for the first.

Next to the optimum between efficiency and hospitality, also acceptance of technology is relevant for the experiential value in restaurants. For example, research on robotic services show that while they are efficient, customers report that they cannot provide personalised services like human staff can (Fusté-Forné, 2021; Zemke et al., 2020). Prior to the covid-19 pandemic, Femenia-Serra et al. (2019) pointed out that customer adoption of technology may not be as rapid as suppliers expect. However, Wirtz et al. (2018) states that technology is rapidly being accepted as meeting the needs of both organisations, which seek to reduce labour costs and human error, and guests, who value the improvement of efficiency in service delivery. Furthermore, given the widespread use of video conferencing, e-commerce and other digital tools during the pandemic, customers are more willing than before to use digital tools when visiting restaurants (Alt, 2021). And of course, also privacy and ethical issues influence the acceptance of digital services (e.g. Paula-Saumell et al., 2019).

Method

Both qualitative and quantitative research has been performed for this exploratory study. Time for the study was limited, so the number of interviews and the size of the survey were also limited. The qualitative research consisted of four interviews with experts with different expertise: an expert on the modernisation of the restaurant sector (expert 1), an expert on technological developments (expert 2), a restaurant manager (expert 3), and a trend forecaster working in the food sector (expert 4). The experts shared their opinions and expectations for the future about the role of technology in restaurants.

In addition to the expert interviews, an online survey has been performed amongst generations Y (born between 1984 and 2001) and Z (born since 2001) on the opinion, needs and desires of potential visitors of future restaurants. Visitors to a Dutch restaurant that values personal attention and hospitality were asked to participate. The survey was also distributed via social media (Instagram, Facebook, WhatsApp and LinkedIn). In total, the opinions of 94 potential restaurant visitors have been collected, mainly (n=83) participants belonging zo generation Y (born from 1984 to 2000). Because only 11 participants represented generation Z (born from 2001), Generations Y and Z are taken together in the analysis.

Results

Interviews

According to all the experts, the most important development within the restaurant industry is how data and technology can be used to improve the efficiency of service delivery. Examples are equipment that maintains itself, cleans itself and that can be controlled and programmed remotely (expert 1), transmission of orders (experts 1 ,3 & 4), and robots delivering the food (experts 2,3,4). In using data and technology for purposes such as those described above, the employees will be relieved of tasks, which enables employees to pay more attention to the guests (experts 1 ,2 ,3 & 4).

Data and technology can also improve the quality of the services and guest experience (experts 1, 2 & 4). The experts reveal that the quality of service can be increased through the knowledge gathered about the guest based on technology. The host can then make more accurate and tailored suggestions. Examples are smart cash registers that relay notifications to the host when the guest wants to be served and that know customers' dietary requirements and preferences (expert 1).

In addition to the fact that technology has a positive impact on service delivery and customer experience, it also has benefits with respect to sustainability and staff shortages. Technology can assist in reducing waste. Many appliances within the restaurant are "smart" these days. Expert 4 reveals that there are even wastebaskets that measure what is thrown away and how much it costs. Furthermore, sensors can track the quality of products and forward notifications when there is excessive waste of energy or products. In addition, smart technology also ensures that less energy is consumed, think of smart thermostats, refrigerators and kitchen appliances that are only 'on' when needed (experts 2 & 4). Huge strides have been made in the development of purchasing and scheduling programs. These can now make accurate estimates of how much needs to be purchased and how many staff need to be present, resulting in decreased purchasing and overstaffing (experts 3 & 4).

To achieve the above, technology is mainly applied through smart technologies that function by themselves. These include fully automated beverage serving systems, smart cash register systems, automatic scheduling and purchasing programs, and in exceptional cases robots and sensors that, in conjunction with each other, replace logistical work (experts 1, 2, 3 & 4).

Experts all stress that they are not advocating a fully automated restaurant. The craft of service should not be lost in the future. On the contrary, the future will bring a richer experience, supported by technology and data (expert 2). Data plays a role in replacing secondary tasks and brings the host more knowledge about the guest. Ethics is a major concern here, according to experts 2 and 4. The restaurant should handle this information responsibly.

Regarding the specific target group generations Y and Z, the experts experience specific preferences. Technology is fully integrated in their life, which implies that they prefer machines to do the work whenever possible. Furthermore, these generations want to be as self-determined as possible (expert 4). Expectations of service are getting higher over the years (expert 1). The development of technology is so rapid that its positive effects are becoming more and more significant, affecting all aspects within society. Convenience, quality and efficiency has become a standard (experts 1 & 4).

Survey

For generation Y and Z technology plays an important role in their daily life (M=4.15, SD=.67 on a scale 1-5). No respondents indicated that technology is not important in their daily lives. Most participants use a computer or laptop (85%) and a mobile phone (98%). Approximately one out of four participants use additionally a tablet (22%) or smart watch (26%). As Figure 1 shows, respondents seem to be willing to share information, provided he or she knows what is being stored. However, when explicitly mentioning that information sharing implies that personal data are collected, people are more resistant; Table 1 shows that asking the question in this way 49% would not appreciate it. Furthermore, generation Y and Z expect positive effects of the use of technology in restaurants on efficient communication, effective service delivery and waste prevention (see Figure 2). Those who did not see a positive effect gave the argument that it leads to less privacy, or they simply did not see the added value.

However, participants were not uniformly positive about all applications of technology (see Table 1). Participants were relatively positive about using technology for preventing waste (57% agreed or strongly agreed) and using QR codes for the menu, to chat with staff or save customer credits (49% agreed or strongly agreed). Participants varied in their opinion on the use of technology for personal services such as receiving special offers before the visit, tablets or a digital table for the menu and to order, communicate and pay. However, participants indicated to really dislike robots that serve the food or cook the dishes and cameras or microphones that register information for faster and more effective service. The results suggest that participants accept and appreciate technology for BoH (food waste reduction) services rather than for FoH services.

Figure 1. Willingness (in percentages) to connect device with the restaurant for personalisation of services.

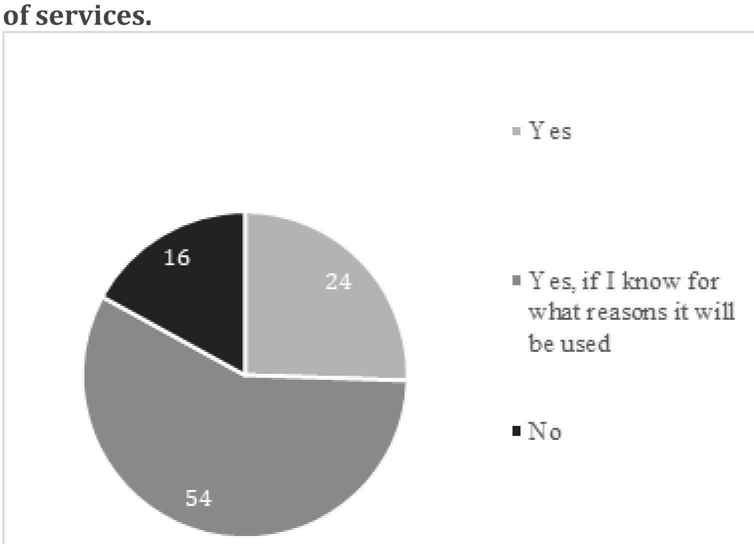
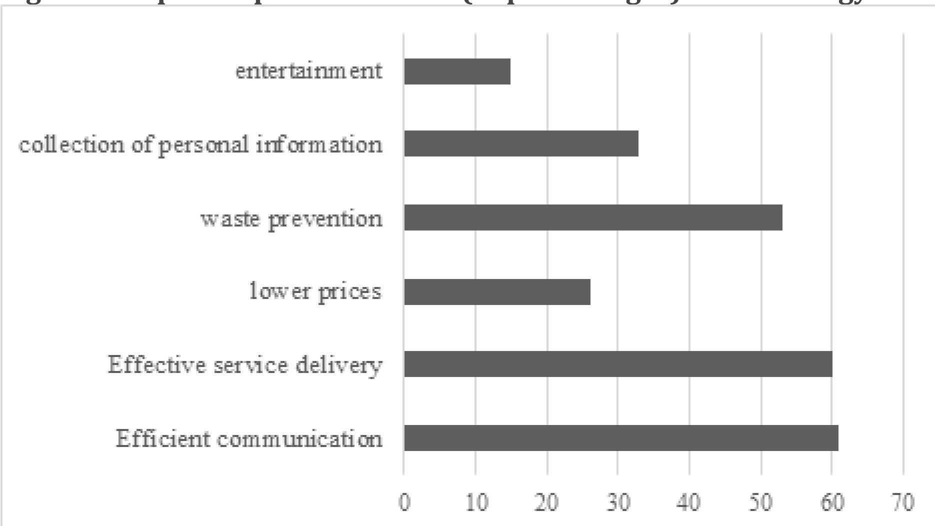


Figure 2. Expected positive effects (in percentages) of technology for restaurant guests



Regarding the information people are willing to share, people are most willing to share their first name (81%), second name (67%), date of birth (55%), diet (54%). However, less people are willing to share their hometown (31%), address (17%), information about social media accounts (16%), marital status (13%), religion (11%) and income (9%). So, at the one hand people prefer personal and tailored services, but at the other hand they feel resistance to share personal information.

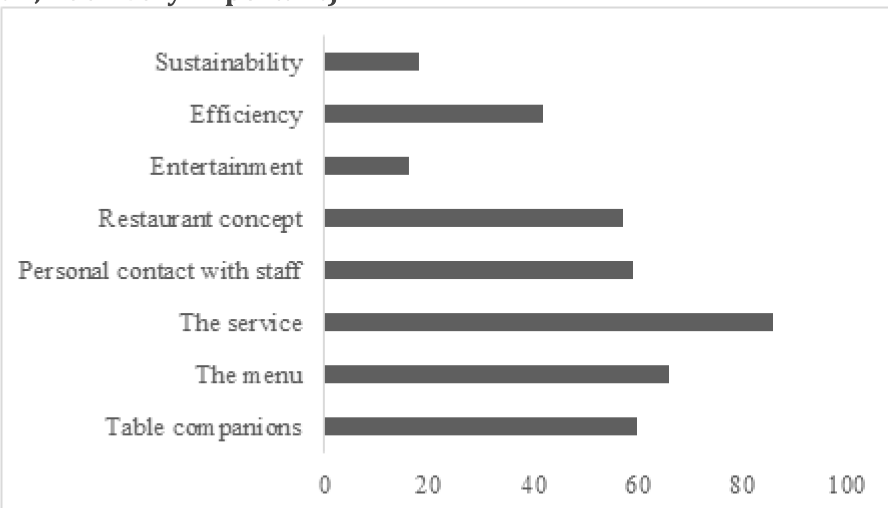
The results also showed that, apart from the menu and the restaurant concept, the service and the personal contact with the restaurant staff are the most important factors when visiting a restaurant. Efficiency do play a role, but it is less important to customers (Figure 3). It is worth mentioning that people do not consider sustainability an important aspect during a restaurant visit (Figure 3), while they consider sustainability (waste and energy reduction, see Table 1) to be one of the most important applications of technology in restaurants.

Table 1. Opinions about the use of technology in future restaurants (in percentages).

Statement	N=94		
	(strongly) disagree	neutral	(strongly) agree
I would like to see more equipment in restaurants that prevents waste of products and energy	16	27	57
I would like QR Codes that can direct me to an online menu, chat box or a means by which I can save points.	30	21	49
I would like technology that allows it to send me messages prior to my restaurant visit that include the menu or special offers.	21	44	35
I would like a tablet that allows me to order and pay, and through which I can communicate with the cook and/or host.	39	31	30
I would like QR Codes that redirect me to a downloadable app from the restaurant	38	28	32
I would like a digital table that allows me to order and pay, and through which I can communicate with the cook and/or host.	47	24	29
I would like technology that connects to my devices and can collect data from me to personalise service delivery.	49	32	19
I would like cameras in the restaurant so the staff can serve me more effectively.	87	11	3
I would like a robot to serve me	89	10	1

I would like a robot that will cook my dishes.	87	11	3
I would allow microphones that listen in on my conversations so I can be faster operated?	97	3	0

Figure 3. Importance of aspects (in percentages) during a restaurant visit (0 is not important at all, 100= very important).



Discussion and conclusion

Taking the results of the experts and the target group together, technology and data enable restaurants to optimise the FoH services (Alt, 2021) for customers in providing effective and efficient services. This provides a specific aspect of hospitality; people experience smooth procedures and easy and efficient services as hospitable (Pijls et al., 2017). However, there is a tension between privacy in the sharing of personal information and the extent to which the service provision can be tailored to the customer. This is an issue that requires and will require attention. Behind the scenes, BoH services streamline the supply chain thereby contribute to sustainability. Furthermore, staff can (partially) before some tasks be replaced by machines, offering a solution to the staff shortage in the hospitality sector. In conclusion, we are almost ready for the imaginary description in the beginning of the paper of future restaurants about the role of technology supporting restaurant staff and management in BoH services. Both service providers and customers acknowledge the benefits regarding efficiency and sustainability.

However, most clear result of the study is that young customers (generation Y en Z) visit restaurants mainly for experiencing personal contact. Although technology is helpful in providing services, the research shows that we need to have employees present to give guests undivided attention. So, for FoH services, the study suggests to be careful in simply replacing employees with technology, even for tech savvy young guests. It is better to use technology to free up employees so that they can give their time and attention to the guests. Only then we can continue to provide optimal hospitality to customers. The imaginary descriptions of future restaurant experience for guests at the beginning of this paper in which guests interact with robots and other technology-based devices are not what today's consumers are waiting for. At least for now, this seems a step too far. For restaurant customers service in person is essential and customers would not appreciate it when this will be replaced by technology such as robotics. However, the present study has been performed for a restaurant with a strong focus on staff service. It is likely that the balance between human and machine attention depends on the type of restaurant, as Solnet et al. (2019) suggest. As the performed research concerns an exploratory study with a limited data and scope, further research is needed to identify the optimum between human interactions and transactional technology-enabled interactions during restaurant visits.

However, in sum, the present study suggests that technology and data can be used in future restaurants to make restaurant services easier for both the host and the guest, but not at the expense of making it enjoyable and meaningful for the guests. Connection between people is a basic need, and that basic need is one of the reasons why customers go to restaurants. Customers belonging to generations Y and Z are not yet ready for technology-based restaurant services provided by robots and other technological applications.

Implications for the hospitality and tourism industry

As illustrated in the potential future situations, the hospitality and tourism industry is invited to innovate by making use of smart technologies and data. Based on the research presented in this paper, 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, in order to create an optimal balance between technology and hospitality. In this way, technology will optimally benefit the guest, the employees and the management of the restaurant. And for the future, let us together closely monitor the customer readiness regarding technology-based hospitality services, because even young people who have grown up with technology still appreciate personal service provided by real humans.

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

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Abstract:
The fields of information systems, service, and marketing management have gained considerable knowledge of the role of robotic technology deployment from a service management perspective. However, the role of service robots remains poorly understood from a human resource management perspective. To address this gap, the present integrative review draws upon the literature on service encounters to propose how the deployment of service robots contributes to smart working among front-line service employees. Proposed typology of contributions includes robotized servicescape, flexible employee roles in service design, robot-human teams in service encounter, and technological interdependency support. This paper concludes that service robots enhance smart working by providing greater flexibility to front-line service employees. Implications for research, practice, and education in hospitality management are discussed.

Key Words *Employee, Service Robot, Smart Working, Technological Diversification*

Track *3. New Technologies*

Focus of Paper *Theoretical/Academic*

Type of submission: *Paper*

Introduction

The role of technology, such as service robots, in smart work is receiving increasing attention in the field of human resource management (HRM) (Arslan et al., 2021; Budhwar et al., 2022). Recent research calls for further investigation of smart working as an approach to job design affected by the new technology (Meindl et al., 2021). This study focuses on front-line service employees, accounting for service co-production as a focal core feature distinguishing service process from physical products and leading to distinct HRM strategies in service organizations (Boxall & Purcell, 2016). Furthermore, the deployment of service robots is important for FLEs because they have customer-facing roles (Belanche et al., 2020; Blöcher & Alt, 2021; Demir et al., 2019). Furthermore, the deployment of service robots is a particularly prominent recent development for HRM in hospitality organizations (Belanche et al., 2020; Blöcher & Alt, 2021; Demir et al., 2019). Therefore, the present research focuses on the deployment of service robots in hospitality front-line service.

While employees have a critical role to play in deploying technology, including service robots, the way robotics affects their jobs remains underexplored. Present study to address this research problem by answering the following research question: How does service robot deployment contribute to smart working among front-line service employees? This review has the main objective of revealing the contributions of service robots to smart working in hospitality that past research did not cover.

This article contributes to addressing the gap on the impact of service robots on smart working in the HRM literature. The present study is organized as follows. Background literature, research methodology of an integrative literature review and results are presented. The findings are then discussed, and the article outlines the conclusion, future research directions, and practical implications for hospitality practitioners and educators.

Background Literature

The fields of information systems, service, and marketing management have gained considerable knowledge of the role of robotic technology deployment from a service management perspective (Belanche et al., 2020; Blöcher & Alt, 2021; Demir et al., 2019). Furthermore, management studies on robots, artificial intelligence, and service automation (RAISA) have seen significant growth in recent years. Therefore, ongoing technological progress through the RAISA calls for further research on its deployment in organizations in general (Baptista et al., 2020; Ceipek et al., 2019) and particularly in the context of the hospitality industry (Blöcher & Alt, 2021; Kim et al., 2022).

Smart working represents an emerging approach to employment relations in HRM when technology makes job design more flexible. Smart working is defined as a way to approach work organization by combining autonomy, flexibility, and collaboration, while optimizing technological and technical tools and work environment in which employees do the job with the aim of reaching greater efficiency and effectiveness in achieving job outcomes (Armstrong & Taylor, 2020; Torre & Sarti, 2018). There is a consensus among HRM researchers that smart working requires greater flexibility in working conditions, discretion, and responsibility, as well as the work environment that supports these (Martínez Sánchez et al., 2007; Torre & Sarti, 2018). The four areas of organisational practice for smart working include physical work environment, technology, high-performance working, and management values (Armstrong & Taylor, 2020). Thus, technology represents one of the core aspects (Martínez Sánchez et al., 2007) of the smart working approach to job design.

The impact of RAISA technology, including robots, on smart working has been examined in the context of manufacturing, but not in the service setting so far. A recent review of 80 articles on smart work in Industry 4.0 demonstrated that smart work in manufacturing improved worker capability, such as super-strength, collaborative, or analytical capability (Dornelles et al., 2022). RAISA technologies affected the ability of workers in eight main manufacturing activities that manufacturing workers performed: assembly, movement, machine operation, and quality control performed by operators (1), training by operators/technicians (2), maintenance by technicians (3), product and process design, as well as production planning and control by engineers (4). Therefore, research showed that different types of RAISA technologies contributed to smart working through worker capability enhancement.

Despite recent advances in explaining the impact of robotics on smart working in manufacturing, the impact of robotics on smart working in service remains underexplored. The strategic HRM literature (Boxall & Purcell, 2016) argued that HRM in manufacturing and service is different due to the core characteristics that distinguish service from manufacturing output as a physical product. They include perishability, heterogeneity, simultaneous product and consumption, and, most importantly, coproduction of service between the customer and service agent during service encounters. However, there is a gap in our understanding about the way service robots impact smart working in service.

Method

To explain the impact of service robots on smart working among front-line service employees, this review aims to bring technology and human resource management research together. To achieve this aim, the present study adopts an integrative review of the literature as a research strategy. This research strategy is defined as 'a form of research that reviews, critiques and synthesizes representative literature on a topic in an integrated way such that new frameworks and perspectives on the topic are generated' (Torraco, 2005, p. 356). A preliminary literature review was conducted to generate keywords for the database-driven search on the Web of Science. The following keywords were used: Topic = (service AND (robot* OR "social robot")) and Author keywords = (employee OR staff OR personnel OR agent OR frontline OR organi?ational behavio*R OR OB OR HRM OR "HR management" OR "Human Resource management"). An additional backward search was performed. (Appendix 1).

NVivo Citavi reference management software was used for organizing, extracting, and synthesizing data from retained sources. The main information about each source was reported in an analytical grid (Topic; Theoretical perspective; Data; Context; Methods; Findings), reported in Appendix 2. Then it was exported to Excel format for further iterative analysis and higher-order summarizing. Each source was coded and classified according to four main components of the service encounter, in line with the service management literature (Voorhees et al., 2017; Zeithaml et al., 2010). These four components include service design, pre-, core, and post-service encounter, role of employees in the front-line and support. The results were classified by key themes, and a narrative style of analysis and reporting was adopted. Next, the main themes emerged from the synthesis (for high-order summary table, see Appendix 3).

Research on service robots remains emerging. The retained sources were published between 2019 and 2022 (2019 – 2 sources, 2020 – 6 sources, 2021 – 5 sources, 2022 – 4 sources). Most studies were quantitative and used scenario-based or field experiments (Belanche et al., 2021; S. Choi et al., 2019; Ho et al., 2020). Some studies used qualitative research (Paluch et al., 2022), and a limited number of authors made a mixed methodological choice (Y. Choi et al., 2020) or a multimethod methodological choice (Amelia et al., 2022). Most of the studies were scenario-based, intention-based, or prospective. The retained sources focused primarily on hospitality settings, most of which involved hotel check-in, fast casual dining, and retail sales points.

The results demonstrated a wide range of solutions that could be adapted across tasks in front-line hospitality service (Appendix 4). Service robots are defined as "system-based autonomous and adaptable interfaces that interact, communicate, and deliver service to organizations' customers (Wirtz et al., 2018, p. 909). They can be differentiated according to a variety of attributes, such as anthropomorphism, task orientation, representation, and technical and technological characteristics. Organizations had deployed a wide range of service robots. Some organizations distinguished them by physical appearance (kiosk, mechanoid, robot mascot-like, humanoid and android; see Appendix 4 for frontline service robot definitions), while others referred to their role in creating service value (frontline and back of house). A range of organizations distinguished service robots by their functionality (reception, luggage, Food and Beverage service), and other distinguished their level of artificial intelligence (AI) (mechanical as the lowest level, analytical, intuitive, empathetic). Thus, service robot technology has a broad range of solutions that could be adapted across tasks in the front-line hospitality service.

Discussion of Results

The present study examined the impact of service robots on smart working in the front-line service setting. The literature on service management was used to select a conceptual approach to classifying the contributions that service robots may make to smart working. According to the service management literature, service encounters represent a distinctive feature of services, compared to manufacturing as an entrepreneurial activity. Research outlined that each service encounter including pre-service, core service, and post-service stage is also preceded by service design (Voorhees et al., 2017). Furthermore, the literature on service management emphasized that service design, service encounter, and the role of employees in the 'organization-employee-customer' service triad distinguished service from manufacturing activity (Zeithaml et al., 2010). Finally, the role of employees defined the result of high-tech or high-touch service encounter with customer, while service robot deployment by employees on the front line results in high-tech service encounter (Voorhees et al., 2017). Technological interdependencies between service organizations and different aspects of service encounters were described as one of the key concerns associated with technology in service management (Voorhees et al., 2017). By extension, service management research examines how employees and customers would engage in high-tech service encounters (Kristensson, 2019; Qiu, 2013) during the deployment of service robots. These characteristics of service encounters establish the foundation for conducting the study.

The present review allowed identifying four key themes regarding the ways in which the deployment of service robots contributed to smart working in hospitality front-line services. These themes reflected antecedents (work environment) and service process (service design, service encounter, technological interdependencies) leading to service outcome. As a result, the present review proposes a typology of the contributions of service robot technology to smart working: robotized servicescape, flexible employee roles in service design, robot-human teams in service encounter, and technological interdependency support. The following sections describe each of these core themes below.

1. Robotized Servicescape

The first contribution of service robots to smart working concerns the work environment in which service encounters unfold: namely, the robotized servicescape. For example, this occurs when the service robot performed the core service task semi-autonomously or autonomously in highly scripted encounters at a hotel check-in or fast-food delivery at the table (Amelia et al., 2022; Gursoy et al., 2019; Yang et al., 2022; Zhang et al., 2021). The first finding is not surprising. It is aligned with the literature on service management considering servicescape as an integral part of service encounters (Voorhees et al., 2017), along with service design and the role that employees play in it within an organization. However, while previous research focused on service encounters in service management, the present review examines service encounters from a human resource management perspective and sheds light on service robot deployment in the context of these service encounters.

2. Flexibility of employee roles in service design

The second contribution of service robots to smart working concerns service design: namely, flexible employee roles in service design. For example, an experimental study on perception of service value conducted in a fast casual dining restaurant located in Europe with Asian-style dining demonstrated such a role for in customer repatronage (Odekerken-Schroder et al., 2022). The second finding partially converges with the existing research in terms of topic but diverges in terms of entrepreneurial activity. It goes in line with previous research on smart working in manufacturing, demonstrating that RAISA technology improved workers capabilities (Dornelles et al., 2022), job augmentation through social robotic technology enhanced work and supporting human workers in their task delivery (Blöcher & Alt, 2021) and improved employee engagement and other positive job attitudes (Budhwar et al., 2022). Although previous research mainly focused on a similar topic of smart working in the context of manufacturing, this review examined it in the context of service and expanded our understanding of the roles that service robots may play in smart working across organizations with different entrepreneurial activities.

3. Robot-human teams in service encounter

The third contribution of service robots to smart working concerns service encounter directly: namely, robot-human teams. For example, experimental research on service failure recovery through the lens of role congruity theory (Ho et al., 2020) described how an employee supported the check-in procedure after robotic service failure. The third proposition regarding robot-human teams is partially supported by the literature. Previously, research on human-robot interaction in teams pointed out four main aspects of human worker-AI team interaction dynamics, including task expectations, worker anxiety about AI/robot, trust, and performance evaluation (Arslan et al., 2021), which highlighted the importance of robot-human teams during robot service deployment. Our third proposition also goes in line with previous research that stipulates that social service robots were programmed to be used as a tool in human–robot collaboration in selected categories of service (Wirtz et al., 2018). While previous research focuses on the characteristics of robot-human teams, the present review extends this line of thinking by identifying the service encounter as a particular context in which robot-human teams performed.

4. Technological Interdependency Support

The fourth contribution of service robots to smart working concerns service encounter indirectly: namely, the technological interdependency support. For example, during the deployment of the service robot, employees contribute to the maintenance of the service robot, as discussed in four sources (Paluch et al., 2022; H. Qiu et al., 2020; Tuomi et al., 2021; Xu et al., 2020). The fourth proposition diverges from the literature. It is partially supported by a previous study that confirms that service robots addressed the primary functional needs of customers and performed highly structured tasks in a timely and understandable manner (Wirtz et al., 2018). However, this study did not explicitly discuss the importance of the maintenance or technical support role that employees can play during the deployment of the service robot. Although previous research suggests that service robot deployment created reciprocal dependencies among customers, service robots, and employees, the present review explicitly states the importance of technological interdependency support.

Limitations

The present review is subject to several limitations. More importantly, the number of sources reviewed was low, summing up to 17 sources with 23 studies. This is so because most of the retained sources were very recent, dating from 2019 to 2022. This illustrates that the theory of front-line service robots is still in the nascent stage. Another salient limitation is that the sources retained are classified according to the main components of the service as entrepreneurial activity; classification could be advanced according to different themes of departmental activity and service outcomes. Another limitation is the methodological focus in the source retained on planned vignette studies and experiments in retained sources. Therefore, current findings may have limited generalizability and should be confirmed through future empirical study.

Future Research

In addition to confirming the findings through empirical studies, future research should investigate smart working in different real-life settings, as well as the integration between technological diversification through service robots and human resource management. In terms of the examination of smart working in different real-life settings, advancing empirical studies on smart working in a service setting could represent fruitful avenues of future research. Conducting applied research in a real-life setting and longitudinal studies could yield new insights into smart working with service robots. It could particularly advance the understanding of existing and potential ways in which different types of service robot could contribute to smart working across a variety of departments, while accounting for technological interdependencies during the customer journey (Kristensson, 2019; Voorhees et al., 2017). In addition to empirical research in the service setting, research should also advance our understanding of the way technological diversification through service robots and human resource management may be integrated.

Research on technological diversification in hospitality could also contribute to the advancement of research in technology service firms that has been underdeveloped so far in the literature (Ceipek et al., 2019). It could contribute to identifying which role technological diversification through service robots could play in job design as a part of job design, which would allow, in its turn, to develop relevant HR models (Armstrong & Taylor, 2020; Boxall & Purcell, 2016). One could speculate that service robots might contribute to smart working in a positive way through greater flexibility of employee roles, yet their deployment calls for future research, especially in terms of leadership, organizational culture, and human worker-AI interactions in work groups.

Conclusions

The present review concludes that service robots contribute to smart working in a positive way that supports greater flexibility from an employee's perspective. Despite limitations and future research avenue to pursue, this paper contributes to the theoretical conversation on smart working in HRM literature (Blöcher & Alt, 2021; Budhwar et al., 2022) by proposing a robotized servicescape, flexible employee roles in service design, robot-human teams in service encounter, and technological interdependency support as four ways in which service robot technology contributes to smart working.

This conclusion has several important implications for human resource management and service management. The first implication is that all employees within an organization acquired indirect experience with service robot technology because their tasks were performed in the same physical setting where service robots were located. The second implication is that some front-line service employees viewed service robots as tool allowing them to liberate additional resources to service delivery. The third implication is that, while service robots perform simple repetitive tasks, the employee provides focused information and personalized attention to customers in robot-human teams. The fourth implication is that the operation, maintenance, and training of the service robot in the robotized service environment provides technology interdependency support for smart working. Therefore, the present review implies that service robots to every step of service encounter and, therefore, have a potential to make a positive impact on smart working.

Practical Implications

The present study has practical implications for hospitality practitioners and educators. First, front-line service employees may have direct and indirect experience with service robots, whether they use this technology as part of their job or not. Then there is the need for educators to prepare hoteliers for technological diversification through the deployment of robotic technology and a smart working approach. Finally, acquiring practical skills in the context of robot-human teams could enhance student employability in the hospitality industry and become potentially transferable skills across other organizations that deploy service robots in the future.

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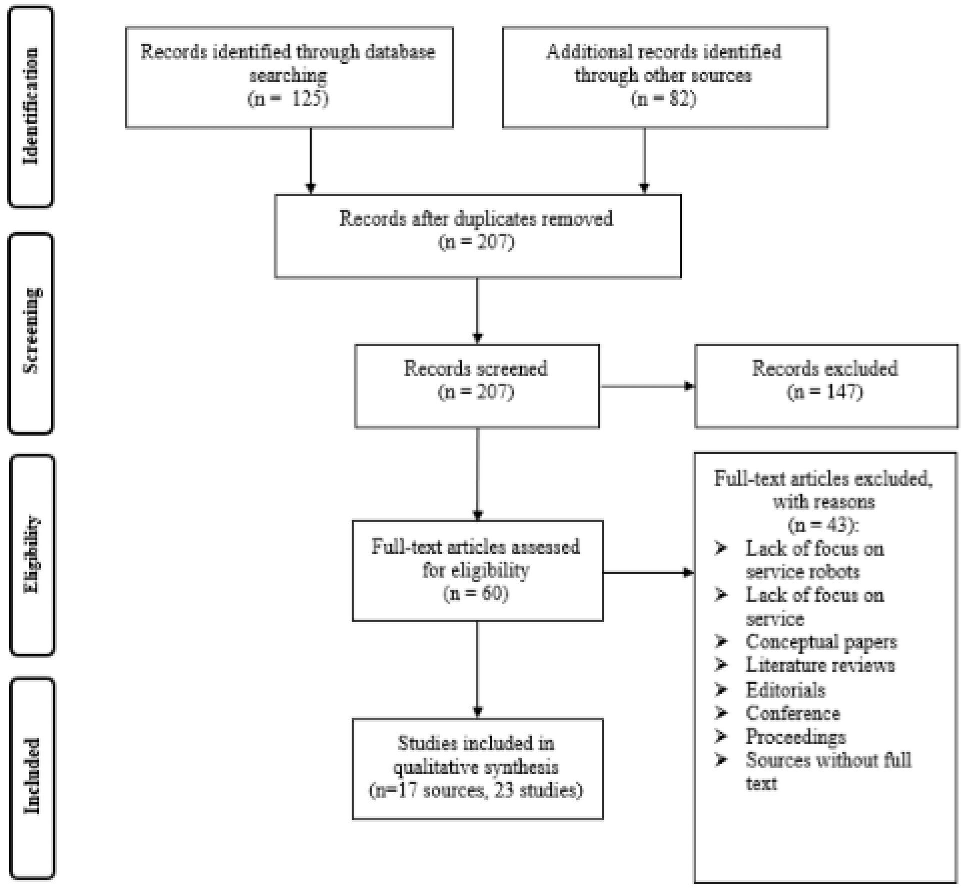
Appendix 1 – Flow of Literature Search



Appendix 2 – Literature Source Table

Source	**Focal topic**	**Research design**	**Functional Service Area and Context**
Impact of anthropomorphic features of artificially intelligent service robots on consumer acceptance: moderating role of sense of humor (Zhang et al., 2021)	Humor acceptance of consumers during service delivery (intention only) Mechanoid Mascot-like robot Humanoid	2 studies - Experiment	Hotel reception (hotel check-in encounter with an android as a social robot); humanoids, mechanoids, and zoomorphic robots.
"How may i help you?" Says a robot: Examining language styles in the service encounter (S. Choi et al., 2019)	Customer technology acceptance and language style Service kiosk Humanoid	1 study – Experiment	Hotel reception; human and robotic service agents with different degrees of anthropomorphism and different language style (figurative vs literal)

Consumers acceptance of artificially intelligent (AI) device use in service delivery (Gursoy et al., 2019)	Consumers acceptance of artificially intelligent (AI) device use in service delivery Service robot type not specified or mixed	1 study – Survey	Service in general
Anthropomorphism and customers' willingness to use artificial intelligence service agents (Yang et al., 2022)	Willingness to use artificial intelligence service agents Humanoid	2 studies – Experiment	Retail, educational, and fast food service
Customer acceptance of frontline service robots in retail banking: A qualitative approach (Amelia et al., 2022)	Customer acceptance of frontline service robots (FSR) Humanoid	1 study - Qualitative multi-method research (Focus group and individual interviews)	Banking retail service
Examining the effects of robots' physical appearance, warmth, and competence in frontline services: The Humanness-Value-Loyalty model (Belanche et al., 2021)	Perceived service value Humanoid Android	2 studies – Experiment	Restaurant table waiting service; social service robot Casey
Interaction between hotel service robots and humans: A hotel-specific Service Robot Acceptance Model (sRAM) (Fuentes-Moraleda et al., 2020)	Hotel-specific Service Robot Acceptance Model (sRAM) Mascot-like robot Service robot type not specified or mixed	1 study – Survey	Hotels in general
The antecedents and consequences of memorable brand experience: Human baristas versus robot baristas (Hwang et al., 2021)	Service value perception	1 study – Field Experiment	Coffee retail; Covid-19 outbreak context requiring a minimal interaction among individuals and imposing a facial mask making it not feasible for a social service robot to activate facial recognition function; robot barista and frontline service employees

Service robots in hotels: understanding the service quality perceptions of human-robot interaction (Y. Choi et al., 2020)	Effect of human assistance availability on the service robot perception by customers Service kiosk Mechanoid	2 studies – Mixed method (Experiment; Semi-structured interview)	Three service encounter contexts (concierge service at lobby, food-delivery service at restaurant, and searching for direction service in hallway)
Enhancing hospitality experience with service robots: the mediating role of rapport building (H. Qiu et al., 2020)	Rapport building among frontline employees, customers, and service robots Humanoid	3 studies – Mixed method (Experiment; Field study using a focus group and individual interviews)	Hotel
The service triad: an empirical study of service robots, customers and frontline employees (Odekerken-Schroder et al., 2022)	Service value perception Humanoid	2 studies – Experiment	Fast casual dining restaurant; Covid-19 outbreak context requiring a minimal interaction among individuals and imposing a facial mask making it not feasible for a social service robot to activate facial recognition function
Together We can Figure It out: Groups Find Hospitality Robots Easier to Use and Interact With Them More than Individuals (Preusse et al., 2021)	Customer technology acceptance (perceived usefulness, attitude, and norms) Humanoid	2 studies – Experiment	Coffee retail; university setting; Covid-19 outbreak context requiring a minimal interaction among individuals and imposing a facial mask making it not feasible for a social service robot to activate facial recognition function; Pepper robot roles of a Greeter or an Entertainer
Human staff vs. service robot vs. fellow customer: Does it matter who helps your customer following a service failure incident? (Ho et al., 2020)	Interaction among service actors (human staff/automated technological interface/fellow customer); service failure and recovery Service kiosk	3 studies – experiments	Hotel reception (self-check-in machine); employee supports the check-in procedure after the robotic service failure
Robots or frontline employees? Exploring customers' attributions of responsibility and stability after service failure or success (Belanche et al., 2020)	Customer attributions of service failure Mechanoid Humanoid	2 studies – Experiment	Hotel reception service and restaurant table waiting service

Applications and Implications of Service Robots in Hospitality (Tuomi et al., 2021)	Service management Service robot type not specified or mixed Other non-specified industrial and back-of-house service robots	1 study – Qualitative multi-method (observation and semi-structured interview)	Various hospitality contexts (hotels, restaurants, coffee shops, and bars), including frontline service
How will service robots redefine leadership in hotel management? A Delphi approach (Xu et al., 2020)	Service technology; leadership; strategy Other non-specified industrial and back-of-house service robots	1 study – Qualitative prospective study on managerial perceptions	Hotel and restaurant, including frontline service
"My colleague is a robot" - exploring frontline employees' willingness to work with collaborative service robots (Paluch et al., 2022)	Persona profiling of frontline Employee (FLE) according to their perceptions and opinions about social service robots (SCR) as work colleagues and their willingness to collaborate (WTC) Service robot type not specified or mixed	1 study – Qualitative (semi-structured interview)	Non specified services, including frontline service

Appendix 3 – Frontline Service Robot Typology

Types of service robots	Definition
Kiosk	Kiosk is defined as a service robot designed to "look more like an object" (S. Choi et al., 2019, p. 33)
Mechanoid	Mechanoid is defined as a robot with a machine-like appearance and no overtly human-like features (Belanche et al., 2021, p. 2363).
Mascot-like robot	Mascot-like robot is defined as "a service robot designed with zoomorphic and caricatured features" (Zhang et al., 2021, p. 3884).
Humanoid	Humanoid is defined as an "anthropomorphic mechanical-like robot" (Belanche et al., 2020, p. 283).
Android	Android is defined as a service robot with "highly human appearance" (Belanche et al., 2020, p. 283).

Appendix 4 – Literature Sources Per Core Theme

Core Themes / Components of Service Encounter	**Antecedent =>** **Work environment**	**Process =>** **Service design;** **Service encounter:** **(Pre-service encounter, core service encounter, and post-service encounter with customers)** **Technological interdependency.**	**Service Outcome**
Servicescape as a Work Environment	Smart working in robotized servicescape as work environment supporting technological diversification – 12 sources Robotized servicescape (Amelia et al., 2022; Belanche et al., 2020; Belanche et al., 2021; S. Choi et al., 2019; Y. Choi et al., 2020; Fuentes-Moraleda et al., 2020; Ho et al., 2020; Paluch et al., 2022; Preusse et al., 2021; H. Qiu et al., 2020; Tuomi et al., 2021; Xu et al., 2020).		
Employee Activities in the Frontline Service	Smart working as flexible roles of employee in service design: Flexible employee roles in service design Capability Enhancement – 3 sources (Odekerken-Schroder et al., 2022; Tuomi et al., 2021; Zhang et al., 2021) Autonomy Enhancement in Work Planning and Design - 3 sources (Paluch et al., 2022; Tuomi et al., 2021; Xu et al., 2020) Autonomy Enhancement in Service Delivery - 6 Sources (Amelia et al., 2022; Fuentes-Moraleda et al., 2020; H. Qiu et al., 2020; Tuomi et al., 2021; Yang et al., 2022; Zhang et al., 2021)	Smart working during service encounter through in robot-human teams: Robot-human teams in service encounter Robotized pre-service: 7 sources (Belanche et al., 2021; Fuentes-Moraleda et al., 2020; Hwang et al., 2021; Odekerken-Schroder et al., 2022; Paluch et al., 2022; Preusse et al., 2021; Tuomi et al., 2021) Robotized core service : 15 sources (Amelia et al., 2022; Belanche et al., 2020; Belanche et al., 2021; S. Choi et al., 2019; Y. Choi et al., 2020; Fuentes-Moraleda et al., 2020; Gursoy et al., 2019; Ho et al., 2020; Hwang et al., 2021; Odekerken-Schroder et al., 2022; Paluch et al., 2022; H. Qiu et al., 2020; Tuomi et al., 2021; Yang et al., 2022; Zhang et al., 2021) Robotized post-service : 7 sources (Amelia et al., 2022; Belanche et al., 2020; Fuentes-Moraleda et al., 2020; Ho et al., 2020; Odekerken-Schroder et al., 2022; Paluch et al., 2022; Tuomi et al., 2021)	
Support	Smart Working Through Technological Interdependency Support - 6 Sources Technological Interdependency Support Robot maintenance – 4 sources (Paluch et al., 2022; H. Qiu et al., 2020; Tuomi et al., 2021; Xu et al., 2020). Employee training and development – 2 sources (Paluch et al., 2022; Tuomi et al., 2021)		

TRACK 4 – Culture

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

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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.

Key words *Hofstede, Cultural differences, Generation Z*

Track: *Culture*

Focus of paper: *Theoretical/academic*

Kind of submission: *Paper*

Introduction

As lecturers in higher education in hospitality since 2012 the authors have both taught variations of the subject: 'Managing cultural diversity'. The first stage of this is to study the frameworks of culture researched by the main scholars and learn about cultural differences. Geert Hofstede (1980) is the most referenced researcher in this and an obvious starting point, and we ask our culturally diverse students; how much they agree with the description of their culture based on research that began in the 1970's, albeit with recent updates. Over the years the authors have seen a high level of agreement with Hofstede's cultural dimensions indicating that cultural differences still exist in these global times.

However after years of teaching 'millennials' (born 1982 -1996), Universities are now teaching Generation Z,(born after 1997) and the values of this new generation need to be understood in order to adapt the learning environment to meet the needs of this newest generation of learners. Millennials were often described as digital natives and Generation Z are even more highly connected and digitally fluent than their Millennial counterparts.

Research shows that this new generation of learners in higher education and the workplace clearly enjoy and value a diverse and multicultural environment (Grow and Yang, 2019; Pichler et al, 2017) and this leads to the need to investigate the relevance and impact of Hofstede's theoretical framework today. This research looks to first investigate if student respondents agree with the original four of Hofstede's cultural dimensions. It then looks in more depth at two of these: Power Distance and Individualism as the authors have observed it is these two dimensions that have the greatest influence on students in the teaching and learning environment. There is then consideration of the implications of this for teaching, learning and graduate employment.

Literature Review

This literature review will first examine some of the key values and characteristics of generation Z, then two of Hofstede's cultural values; Power Distance and Individualism and Collectivism will be discussed as well as the impact that they have on the learning and working environment.

Generation Z, values and characteristics

Technology is an essential part of life for Generation Z who prefer and expect to use technology to allow flexible learning and working. Beal (2016) describes Generation Z as "living in a world of continuous updates" and exposure to technology has impacted their behaviours and values.

McCrindle (2014), observed that their high levels of digital connectivity and educational levels has led to Generation Z to have multicultural and diverse friendship groups socially and this leads to them to want to learn and work in multicultural environments. Grow and Yang (2019) conducted research that concluded that Generation Z will seek out diversity and look for highly positive and meaningful relationships, they value respect and require loyalty from colleagues. They also look favourably at companies where the valuing of diversity is a priority, and part of the organization's culture. This is backed by Pichler et al, (2017) who found that companies wishing to attract the top Generation Z talent are recommended to promote diversity and inclusion as an organizational value.

Hofstede Dimensions

Higher education and graduate employment environment are increasingly multicultural and awareness of frameworks such as Hofstede and its implications of how culture can impact norms and behaviours can help both individuals and groups to have the best strategies for success (Popov, Brinkman, Biemans, Mulder, Kuznetsov and Noroozi, 2012). Hofstede started with four dimensions and increased this to six, followed by other scholars researching further cultural differences (Trompenaars,1993; Schwartz,1997; Hall and Hall, 1990). This paper focuses on the 2 main dimensions that distinguish cultures and feature in most research: Individualism v Collectivism and Power Distance. In Hofstede's paper in 1986 he showed the correlation between these two dimensions in most cultures with high power distance linked to collectivism and low power distance to individualism.

Power distance is the cultural dimension that focuses on hierarchy and power within relationships, impacting on who has the authority. Not only this but also the degree to which there is acceptance and legitimization relating to the unequal distribution of power (Hofstede, 1980). Within the working and learning environment, this dimension is related to who decides on and sets out the instruction of work and approach to it and who takes the instruction and does the work (Hoy & Miskel, 2001). In high power distance cultures students are less likely to ask questions or express opinions (Faitar, 2006). In cultures where power distance is higher, teachers and managers are seen as in charge and their relationships follow a strict hierarchy. In cultures where power distance is lower teachers and managers are seen more as collaborators and there is a greater need to earn respect, establish rapport and legitimize their status (Hofstede, 2005).

Individualism versus Collectivism is the cultural dimension that focuses on the importance of the individual and their relationships with others and groups. In individualist cultures, the individual and the sense of self is the most important factor and group memberships are weaker, responsibility towards the groups is seen as secondary to that of yourself. In collectivist cultures, the group is the most important factor and relationships are stronger and more important, you have a greater responsibility to the group than to yourself (Hofstede & Bond, 1988). Within the working and learning environment, individualistic cultures will prioritize themselves and their personal goals and success and they focus more on personal values, freedom, and autonomy. In collectivist cultures, the goals and success of the group is more important than the individual and working together and group membership are prioritized and valued more (Popov, et al, 2011).

Methodology

A mixed method of triangulation was the approach taken for the research, starting with a quantitative survey using a sample of 107 students from different cultures to gain a general overview of their agreement or otherwise with Hofstede's original four dimensions. This was followed up with two qualitative focus groups to gain an in-depth understanding of the two main cultural differences identified in the survey. According to Stewart and Shamdasins, (2014, p.177) focus groups give useful data about respondents' "perceptions, thoughts, feelings and impressions". The first focus group was made up of six British students studying at the University of Derby in the UK and thus low power distance and high individualism and the second focus group was six Chinese students studying at the University of Derby's collaborative partnership in Switzerland with high power distance and low individualism, according to Hofstede's dimensions.

All participants are generation Z, born after 1998 and studying in the academic year 2021-2022. The sample was purposive where the students who were taught about cultural diversity were asked by the authors to participate in the survey and then volunteers were asked to form a focus group of six students. There must be an allowance made for a certain amount of self-selection bias (Lavrakas, 2011) as it is more likely to be the more outgoing and cooperative students who will volunteer for a focus group and these are perhaps not representative of the student population, but as this will happen in both the different cultural focus groups this still allows comparison between the groups. Each of the two focus groups was led by a different author and therefore care had to be taken to liaise carefully about techniques and follow the prepared questions. Thematic analysis was used to analyse the results and this showed such a strong contrast between the two sets of students that interviewer bias (Frey, 2018) or different focus group techniques could be discounted.

Findings and Analysis

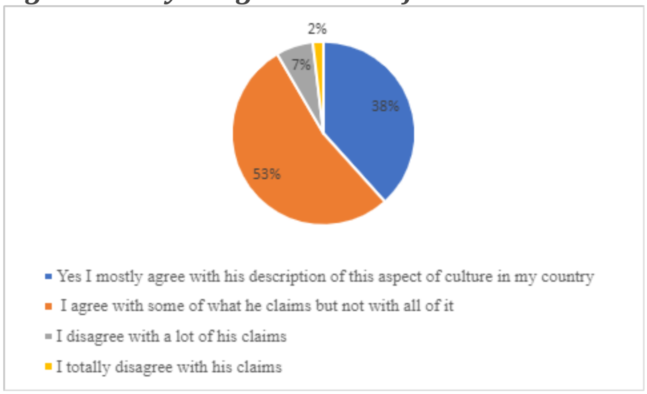
This is in two parts, firstly the results of the survey of 107 University of Derby students, on their general level of agreement with Hofstede's dimensions: and then the results of the two focus groups of British and Chinese students which explore the attitudes of different cultures to learning and assessment.

Survey on agreement with the cultural dimension

Generation Z students from the two institutions completed a survey on their opinion of the applicability of Hofstede's dimensions. The survey was completed after the students had been taught the theory to ensure a level of understanding of the dimensions. The questions focused on the four original Hofstede cultural dimensions of Power Distance, Individualism and Collectivism, Masculinity and Femininity, and Uncertainty Avoidance. These four dimensions were chosen as they were included in Hofstede's original paper of applying the dimensions to teaching and learning (1986) and are the most relevant to teaching and learning. The students were asked to indicate to what extent they agreed or disagreed with Hofstede's claims about the cultural dimensions in their home country or where they had spent most time up to the age of 18.

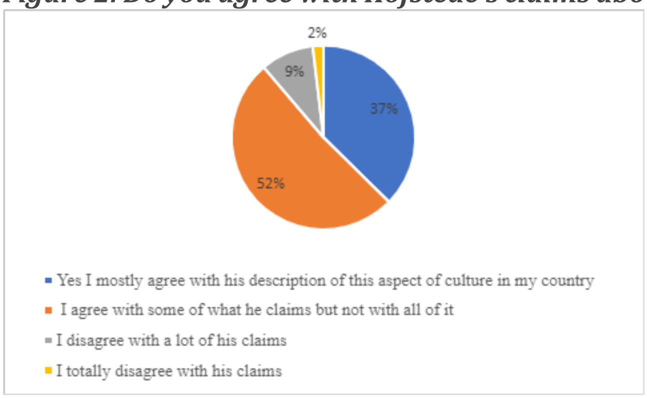
Survey results

Figure 1. Do you agree with Hofstede's claims about Power distance in your country?



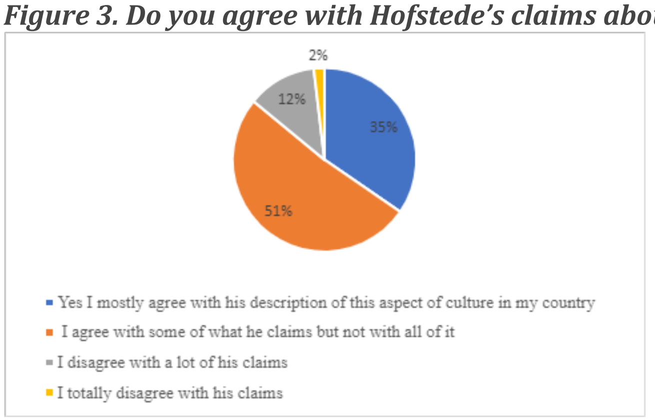
91% of the respondents agreed with some or most of Hofstede's claims about Power Distance

Figure 2. Do you agree with Hofstede's claims about Individualism and Collectivism in your country?



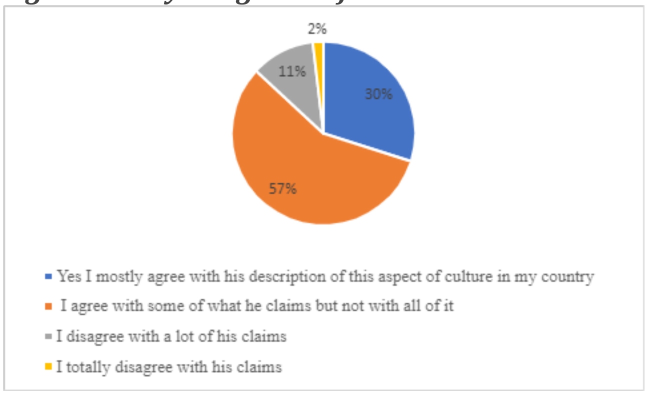
89% of the respondents agreed with some or most of Hofstede's claims about Individualism and Collectivism.

Figure 3. Do you agree with Hofstede's claims about Masculinity and femininity in your country?



86% of the respondents agreed with some or most of Hofstede's claims about Masculinity and Femininity.

Figure 4. Do you agree Hofstede's claims about Uncertainty Avoidance in your country?



87% of the respondents agreed with some or most of Hofstede's claims about Uncertainty Avoidance.

The results of the survey show the level of agreement with Hofstede's original four dimensions was between 86% and 91% and this reflects the more informal research carried out by the authors over the past decade. The results show that the high level of agreement amongst millennials with Hofstede's cultural dimensions has continued with Generation Z.

Focus group results

The focus group then looked in more depth into two of these dimensions, Power Distance and Individualism. These two dimensions are shown to be linked in Hofstede's 1986 research and his research results show the greatest contrast between Chinese and United Kingdom individuals. In addition, both authors have found that it is these two dimensions that have the greatest effect on students' interactions and learning. In the two focus groups of 6 students, the results for each question were compared, using thematic analysis and it became obvious that there were strongly contrasting results from the two culturally different focus groups.

The students were asked the question: "*How do you feel about speaking up in class, are you happy to answer general points of questions or do you need to be called upon."*
All of the students from low power distance countries said they are happy to speak up in class, especially when they have something to add or a question and are more likely to speak up if they find a topic interesting.
One student commented: *"Personally, I like the freedom to be able to answer questions that I like, rather than being called upon, I'm happy to speak up in class."*
Another student: *"I really like to say what I like and like people asking questions. If I'm not saying anything, it means, I don't know."*
This contrasted to the students from high power distance countries who all agreed that they don't like speaking up in class and it is not what they have been encouraged to do in their early education. Often, they alluded to the fact they didn't know how to express themselves in class:
"I don't like speaking up in class I'm a little bit shy and don't know how to express ideas or feeling."
"Me too, in Chinese classes we don't normally discuss with teacher, teacher just talks to us and asks questions, and we answer"
"Sometimes I want to speak out but don't have an idea of how to speak out."
Related to this, the focus groups were asked: "*Who is responsible for initiating and managing student teacher communication?"*
Both sets of students agreed that the teacher is responsible for initiating the communication and outlining the course expectations at the beginning of the course but there was a difference in attitude to asking for clarification, with the students from low power distance being more inclined to communicate with and

ask the teacher for guidance:
"In terms of the responsibility of the teacher, they are there to open up that idea of discussion, but then they can also answer any further questions we might have and sort of guide you in certain directions"
"The lecture does have responsibility to teach us the basic framework, which we have to build upon. And if you have any questions to ask, obviously it is up to us to ask."
Students from high power distance cultures are less likely to ask for clarification and admitted they tended to ask each other. As teachers of students from high power distance cultures both researchers would agree with this.
"The teacher needs to give us information on how to do the assignment and direct us on what is needed. Actually, if we are looking for someone to help us, we ask each other and not the teacher"
These results are in agreement with the original study by Hofstede in 1986 when he stated that students from cultures with a high power distance would only speak up in class when invited by the teacher whereas students from low power distance cultures "may speak up spontaneously in class." (Hofstede 1986, p.313).
The findings are also in agreement with Faitar (2006) who found that native American and Hispanic students with high power distance are taught at home "not to ask questions or express opinions or knowledge", as these are done only by people with higher status.
The students were asked to discuss their attitude to group work and individual graded work. Again, there was a strong difference between the attitudes of the two focus groups. All the students from the individualist cultures were strongly in favour of individual graded work:
"I prefer it if I'm on my own, I plan for all the assessments and it's easier to track the progress based on what I've set myself."
"I would like to work individually because I'm always trying to reach the highest level and any negative feedback or grades that I get are down to me and not down to someone else's inability to work or to pull their weight.".
This can be compared to the students from collectivist cultures who all preferred group work. Their comments were mostly concerning the division of labour and combination of skills:
"I want to do group work. We have cooperation and we can work together we have more people to discuss this and work online."
"I like a group as we can separate the work, and everyone can just focus on one part and people think differently so we can get different ideas."
These responses highlight the differences between collectivist and individual cultures discussed in the original work carried out by Hofstede in 1980 despite this current research on Generation Z students being carried out more that 40 years later.
Attitudes to group work were explored in more depth with regards to the division of tasks and different effort put in by the group members. When questioned on how students would perceive situations where some members contributed very little to the tasks the collectivist cultures were more philosophical:
"I wouldn't feel resentment but disappointment. Just wish we could work better together. We would just carry on though, it's for our own grades we have to work through."
Whereas students from individualist cultures appear to find group members who don't fully contribute more of a problem.
"I prefer individual work because when I work in a group, I always get severely stressed because there can be some members from the group that might not do the tasks that they were delegated to do."
"I get nervous in group work when I see that other group members are not meeting the deadline or not using good sources".
This agrees with the research by Popov et al (2011) who found that students from individualistic cultures perceived challenges such as free-riding and group conflicts to be more important when trying to work together, compared to collectivist cultures who are more focused on the group performance.

Summary

Hofstede's original work was carried out in the 1970's followed by Hofstede and other authors extending and replicating the study with the theories used for comparison in this study from Hofstede, 1986; Faitar (2006) and Popov et al (2011). In the findings from the focus groups with Generation Z students there is a strong agreement with Hofstede's original research and the later application of his research to teaching and learning. The results of this research show that fifty years later, even though Generation Z are said to differ greatly from previous generations, (Beal, 2016) there are still strong cultural differences that affect the student's attitude to the teacher-student relationships and interaction and also attitudes to group and individual assessment.

Recommendations

Hospitality educators are increasingly working with Generation Z learners and the classroom is becoming increasingly diverse (Economides, 2008; Dennehy, 2015). Hofstede et al, in the 2010 book "Cultures and Organizations: Software of the Mind" highlight the importance of understanding cultural differences and suggest that his dimensions theory and its teaching is beneficial to students during their studies and can lead them to be more successful within the workplace. It is recommended that students are supported to gain cultural skills and competencies that will allow them to study and work collaboratively. Theories such as Hofstede, still have relevance and should be embedded into the curriculum and reflected in the design of pedagogies (Blasco, 2009).

Historically the hospitality industry has always had a high level of young workers but in spite of this, the industry is currently struggling to recruit Generation Z workers (Sakdiyakorn, Golubovskaya, and Solnet, 2021). Knowing that these workers not only value diversity but will actively seek out employers who offer diversity training, could help the industry with this recruitment issue (Gaidhani, Arora, and Sharma, 2019). A recommendation for the industry would be to emphasize its flexibility and creativity as these reflect the values of generation Z. The industry can also attract and retain Generation Z workers by highlighting that travel and a diverse workforce are often offered by a career in the hospitality sector (Mahmoud et al, 2021).

Conclusion

This research has found that despite the attributes researchers have highlighted, that distinguish Generation Z from previous generations, there is still a high level of agreement with Hofstede's dimensions amongst today's students. Focus groups found that the two main cultural differences affecting teaching and learning first researched by Hofstede in the 1970's and 1980's still apply to students being taught today. Recommendations include cultural diversity training for students in education and hospitality organisations with the latter using its diverse workforce and diversity training to attract young workers. Notable limitations of this study are the fact that the sample size is relatively small, and it would be useful to continue this study with a larger sample including more countries with cross tabulation with the country of original and comparative analysis between the cultures. Further research might also explore the thoughts and experience of staff member and the approaches they use to engage students from different cultural backgrounds.

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

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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.

Keywords*:* *Cultural stereotypes. Vietnamese culinary. Western marketers. Vietnamese customers.*

Track: *Culture*

Focus of Paper *Theoretical/Academic*

Type of submission: *Paper*

1. Introduction

Cultural diversity has so far been one of the most emblematic characteristics of Asian countries in general, and specifically in Vietnam (Evans, 2002). Vietnamese people have an invariant pride in culinary culture, from the traditional dishes such as 'Pho' or 'Banh Mi' to the art of using chopsticks, all imbued with the national identity of the country from the North to the South. Therefore, most people feel offended by ads and other marketing practices that contain the cultural-stereotyped conception related to this matter. However, this is a common mistake that large Western brands often make. One of the biggest worldwide fast-food companies was once labelled "racist" and suffered from a wave of condemnation and boycott from Asian consumers after releasing an advertisement showing a Westerner trying to eat a burger using a comically large pair of red chopsticks. The new burger was named "Vietnamese Sweet Chilli Tendercrisp Burger" (Ellis-Petersen, 2019). Another example was the launch of "AH Stoomsoep Vietnamese Pho", a product from a Dutch supermarket chain which faced heavy criticism from customers for selling "unauthentic" Pho. Even though there was no recognition from the company admitting the product was boycotted, the firm had to remove the product line from business (Nguyen, 2021). The examples given represent the marketing products having an impact on the cultural-stereotyping mindset of the marketers.

This research aims to understand the impacts of cultural stereotypes in culinary culture existing in the marketing of products, the threats, and the consequences on the Vietnamese end-consumers. The study also focuses on analyzing the issue from the perspectives of the marketers and the client's audiences. The other purpose of this research is to promote understanding among Western people working in the field of marketing and for companies to avoid misconceptions towards their audiences. Whenever approaching the market, it is a must to acquire an understanding of the local Vietnamese culinary culture to gain customers in the country.

Marketing has been strongly proven to have a key role in providing the direct and indirect connection between several critical elements of the company/brand, such as the product, services and other financial accountabilities, and its group of customers (Moorman and Rust, 1999). Hence, controversial marketing strategies containing stereotypical concepts, whether deliberate or unintentional, are negative towards Asian audiences. The significance of this research lies in the high level of applicability, as well as the role of raising awareness for companies to minimize the risk when they approach the Vietnamese market.

This research paper contains five sections. The first provides a general overview and background information about the theme, and an overall guide to the structure of the entire paper. Section 2 follows it by encompassing the literature review and other related papers. The content of Section 3 includes the research methodology, which is analyzed in detail based on the primary sources of study. The data will be presented and analyzed in Section 4, and the conclusion is available in Section 5, which also contains the limitations and recommendations of the study.

2. Literature Review

2.1 Stereotype

According to Lippmann's theory (1922, p.18), stereotyping is an essential element in any individual cognition, as the world, in general, is just "too big, too complex and too floating for direct acquaintance."

Bringham (1971) claimed that stereotypes are the consequence of an 'incorrect' overgeneralization. Many believe that stereotypes are rigidly retained as a 'faulty' cognitive process despite the latest information or knowledge being updated under any circumstances. Brown (1965) states that stereotypes are claimed to be ethnocentrism or extreme cultural pride. These prejudices were established and maintained in and towards a race or a nation, with a complete acceptance of the cultural norms rather than thoughtfully considering that culture. Campbell (1967) emphasized the serious level of this aspect by saying that the people holding such stereotypes, with hostility, can undermine a group based on their assigned characteristics.

2.2 The Cultural Diversity of Vietnam

Vietnam boasts a rich national history and cultural diversity. The country has a population of more than 96 million, divided into 54 official ethnic groups with 110 spoken languages (Eberhard et al., 2019). The variety in Vietnam's historic general historic ethnicity is believed to be one of the factors developing the exclusive cultural diversity of the country. Moreover, cultural diversity also emerges from the large ethnolinguistic groups, as each of them carries distinguishing essences, altogether contributing to the Vietnamese culture (Nguyen et al., 2020). The national cuisine has become one of the elements to distinctively define the characteristics of the Vietnamese people, as Vietnamese culinary culture is extremely diverse (Phillips, 2011).

2.3 Stereotypes in Vietnamese Cuisine

One of the most fundamental stereotypes among Westerners is to assume all Asians are Chinese. This is rooted in the case of the "Model Minority" stereotype. The "Model Minority" was established by William Petersen, an American sociologist, in the 1960s for a political purpose, before it was spread widely, continuing to serve other stereotypical conservation in societies up to now (Yu, 2006). Assuming all Asians are Chinese is one of the myths from the "Model Minority" that still exists to this day. Vietnamese cuisine is also often mistaken for Chinese food, along with other similar cuisines from neighboring countries (Heldke, 2001).

The second assumption applied to Asian food in general, and Vietnamese food specifically, is the value of the dishes. An unofficial yet extensive prejudice is that while most Asian cuisines are expected to be cheap, casual, and instant, the cuisines of Western countries are believed to be prestigious, luxurious, and valuable (Tong, 2019). The case study coming from Burger King New Zealand directly addressed the Vietnamese audiences through a commercial video for a new Vietnamese-style hamburger. The content exaggerated the image of the chopsticks under a racist nuance and contravened the taboos in Vietnamese eating etiquette. Besides the caricature of the gigantic pair of red chopsticks used in the commercial video, the is also the matter of the actors using their separate hands to hold each of the chopsticks. That action could be considered offensive and disrespectful towards Vietnamese culture. The purpose of this marketing event was to promote a new Vietnamese-inspired burger named "Vietnamese Sweet Chilli Tendercrisp". Although the product description claimed to "take your taste buds all the way to Ho Chi Minh City", each ingredient for the hamburger and even the hamburger itself was not Vietnamese-related. Therefore, the whole campaign was condemned for indiscriminately exploiting the image of Vietnam (Russo, 2019).

3. Methodology

For this research, an explanatory, mixed approach was applied with an explorative, quantitative, and qualitative method. In general, the main scales of the research methodology were interviews (semi-structured interviews) and questionnaire surveys.

By conducting both quantitative (survey) and qualitative (interview) data collection methods, the research methodology is aimed at being highly structured with a large sample size and using the methods as the main informative measurement. The case study of a Dutch supermarket chain with an "erroneous" version of Vietnamese Pho was brought into the survey, with interviews as a direct example for the proposal of this study. Moreover, the information gathered from literature reviews as desk research and the results from surveys and interviews were mutually complement the research outcome.

The first quantitative method was the survey, which is applied to the end customers consuming the stereotyped marketing products. The survey was designed for Vietnamese audiences in general, and its result covered the reaction to the products. The respondents were Vietnamese, with the non-probabilistic sample size and the number of respondents being set randomly. The survey was conducted through the platform Google Form in September 2021 and collected 237 responses.

The second method was qualitative interviews for the experts in the field of Marketing, to gain insights and understandings on behalf of Western marketers. There were two interviewees in total, and the interviews were carried out on Google Meet in September 2021.

All the participants were aware of the research objectives. The participants were anonymous and voluntary, with the right to withdraw from the survey at any time without any disadvantages. The data was analyzed based on descriptive and content analysis. In the case where companies worsen their brand image and reputation, the intention was to deliberately promote "bleaching" behavior later and to see it as a form of marketing advertising for their products (Nartya, 2021).

4. Findings

4.1 Western marketers

Two marketing experts, a Vietnamese, and a British/Dutch, were invited for a semi-structured interview to understand the motive for marketers to include stereotypes in their promotional products. The first professional was a Vietnamese expert, who has more than 15 years of experience working as a Marketing Specialist and Strategist for large companies. She is currently a lecturer in the Marketing Programme at Hoa Sen University. The second professional was a Dutch expert, whose academic position is a PR Strategist, Writer, and Communication Director in the Marketing and Creative industries. She spent more than two decades working with brands, such as Adidas, KLM, On Running for press and advertising in the arts and culture.

When being questioned about their personal experience of whether the act of stereotyping was conducted unintentionally or on purpose to achieve the black PR concept, both agreed on the marketers' characteristics of unintentional, unprofessional, carelessness and lazy, by their interpretations. Stereotypes, in that sense, are seen as a means of shortening their process of creativity. Creative agencies usually work in partnership with brands to create marketing campaigns and other promotional events under terms of contracts and the agency theory. Marketers from client brands are sometimes influenced and eventually persuaded by the agencies. It was the responsibility of brands and companies not to approve the campaign promoted without careful consideration of all risks.

Moreover, the end consumers of the stereotypical commercial products also share a certain responsibility. According to Hofstede's model of national cultural dimensions (2011), compared to Westerners, Asian and Vietnamese people are less likely to stand up publicly to fight for their self-pride when dealing with such cases of stereotypes and discrimination.

4.2 The Vietnamese end customers' reaction to stereotypical marketing products

The first part of the survey covered the personal information of the respondents. Age-wise, 39.8% of responders were between 16-30 years old, 36.4% of them were 31-45, 16% belonged to the 46-56 years old's group, and 7.8% were 57 years old and older. Regarding the respondents' gender, 56.5% were female, 43.1% were male, and one respondent preferred not to mention it. The occupation status was also varied with 47.6% as office workers – being civil servants, 26.6% were student-undergraduate, 8.3% were business owners, 7.4% were retired people, and 5.7% were housewives. The other respondents shared other different jobs. Therefore, notice that it was a heterogeneous sample.

The next two questions asked if the cuisine is one of the prides of the Vietnamese and if the respondents have experienced cultural stereotypes about Vietnamese cuisine in marketing. The answers are as follows:

Table 1. Pride and Cultural Stereotypes

Questions	YES	NO	UNSURE
Cuisine is one of the prides of Vietnamese culture.	97.4%	1.7%	0.9%
Have you experienced cultural stereotypes about Vietnamese cuisine in marketing?	58.3%	41.7%	N/A

For those who chose "YES", the next question was related to the frequency which faces such situations. Thirty-three (33) respondents faced the stereotype only once, corresponding to 13.9%. Those who rarely came across these problems, 2 - 3 times, represent 32.2%. Twelve-point two percent (12.2%) have experienced cultural stereotype situations more than 4 times. A closer insight shows that older respondents were likely to associate more with such stereotypes, while the younger were hardly ever confronted with these issues. This result reflects the assumption that the mindset of foreign marketers could be changing positively, in accordance with the process of globalization. However, the percentage of people having negative experiences with stereotypes is still high and should be considered.

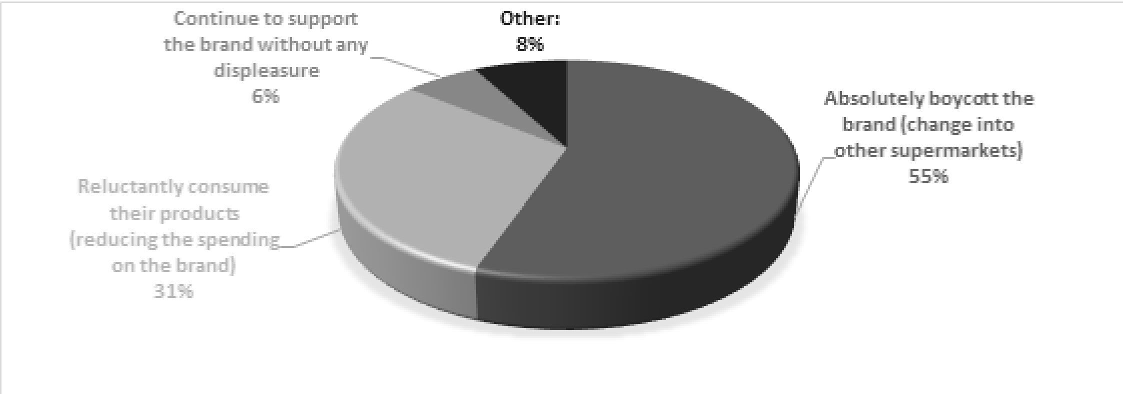
Regarding personal emotion when encountering the issue, respondents were allowed to choose as many options as covered their points of view. There were also options for those who have not been confronted with these stereotypes, where they can choose between "Unrelated" and "Normal." It can be seen that "Disappointed" was the most chosen alternative (38.4%) "Indifferent" and "Neutral" came far behind with 29% and 24.1%, consecutively. 14% chose "unrelated", and it is assumed that the sum of "Unrelated" and "Indifferent" (43,7%) would be equivalent to the percentage of respondents who have not been confronted with culinary stereotypes.

The disparity of "Neutral" and "Frustrated" was not noticeable, as there were 48 selections for the option, accounting for 21.4%. "Offended" was highlighted by 18.3%, and the least-selected option was "Condemned", chosen by 10.7%. An interesting point was that respondents shared the tendency to choose the group of "Indifferent" and "Neutral" vs. "Disappointed", "Frustrated" and "Offended." During the interview, the Vietnamese experts addressed a typical characteristic of the Vietnamese, that they are free from estrangement. Whenever an occasion happens to damage the spiritual value of the Vietnamese culture in general, ostracization and hatred exist within that period. However, in parallel to that is the expectation that the convicted party repent and take measures to correct the fault. "Vietnamese people share the trait of forgiveness and are open for penitence, as condemnation would be the last stage of action if no regret were to be exposed", one of the marketers said.

After mentioning the case of a Dutch supermarket chain promoting their "Vietnamese Pho" product and explaining that the supermarket suffered from a heavy condemnation of selling "unauthentic" pho by the Vietnamese community in the Netherlands (Nguyen, 2021), it was asked if the respondents could agree or not with the criticism of the brand. "Strongly agree" was chosen by 36.6% and 24.3% answered, "Agree". Respondents who shared no judgment on the case were 9.4% where they indicated the option "Neutral". The percentage of respondents who chose the options "Disagree" and "Strongly disagree" was also noticeable, the former being 14.5% and the latter 15.3%.

To gain a deeper understanding of the result of the previous question, the respondents were asked about their reactions to the supermarket. According to the Vietnamese end-customers:

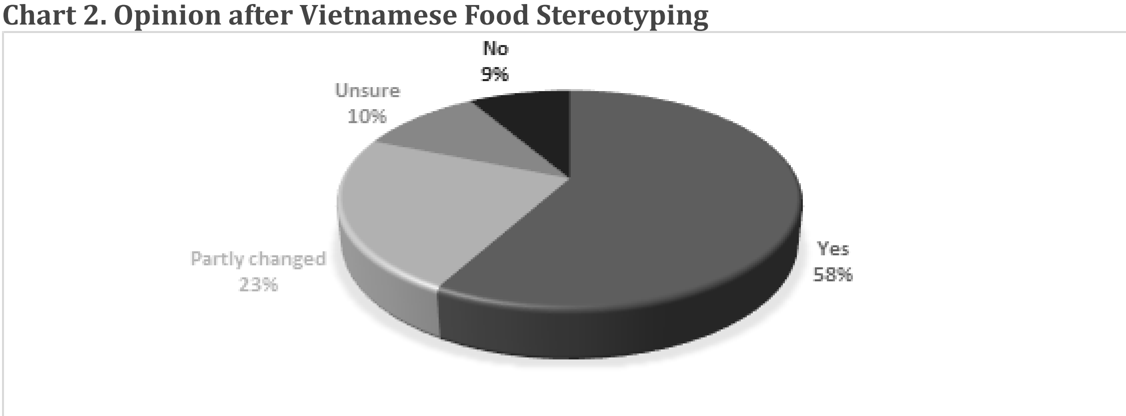
Chart 1. Reaction after the incident



Regarding the option "Others", though the answers were individual, they had similar perspectives. With 9 mentions, the respondents preferred to shop at that supermarket but to avoid using the stereotypical products. Another 6 respondents expressed the intention to voice their opinions, such as by approaching the managers with a suggestion for changes or removals. The last 4 respondents suggested renaming the product, such as "Vietnamese Pho-inspired Noodles".

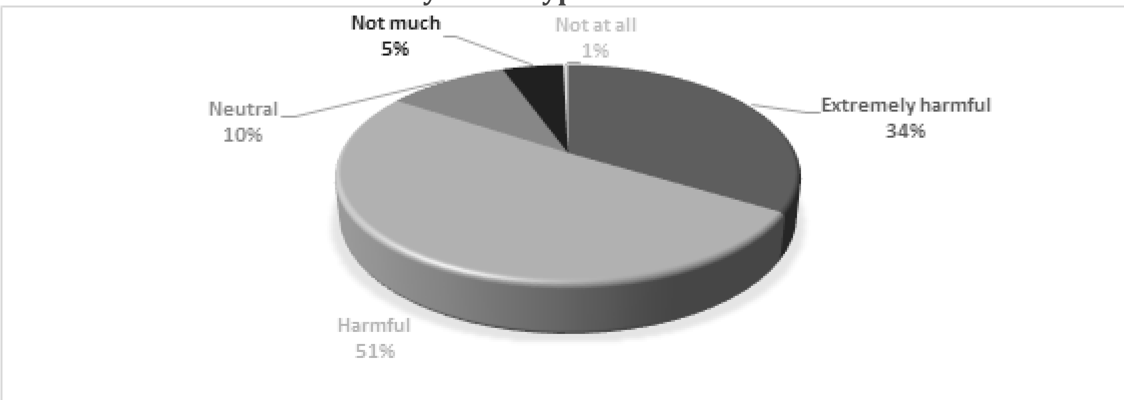
The last part of the survey covers the general perceptions of respondents towards negative culinary stereotypes in marketing activities, by asking if the respondents would change their opinions regarding a brand after verifying that this business supports stereotyping against Vietnamese food. The results were as follows:

Chart 2. Opinion after Vietnamese Food Stereotyping



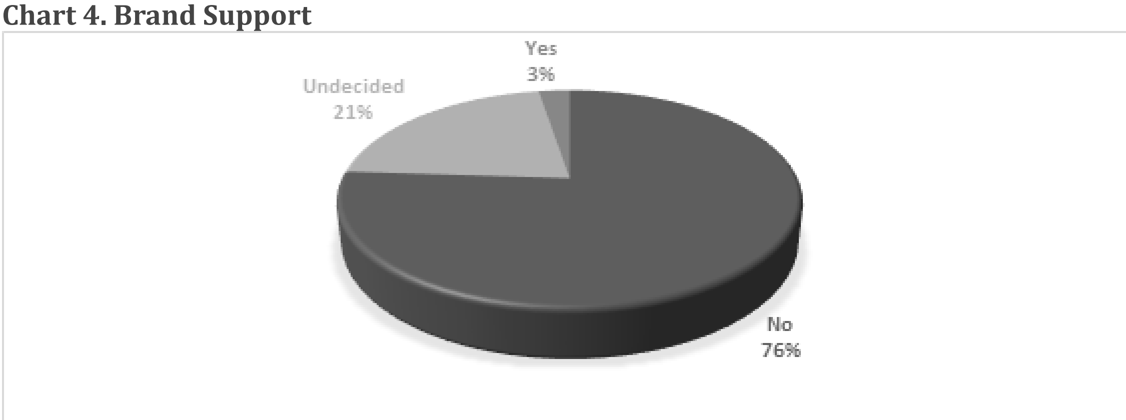
The second question discussed the evaluation of the harmfulness of culinary stereotypes existing in marketing on the scale of "Not at all" – "Extremely harmful." The results were as follows:

Chart 3. Harmfulness of Culinary Stereotypes



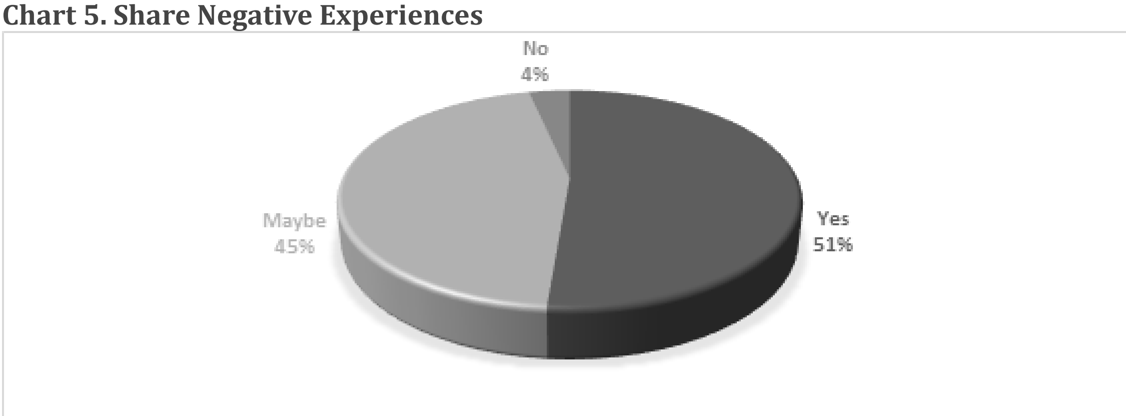
Regarding the respondents' support for brands having such stereotypical products and marketing strategies, the results were as follows:

Chart 4. Brand Support



Regarding whether respondents would share the negative experience as well as condemn the brand/company with their relatives and acquaintances. The results were as follows:

Chart 5. Share Negative Experiences



After analyzing the data, it is possible to state that stereotypes exist in marketing generally and towards national cuisine in particular. The percentage of respondents who agree that culinary stereotypes in businesses are harmful accounted for 84.2%, compared to only 5.5% with the selection of "Disagree".

Moreover, the proportion of respondents who are likely to change the initial perception and turn their backs on stereotypical brands accounted for 81.2%, while the respondents choosing "Unsure" and "No" make up 18.8%. This means that a brand could see its image and reputation heavily damaged or even destroyed after conducting such a mistaken marketing campaign. Lastly and most importantly, the majority of the people (51.5%) prefer to share such unpleasant experiences with their acquaintances, and 45.1% of respondents chose the answer "Maybe" as if the case were serious enough for them to share with friends and relatives. This pattern indicated the level of spreading by word of mouth within Vietnamese society.

When asked for the respondents' opinion of a satisfactory response from brands after launching a stereotyped marketing product, 73% of the total responses agreed that to be providing an official apology with public correction through the press and other media. Besides that, there were 69 responses that supported the idea of product recall and rectification, accounting for 43%.

In the last question, it was addressed whether the respondents would like to adjust their evaluation of the brand after it took proper actions of repentance and improvement. The result indicated that the percentage of respondents who agreed to do so accounted for 39.3%. Meanwhile, respondents who tend to retain their opinion with the selections of "Never" and "Will hardly" make up only 10.1%. Half of the respondents (49.6%) rated "Maybe," which could be understood as how repentance plays a key role in the decision-making process.

5. Conclusion

This paper aims to understand the impacts of cultural stereotypes in culinary culture existing in the marketing of products, its threats, and their consequences on the Vietnamese end-consumers.

The research addressed that the stereotypes emerge from a lack of in-depth market research before carrying out such marketing projects or campaigns. The stereotypical mindset is believed to be unintentional rather than having the purpose to follow black PR marketing strategies. It is also confirmed that although the agencies in charge of the stereotypical marketing project make the largest commitment to error, their clients/brands and companies are also responsible for the problem. Marketers of companies and brands are likely to give the assigned agencies entire authority to control the process of the marketing campaign without thorough consideration of the idea and the risks it might bring.

The last part and the main section of the study analyzed the reaction of Vietnamese customers towards the culinary stereotypes existing in Western marketing products. A survey was conducted, and the findings show that, firstly, the Vietnamese share a strong national pride in culinary culture, by which they are likely to react negatively against marketing projects that contain cultural stereotypes about the national cuisine. The number of such cases recorded is noticeable in Vietnam, with around 58% of respondents having faced cultural stereotypes against Vietnamese cuisine. The most common emotional reaction was "Disappointed", and they were likely to stop supporting the brands/companies behind the stereotypical marketing product. However, if the brand/company showed repentance, by taking immediate and appropriate action upon the products in question, the respondents would forgive the situation. Regardless of the mistakes, the Vietnamese could give such companies another chance, requiring a public apology or a recall.

While conducting the research, there were some difficulties and limitations. The survey did not cover the entirety of Vietnamese customers, but only reached the majority of Southern Vietnamese and a small percentage of Northern Vietnamese, thus the results cannot be generalized. Moreover, the survey was developed and conducted in the Vietnamese language, so translating into English was a challenge. Even so, all the aims were achieved, and the research provides good insides to other studies.

During the interviews, the two marketing experts provided several recommendations not only for the creative agencies but also for their clients/brands and companies to avoid making such mistakes. The advice focuses on adjusting the ways of thinking and the process of developing the promotional projects by the marketers: (1) improve the market research sources, (2) have conversations with local marketers and (3) show proper repentance after the mistake.

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TRACK 5 – Education

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

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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.

Key Words *students, sustainability, health and wellbeing, longitudinal studies, cohort*

Track: *Education, Teaching & Learning*

Focus of Paper: *Industry / Educational*

Kind of Submission: *Paper*

Introduction

Studying at a University is a critical period in an individual's life, as during the time studying one develops both a professional and personal identity (Lairio et al., 2013). It is during this time of life that individuals learn to give answers to the questions 'who am I?' and 'how should I act?' (Cerulo, 1997; Erikson, 1968). As students progress throughout their education, awareness of their identities is important for both their engagement at university, as well as to shape their work-readiness for future jobs (Daniels & Brooker, 2014). At the same time, recently, multiple studies have indicated that during this critical studying period, adolescents become increasingly vulnerable to experience mental health complaints (Storrie et al., 2010), the Dutch context being no exception (Busch et al., 2017). Moreover, the COVID-19 pandemic increased academic-, health-, and life-style concerns for students (Wang et al., 2020). At Breda University of Applied Sciences, we recognized that students increasingly experience many new pressures and challenges during their study lives, which led to the recognition that there is a need for valid information about how these pressures and challenges develop over time. In 2021, the

Breda University of Applied Sciences (BUas) Cohort Study was set up 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. The ultimate objective of the BUas Cohort Study is to follow students over time to examine their needs and, accordingly, develop preventive measures and actions that help us to develop education for sustainable (working) lives of students.

Until now, some research focused on the prevalence of mental health complaints amongst students and explored specific risk factors in student well-being. Most of these studies were, however, cross-sectional in nature and often focused on medical students (Bhugra et al., 2019; Volpe et al., 2019; Wang et al., 2020; Wilkes et al., 2019). Furthermore, some studies have focused on developing sustainable identities in the adult population (e.g., Hurth, 2010) but no studies have focused on how students develop sustainable identities over the course of the student life. In order to examine causal relationships, a longitudinal approach is required that assesses both risk factors and outcomes on an individual level. In order to investigate the above mentioned aspects, the aim of the current paper is to explore the preliminary results of T1 (2021) and T2 (2022) for Cohort 1 and to develop a conceptual model (figure 1) that will be tested upon the upcoming years. That is, we describe the outcomes of the first two measurement points for this cohort, how the measures developed over time, and whether there are significant differences between T1 and T2. In doing so, this provides us with relevant information to work towards a conceptual model for longitudinal research on health and wellbeing / sustainability aspects in the student population. The results will be discussed in light of possible interventions and actions needed to tailor education according to the outcomes of the study.

Methodology

BUas Cohort Study

The BUas Cohort Study was set up as a prospective cohort study that follows Hotel and Facility Management students over the course of their four study years. To better understand the development of sustainability aspects and health/well-being measures, a broad range of variables are measured yearly on an individual level by means of self-administered questionnaires. These questionnaires are completed during the 'ethics' class, to increase the response rate of students. Throughout the course of their studies, students are and will be monitored on their health, well-being and sustainability aspects at 4 different moments in time: 1st: at the onset of their study in year 1 (T1), 2nd: during the beginning of their second year of study (T2), 3rd: at the second part of their third year (T3), and 4th: just before they graduate (T4). In the current paper, we will present the outcomes of T1 and T2 for Cohort 1. To better understand identity development over time, and to get a deeper understanding on those aspects, some students will also be invited to participate in interviews.

Study population at baseline and one year follow-up

In 2020, all students who started their studies at BUas of both the Academy of International Hotel Management and the Academy of International Facility Management as from September 2020 were invited to participate in this cohort study on a voluntary basis. During their ethics class, the students watched a short introduction movie about the cohort study, which explained the purpose and the outline of the cohort study. During these classes, lecturers ensured that students had time to complete the questionnaire in a silent environment. A total of 238 students completed the baseline (T1, during their 'Propaedeutics') questionnaire.

In September 2021, the students that completed the baseline questionnaire were approached again during their ethics classes in their second year of study (T2, during the start of the 'Main Phase' of the study program). A total of 154 students completed the questionnaire (T2 was performed between 13 September 2021 and 04 October 2021). Important to note is that some students dropped out of school after their first year, explaining the lower response rate. Additionally, because of COVID-19, classes were scheduled online and not all students were present during the online classes. See Table 1 for the characteristics of the Cohort 1 study population in T1 and T2.

Measures

The BUas Cohort Study baseline questionnaire which was developed for this study consisted of two main parts: the first part focused on health and well-being aspects; the second part addressed the view of students on sustainability aspects. In addition, simple demographics were measured (age, gender, study program and study phase, see Table 1). Students' age ranged from 19 - 24 years old (at T2).

Table 1. Overview of the number of students in the Cohort study per Academy at T1 and T2.

Measurement	Study Program	Frequency	Percent	Man/Woman
	International Hotel Management	180	75.6	46/133
T1: 2020-2021	International Facility Management	58	24.4	16/42
	Total	238	100	62/175
	International Hotel Management	96	62.3	25/70
T2: 2021-2022	International Facility Management	58	37.7	16/42
	Total	154	100	41/122

The health and well-being aspects used in this study are: (1) Social comparison; (2) Trait perfectionism; (3) Fatigue; (4) Negative affect; (5); Positive affect; (6) Mindfulness; (7) Work demands; (8) Impression management; (9) Self-esteem; (10) Self-efficacy; and (11) Depression and (12) Anxiety. All aspects were measured using multiple statements which were derived from previous studies and scored on a five-point Likert-scale. To measure students' holistic view on sustainability, the following aspects were included: (13) Outlook; (14) Attitude; (15) Responsibility; (16) Capability; (17) Anxiety; (18) Awareness; and (19) Activism. All of these aspects relate to sustainability problems as highlighted by the United Nations' Sustainable Development Goals, key priorities in the United Nations' Agenda 2030 (United Nations, 2015) – on which these goals are based, and key concepts related to achieving these goals, such as social dilemma (Dawes, 1980) and the attitude-behaviour or intention-behaviour gap (e.g., Carrington et al., 2014), and ultimate questions were formulated in a way that aligns with the questions formulated for the health and well-being aspects. However, a full explanation on how these goals, priorities and concepts were translated into individual questions lies beyond the scope of this paper. Aspects (1) and (2) were included only after half of the first T1 measurement was conducted and at that moment, aspect (8) was adjusted (see paper Bergs et al., 2021).

After the first measurement (T1), reliability measurements (Cronbach's alpha tests) were performed for all aspects (see Table 2 and our previous publication on how this resulted in the current build-up of the aspects (Bergs et al., 2021). For T2, the same reliability measures were repeated to check for stability of the aspects over time (see Table 2). Since most of the aspects showed similar Cronbach's alpha values, no changes in the build-up of the aspects were considered necessary. Before further analysis, all aspects, both for T1 as well as T2, were represented by a new variable consisting of the mean values per respondent of the corresponding statements of those aspects.

Table 2. Overview of Aspects and their subscales from the Cohort study. Aspects and subscales were measured using multiple statements (#itmes). Cronbach's alpha test values indicate the internal consistency of the aspects or subscales for both T1 and T2.

				Cronbach's alpha	
Domain	Aspect	Subscale	#items	T1	T2
Health and well being	Social comparison		6	0.635	0.652
	Trait perfectionism	standards	4	0.801	0.819
		discrepancy	4	0.816	0.776
	Fatigue		4	0.858	0.862
	Negative Affect		6	0.842	0.780
	Positive Affect		6	0.858	0.850
	Mindfulness		5	0.641	0.688
	Work demands		4	0.656	0.528
	Impression Management Strategies	self-promotion	4	0.745	0.701
		ingratiation	4	0.829	0.811
		exemplification	4	0.704	0.579
		nondisplay	4	0.852	0.796
		nondisclosure	4	0.734	0.718
	Self-esteem		10	0.871	0.863
	Self-efficacy		10	0.793	0.811
	Depression		7	0.740	0.752
	Anxiety		7	0.829	0.829
Sustainable development	Outlook	positive	1	-	-
		worried	3	0.819	0.847
	Attitude		6	0.825	0.777
	Responsibility		2	0.647	0.639
	Capability		3	0.719	0.699
	Anxiety		6	0.758	0.743
	Awareness		3	0.869	0.767
	Activism		4	0.710	0.628

Data analysis

The T1 measurements are already described in our previous paper (Bergs et al., 2021). Therefore, the focus of the findings presented in this paper will be on the T2 measurements and the differences between T1 and T2. To determine if there were any differences between the T1 and T2 mean values of any of the aspects, paired-samples t-tests were performed. All calculations were performed using IBM SPSS Statistics (version 25).

Findings

The overall scores on all aspects (averages) of the students in the first year of this cohort study are presented in Table 3. Note that all aspects were scored on a 5-point Likert scale, hence values closer to '5' resemble higher degrees of compliance with that aspect.

Table 3. Mean values of Aspects and subscales of T1 and T2 and paired-samples t-test values

	T1	T2		Paired difference		95% Confidence interval of the difference				
	Mean	Mean	N	Mean	Std. err. Mean	Lower	Upper	t	*df*	Sig. (2-tailed)*
Health and well being										
Social Comparison	3.32	3.38	113	-0.055	0.091	-0.235	0.126	-0.600	112	0.55
Almost perfect scale Standards	3.81	3.77	42	0,.42	0.071	-0.102	0.186	0.585	41	0.562
Almost perfect scale Discrepancy	2.82	2.67	42	0.149	0.109	-0.072	0.370	1.359	41	0.181
Fatigue	2.18	2.24	113	-0.055	0.089	-0.233	0.122	-0.618	112	0.538
Negative Affect	1.59	1.52	113	0.075	0.070	-0.063	0.214	1.077	112	0.284
Positive Affect	**3.32**	**3.14**	113	0.181	0.072	0.039	0.324	2.528	112	0.013*
Mindfulness	3.16	3.19	113	-0.030	0.055	-0.140	0.080	-0.544	112	0.588
Work demands	**3.49**	**3.32**	113	0.170	0.060	0.052	0.289	2.848	112	0.005*
Self-promotion	3.27	3.12	113	-0.042	0.056	-0.153	0.069	-0.75	112	0.455
Ingratiation	**3.68**	**3.54**	113	0.137	0.069	0.000	0.274	1.988	112	0.049*
Exemplification	**1.97**	**1.76**	113	0.181	0.063	0.056	0.307	2.868	112	0.005*
Nondisplay	3.34	3.30	42	0.036	0.114	-0.194	0.265	0.315	41	0.755
Nondisclosure	2.49	2.62	42	-0.131	0.073	-0.279	0.017	-1.784	41	0.082
Self-esteem	**3.67**	**3.77**	112	-0.099	0.047	-0.193	-0.005	-2.097	111	0.038*
Self-efficacy	3.66	3.64	112	0.020	0.036	-0.052	0.092	0.541	111	0.589
Depression	1.98	2.01	112	-0.027	0.046	-0.118	0.065	-0.58	111	0.563
Anxiety	2.58	2.47	112	0.110	0.064	-0.017	0.236	1.719	111	0.088
Sustainable development										
Outlook positive	4.07	3.96	112	0.116	0.077	-0.036	0.268	1.510	111	0.134
Outlook worried	3.45	3.54	112	-0.083	0.077	-0.237	0.070	-1.076	111	0.284
Attitude	3.79	3.87	111	-0.081	0.063	-0.205	0.043	-1.293	110	0.199
Responsibility	3.75	3.81	111	-0.059	0.077	-0.212	0.095	-0.758	110	0.45
Capability	3.14	3.15	111	-0.006	0.074	-0.153	0.141	-0.081	110	0.936
Anxiety	2.98	3.06	111	-0.077	0.049	-0.174	0.021	-1.554	110	0.123
Awareness	**2.86**	**3.44**	111	-0.580	0.079	-0.737	-0.422	-7.307	110	0.000*
Activism	**2.64**	**2.77**	111	-0.132	0.064	-0.258	-0.006	-2.073	110	0.041*

*: statistical significant differences (α<0.05) between T1 and T2, if so mean values are presented in bold

For most aspects (18 out of the 25 aspects), no differences could be detected between T1 and T2 measurements, indicating that, in general, students remain 'constant' when it comes to how they comply with those aspects. For example, the score found among students for the aspect of 'Social Comparison' resulted in an average value of 3.32 at T1 (measured in 2020) whereas this aspect was scored by the same students as 3.38 at T2 (measured in 2021). On the other hand, however, for 7 out of the 25 aspects, significant differences in mean values between T1 and T2 were found. For the health and well-being aspects, a decrease at T2 as compared to T1 was observed in the aspects 'Positive Affect', 'Work demands', Ingratiation', and 'Exemplification' whereas an increase was observed in the aspect 'Self-esteem'. When it comes to the Sustainability aspects, both 'Awareness' as well as 'Activism' on average increased among students. It is noteworthy to indicate that students scored the aspect of 'Awareness' at T2 almost 0,6 (on a 5-point Likert scale) higher as compared to their T1 overall score. This aspect showed the highest overall increase of them all.

Discussion

In this paper, we described the preliminary outcomes of T1 and T2 of the BUas Cohort Study. The prospective cohort design, in which we measure sustainability aspects and health/well-being measures on an individual level during a four-year follow-up, enables us to explore the development of these measures over time.

In the present study, significant differences were found between T1 and T2 for the constructs of positive affect, work demands, ingratiation, exemplification, self-esteem, sustainability awareness, and sustainability activism. Each of these constructs positively changed over time. That is, on the one hand, positive affect, self-esteem, sustainability awareness, and sustainability activism all increased. On the other hand, work demands, ingratiation (i.e., an impression management technique attempting to become more likeable by another person (Bolino et al., 2008)), and exemplification (i.e., giving the impression of being an 'ideal' student who is committed to their study beyond the call of duty (Bolino et al., 2008)) all decreased. These positive changes in positive affect may have been caused by the fact that the students in T2 returned to campus after the Covid-19 measures were lifted. Further, changes in self-esteem, ingratiation, and exemplification may have been caused by psychosocial development in the students (Erikson, 1968). Moreover, during the first two years the students have attended multiple 'management development programme' trainings, which may benefit their personal and professional development. Furthermore, and most interestingly, significant differences were found in sustainability awareness and sustainability activism. It may well be that these differences were caused by the publication of the recent IPCC Sixth Assessment Report on Climate Change and media coverage of ever-increasing impacts of unsustainability. However, these changes could also be attributed to a better integration of sustainability aspects in the curriculum of the hotel and facility management studies. Future qualitative research will further explore what specific experiences led the students to become more aware of sustainability aspects and more 'activistic' while being 'betwixt and between' their first and second year of their studies.

As we found some significant differences between T1 and T2 of the current study, these preliminary findings suggest that long-term follow-up periods are valuable to better understand the exact relationships and consequences between the measured concepts (both health/well-being and sustainability aspects) and to understand where and how to intervene. One of the concerns we have with the outcomes of the present study, is that the one-year time lag may not be appropriate to detect substantial effects between the measured concepts. Moreover, because of COVID-19, students may have also experienced detrimental well-being caused by the consequences of the pandemic itself (Wang et al., 2020). Because of the possible complex relationships between the concepts of the study, we argue that the third measurement point will allow us to test the dynamics of the associations over a longer period of time. Specifically, these repeated measurements of the cohort study will function as input for improving educational program components. We argue that because of the – possible – complex associations of the constructs in the study, estimating causal relationships is not straightforward. We argue that using linear regression modelling would only allow us to test one direction of the association, and it would only use data from two data collection points. To better understand the full picture, we aim to also use Structural Equation Modeling (SEM) at a later stage. SEM allows dependent variables in the model equation to become independent variables in other parts of the model (Bollen, 1989) and, by doing so, allows us to understand the dynamism of the measured constructs over time. Figure 1 provides an overview of the relationships that will be tested upcoming year.

For the future, we aim to also compare the results of new cohorts to the outcomes of Cohort 1. More specifically, in 2022 a new cohort group was initiated with the students of year 1. Following multiple cohorts will provide us with ongoing feedback on the success and failure factors of possible implemented interventions, which will help to stimulate the revision and adaption of different program components. Furthermore, the results will allow for tailoring BUas' education with respect to sustainability knowledge, skills and attitudes, also based on (group and individual) health/well-being indicators.

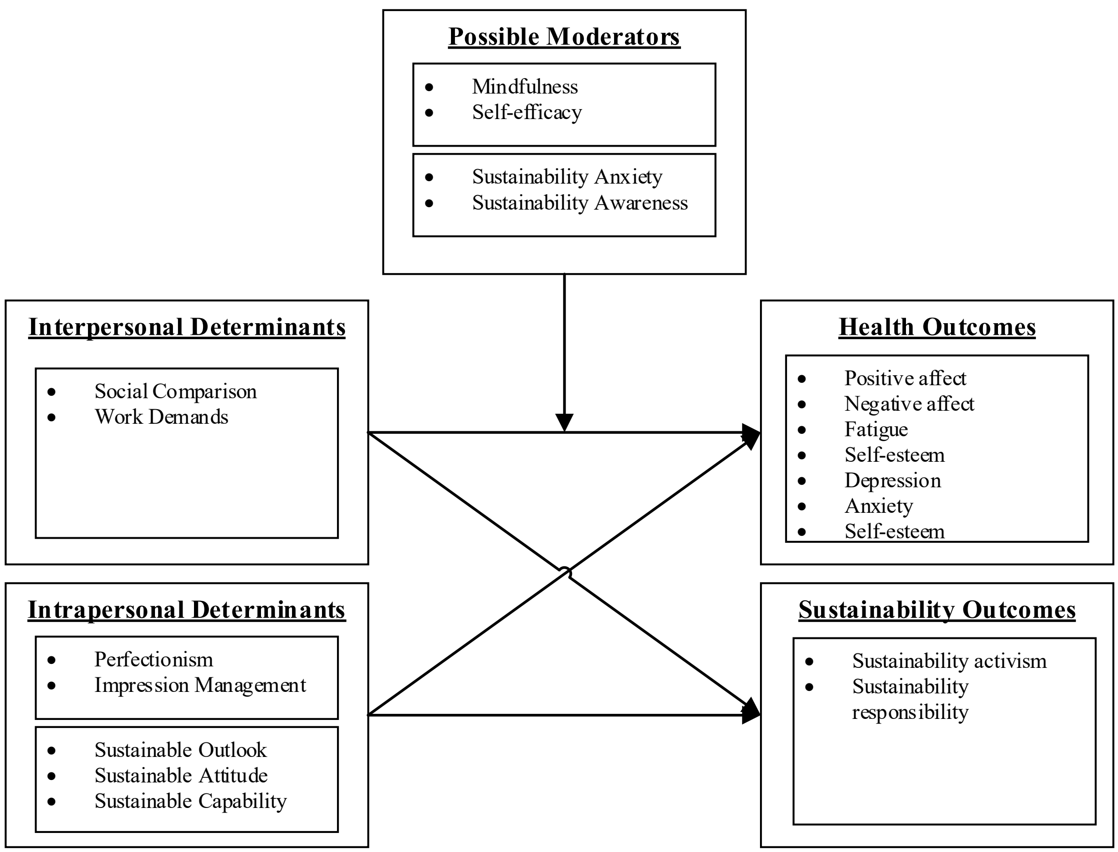

Figure 1. Conceptual model for longitudinal research on health/wellbeing aspects and sustainability issues in the student population.

Conclusion

The BUas Cohort Study aims to strengthen the connection between society and education by embedding the societal themes of sustainability and health/wellbeing in the educational environment. The results of the longitudinal study help us to design and implement educational strategies/components that are not only focused on academic achievements, but also on health/well-being measures. Increased knowledge on these topics will help to tailor education that enhances their awareness of personal and professional identities and, hence, prepares them for future-oriented employment. By helping them to become more resilient to psychological complaints, as well as become more aware of sustainability issues, the individual student can keep his/her market value and sustainable usability in employment in future careers.

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

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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.

Key words *Education, hosting, service delivery, guests, interaction, communication*

Track *5. Education*

Focus of Paper *Theoretical/Academic*

Introduction

Lashley (2017) has pointed out that one of the unique aspects of the hospitality industry is the possibility of creating a unique bond between host and guest. In the hospitality industry, front office staff, in particular, may have a high proportion of employee-customer interaction, and they, therefore, have the opportunity to make emotional connections with guests. This point has also been made by Kandampully et al., who have pointed out that in the hospitality industry, "service provision has a particularly high proportion of employee-customer interaction that requires an emotional offering, which, in turn, mandates genuinely caring attitudes, emotional connections to guests, warmth, and generosity" (Kandampully et al., 2014).

The quote refers to person-to-person interaction between host and guest in commercial hospitality settings. An emotional offering is expressed when a host initiates to make an emotional connection with a guest, verbally or non-verbally. But how does this type of interaction fit within the concept of the service delivery? This is a question that staff, new to the industry and under training, may ask. Is it a service in itself, a supplementary serivice, or an add-on to the existing service? And is it delivered, and if so, how? These questions are fairly straight-forward; the answer, however, may be less straight-forward due the complex nature of a service delivery (cf. below).

The position of this paper is that a graphic illustration of how the concept of a host exercising the role of host, that is, a host also aiming to have an emotional connection with the guest, in a service delivery context, can help highlight this important aspect of service management. In this introduction to a conceptual model of how the role of host is exercised in a service context there are references to literature that service management students may read during the course of their study.

Graphic Models of Hospitality

A number of graphic models of hospitality from the 1990s and onwards has been created. In 1995, King introduced her hospitality model (King, 1995). King's model includes a description of aspects of the host's job as a host, and it mentions that the guest takes part in the service delivery, that is, there is interaction between the host and guest. The interaction is based in social rituals in connection with the arrival and departure of the guest.

In order to pinpoint the different areas of research in hospitality, Lashley has introduced a model of hospitality domains (Lashley, 2000), consisting of three domains that are relevant to hospitality studies: private, social, and commercial. Gehrels' hospitality industry model (Gehrels, 2017) is a graphic model that specifically illustrates the elements in commercial hospitality. Lashley has also introduced a model of a continuum of hospitality, with six different categories representing the range of ways that human beings practice hospitality (Lashley, 2017a). In his model of host-guest transaction (Lashley, 2017b), Lashley writes "the relationship between host and guest is at the center of successful or unsuccessful transactions" (p. 420). However, he does not elaborate on the element "host-guest transaction", which is placed in the middle of his model.

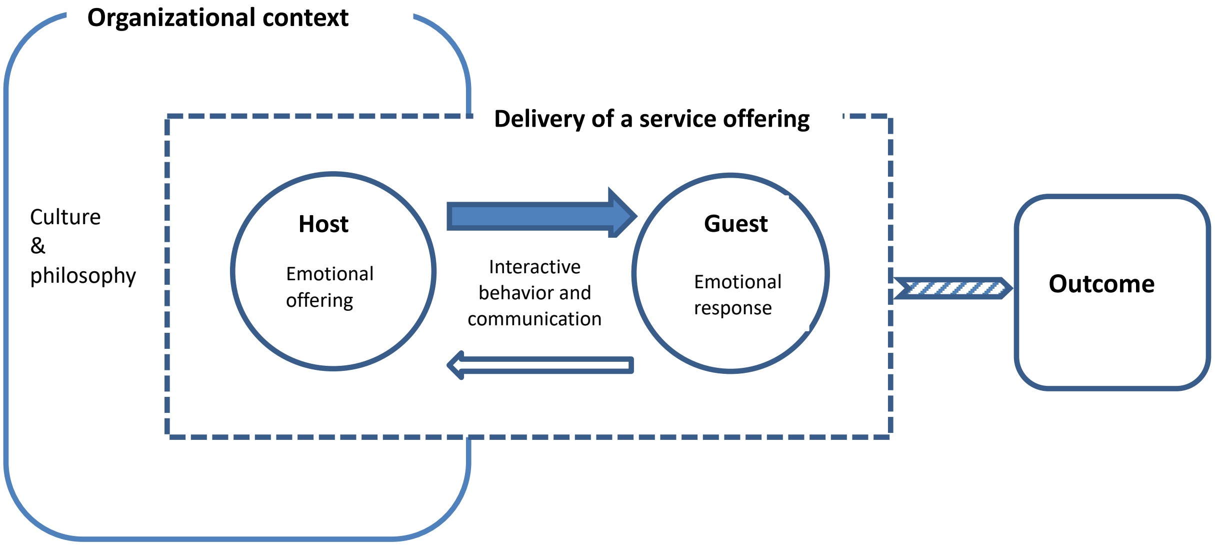
The models mentioned above provide us with insights into different aspects of hospitality. However, the models do not illustrate how the role of host is exercised in a service context in commercial hospitality.

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, for educational purposes.

A Conceptual Model

This paper introduces a graphic model that illustrates how exercising the role of host in commercial hospitality may be part of delivering a service. The model can be seen in Figure 1. The model has six elements: a) organizational context, b) service delivery of a service offering, c) host's emotional offering, d) interactive behavior and communication, e) guest's emotional response to the host, f) outcome of the interactive behavior and communication.

Figure 1. A graphic model that illustrates how the concept of a host exercising the role of host in commercial hospitality may be part of delivering a service.



That emotions play a role in the service delivery of hotel and restaurant services is well-established in research as well as in practice (Blain & Lashley, 2014; Blain, 2012; Hochschild, 1983). However, "an emotional offering" does not appear to be a well-defined concept in service theory. Although the word "offering" alludes to something commercial, an emotional offering can only be offered when a service delivery takes place, that is, an emotional offering is not a service offering in itself. An emotional offering is expressed simultaneously with the delivery of the service offering, integrated or mixed into the service delivery. It is not an add-on service because it is not a service offering, and even though it can be there or not be there, if it is there, it cannot easily be separated from the service delivery. It can be explained, and with Figure 1 also illustrated, that there is interactive behavior and communication between a host and guest, and in this process the host may express an emotional offering, and the host may get an emotional response from the guest.

Organizational context *Large box to the left*
In this model, the context is commercial hospitality. In commercial hospitality, there is a business organization, a company that provides a service, for instance, serving food and drink and/or accommodation. The company has a specific location and will be under the influence of national, regional, or local culture at that location (as described by, for instance, Hofstede, 2022). Companies have a company culture (cf. Schein, 2010), that is, there are artefacts, values, and underlying assumptions in the company that both reflect and influence the employees' mindsets and behavior. There is also a management team, which manages staff based on certain perceptions of other human beings and management principles (McGregor, 1960). This component can be compared to the "Culture and philosophy" component in the service management system, as described by Normann (2007).

Service Delivery *Box in the middle with the dotted line*
In service theory, service delivery can be understood as an augmented service package, a categorization of the service delivery into three categories: accessibility, interaction, and customer participation (Grönroos, 1987; Grönroos, 2015, p. 209): Accessibility Accessibility of a service can be about site accessibility, ease of use of the physical resources, contact personnel's contribution to accessibility, ease of customer participation, opening hours, number of staff, location of supporting facility, servicescape, and IT (Grönroos, 2015, p. 209). Interaction Service offerings are different from products in that there is

a service encounter, the period during which a customer interacts directly with the service company (Shostack, 1995). A service encounter is a service process of buyer-seller interactions (Grönroos, 2015, p. 209). Service encounters can be categorized in different ways, for instance, as remote encounters, telephone encounters, and face-to-face encounters (Wilson et al., 2016, p. 83). Interactions with the service provider can take many forms but are mainly interaction between a customer and the service provider's staff or system(s), number and type of touchpoints (face-to-face or digital), and responsiveness (Grönroos, 2015, p. 209). Customer participation Customer participation means that the customer has an impact on the delivery of service: There may be a low, medium, or high degree of customer participation in the delivery of a service (Grönroos, 2015, p. 212). The following examples can illustrate three levels of customer participation: In a fine-dining restaurant with highly trained service staff, customer participation is low: guests only have to study the menu and give their order; the rest is delivered by the staff. In a café, customer participation is medium if the customer has to order the food at the counter, but the food is served at the table by staff. In a cafeteria, customer participation is high if the customers have to serve themselves from a buffet, pay at the cashier before sitting down at a table, and if, after eating, the customers are expected to clear the table.

The delivery of a service will have a certain quality, a service quality, which is about the attributes of the service offering. Service quality is about the customer's perception of, for instance, reliability, assurance, tangibles, empathy, and responsiveness of a service offering (Parasuraman et al., 1994), with empathy being an emotional quality. However, empathy, that is, being able to understand another person's feelings and needs (Chaplin, 1985, p. 154), is not an emotional offering. However, a host who has empathy may be more prone to express an emotional offering.

Host *Circle to the left*

Being host is a role that people can have in both private and commercial settings. In sociology and social psychology, roles are about behavior, and a role is exercised in a certain way (Jary & Jary, 2004). The behavior specific to the host is called hosting, defined as "exercising the role of host" (Vejlgaard, 2020).

In the model, a professional staff member has the role of host regardless of the job title being hotel receptionist, waiter, or tour guide. Some service industries use host as a job title, but a person with this job title does not necessarily exercise the role of host, that is, seeks or, indeed, are expected to, to create an emotional bond with a guest. The host is a person with a personality (personality traits). A host in a professional context has a number of traits, one of which may be that she/he is hospitable. Here, being hospitable is about the genuine desire to meet the guest's needs and to make the guest feel special (Telfer, 2017). Often, hospitable people will have high emotional intelligence, they will score high on extroversion, they will be emphatic, and they will be curious about other people (Goleman. 1996.

A host also has values, attitudes, and social skills that all come into play when he or she exercises the role of host. Possessing specific personality traits, having certain values, attitudes, and social skills influence how the host behaves and communicates with guests. This can, for instance, be about the host acknowledging the guest, taking an interest in the guest, and, ultimately, showing that he/she cares for the guest. However, it is not a given that a host wants to create an emotional bond with a guest. A staff person can deliver a service offering without making an emotional offering: A receptionist could check a guest in without smiling or without saying any words.

In private hospitality settings, a host is often likely to exercise the role of host in friendly, loving, and caring ways; these adjectives are descriptors of an emotional quality of a connection between people who are close. However, friendly and caring may also be emotional qualities that can characterize the quality of commercial relationships, although maybe with less intensity than what is the case in private relationships. Other emotional qualities that may be offered both in private and commercial hospitality settings may be warmth, generosity, and cordiality. Whether offered by a host in a private hospitality setting or a commercial hospitality setting, they may create feelings in the guest.

People exercising the role of host in private hospitality settings are likely to be aware that they are making an emotional connection with their guests. Emotional connections in commercial hospitality can vary enormously but the psychological principle at play is not different from what goes on between family and friends (only the strength and the duration is likely to be different). In both circumstances, it is about making an emotional connection. When there is a high proportion of staff-customer interaction, emotional connections between a staff member and a customer are more likely to take place. The longer time the host and guest spend together, the stronger the emotional bond may become (Vejlgaard, 2020b).

Interactive behavior and communication *Arrows in the middle*
The arrows in Figure 1 reflect interactive behavior and communication. There are several definitions of communication; the word at the most basic is about conveying meanings from one or more senders to one or more receivers (Craig, 2015; Shannon & Weaver, 1949). In this paper, communication is defined as "a process in which participants create and share information with one another in order to reach a mutual understanding" (Rogers, 2003, p. 5). This definition reflects a transactional understanding of the communications process. Transactional communication reflects that there may be continuous dialog, where sender and receiver listen to each other; that is, they both create and consume messages.

Aside from communicators, most communication models have components such as "communication channel" and "message". In a host-guest context, historically, the communication channel has typically been personal. In the present context, the message can be twofold: related to the delivery of the service offering or related to making an emotional connection with the guest.

The relation between the host and guest is illustrated with two arrows: a wide arrow from host to guest and a thin arrow from guest to host. The wide arrow illustrates that the host is expected to take the initiative in creating an emotional bond with the guest. When the host takes the initiative, for instance, by smiling and saying welcome, the guest then is expected to react with a response: the guest reacts reciprocally and smiles back. Then, a dialogue can take place—a dialogue that can continue during the service delivery. In a hotel, the service delivery is, typically, checking-in and checking-out. When the hotel receptionist checks-out guests, she may say: "I hope you enjoyed your stay with us!" In a restaurant, a waiter will accept an order and serve the food and drink. When the food has been served and the guests have starting eating, the waiter may ask "Is everything fine?" This is dialogue that references the service delivery.

Dialogue that references exercising the role of host is about making an emotional connection: A hotel receptionist exercises the role of host, when he smiles to the guest and says, "Welcome" and asks, "How was the trip from the airport?" or "I can see you live in Bournemouth. It is a very nice place that I know from many of my own holidays". With these acts and this communication, the hotel receptionist starts to create an emotional bond with the guest. In the examples given here, the host acknowledges the guest and shows an interest in the guest.

Likewise, in a restaurant, the waiter exercises the role of host, when she says welcome with a smile and greets the guest, for instance, by saying "Good evening". Maybe at some point the waiter will ask, "Shall I get an extra pillow for your chair?" With these acts and this communication, the waiter begins to create an emotional bond with the guest.

Guest *Circle to the right*
In commercial hospitality, guests are also customers because there is a monetary transaction between host and guest. Telfer (2017) has classified different kinds of guests: those in a relationship to the host

not simply that of guest to host; those in need; and friends proper. The first category includes host-guest relationships in commercial hospitality. Frequently, guests who interact with staff at hotels and restaurants are strangers to the staff (and vice versa).

Like hosts, guests have different personalities, values, attitudes, and backgrounds, all of which can influence how the guest reacts to the host. Walls et al. (2011, p. 177) have made a conceptual model that highlight the high number of variables that can play a role in the guest's circumstances – all parameters that can affect the guest's emotional response:

Personal characteristics: Personality, travel experience, expectations.
Trip-related factors: Purpose of trip, nature of destination, nature of travel party, experience continuum.
Physical environment: Ambiance, multi-sensory, space/function, sign/symbol/artefacts.
Human interaction – Fellow guests: Demeanor, behavior, appearance, socialization.

To this can be added personal needs, perceived service alternatives, self-perceived service role, situational factors (weather, random over-demand) (Zeithaml, Berry, & Parasuraman, 1993) and past experiences (Parauraman, Zeithaml, & Berry, 1985).

Outcome *The small box to the right*
Both host and guest may be aware if there is an emotional connection between them. However, in a commercial hospitality setting, when exercising the role of host, the host who is a professional, may consider more precisely the feelings that he or she wants to create in the guest. This is about the outcome of interpersonal communication.

An outcome of a service exchange may be satisfaction (with the service) or loyalty (to the service provider). An outcome of a service delivery is often called a customer experience, with experience defined as "any sensation or knowledge acquisition resulting from some level of interaction with different elements of a context created by the service provider" (Gupta & Vajic, 2000).

An emotional experience outcome occurs when a host succeeds in creating some specific feelings within his/her guest. According to Lashley (2017a), hosting is about welcoming guests and making them feel expected, welcome, at home, and safe. Guests may feel expected, welcomed, at home, and safe, as well as other feelings. The host's interactive behavior and communication may create inward feelings (joy; awe) and outward feelings (smiling; crying). Wong Ooi Mei et al. have commented that "quality aspects such as 'friendliness', 'helpfulness', and 'politeness' are likely to be interpreted differently by various guests and are assessed subjectively (Wong Ooi Mei et al., 1999, p. 137). However, the guest's feelings may fall into categories such as "positive", "negative", or "neutral".

Concluding Comments

We believe this illustrative graphic model can help students understand the point that a staff person in commercial hospitality, besides delivering a service offering, in the role of host also can choose to express an emotional offering. In order to find out if the model is meaningful when teaching service management and hosting practices, the model has been introduced to 32+ lecturers and associate professors at a business college. After the introduction, the model was incorporated into the curriculum at the college.

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

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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.

Key Words *Hosting workshop, evidence-based education, practice-related research, teacher-led research*

Track *Education*

Focus of Paper *Industry/Educational*

Kind of submission *Paper*

1. Introduction

Since 2013, it has been the obligation of Danish university colleges to conduct practice-related research (Retsinformation, 2019). Therefore, as part of its strategic ambition, UCL University College (UCL) states that "learning occurs through contact with the real world, in laboratories and through experiments -drawing on research and in close collaboration with those in the field"(UCL, n.d.)

To fulfil the strategy, many teachers at UCL are now involved in different kinds of research activities and most have been struggling to handle the balance between research and teaching, also referred to as the teaching-research nexus (Lapoule & Lynch, 2018). The authors of this paper have taken part in a joint research project with Copenhagen Business Academy, and the scope of the project was to define the characteristics of hosting and hospitableness in a Danish context. To transfer the knowledge and data obtained from the research project into student learning, one outcome of the project has been to develop teaching resources. The teaching resources are presently being used when conducting workshops in hosting at the AP Program in Service, Tourism and Hospitality Management (SHTM) at UCL.

It has previously been investigated how students from the BA Program in International Hospitality

Management at UCL experienced the incorporation of research in a series of teaching projects (Simonsen & Høyer, 2017), but one lacking element in the study was the identification of a clear link between research and teaching, as well as how the teachers' involvement in the research was perceived by the students. Building education on research is called evidence-based education (EBE) and takes place when teaching in a subject is mostly based on evidence from relevant research(Davies, 1999).

The aim of this study is to investigate how students perceive the use of research in teaching and in particular the use of the teachers' own research production/research knowledge.

2. Literature Review

2.1. Evidence-based education

In a review of literature, which investigates how research is converted into teaching and education, the primary focus in the literature is on the gap between the researcher and the teacher, and how the teacher can translate the evidence that the researcher has found via research activities into teaching materials, as well as how the students conceive it (Costa & Ricarte, 2019).
Mallone et al.(2006) point out the big challenges when converting research evidence into effective information in a classroom and state that to do this, the skills of the researcher and teacher must be learned through practice (Costa & Ricarte, 2019). This means that as either a researcher or a teacher, experience from both areas must be obtained to fully understand how to convert evidence from research into teaching materials. Joyce & Cartwright (2020) also emphasise the issue that emerges from differences between the researcher and the teacher and argue that if the planning and prediction phase is invisible, there might be misunderstandings in converting the evidence into teaching materials. According to Diery et al.(2020), an educator who has experience as a researcher, has a higher positive attitude toward using evidence-based education (EBE) and is also more likely to use EBE in daily teaching. Diery et al.(2020) conclude that if EBE is to be used more in the future, teachers must acquire skills in how to interpret and transform evidence into teaching material.

Existing research on evidence-based education/evidence-based practice (EBE/EBP) has primarily been conducted in relation to health care, particularly nursing students. In recent years, the use of EBE has spread to other teaching areas as well, which has resulted in additional research within these areas. But the literature is deficient for other areas than health care, therefore much of the literature reviewed is from research in EBE within the health sector. EBE is primarily based on researching "what works" and by that, improving teaching and schools (Joyce & Cartwright, 2020).

Davies (1999, p. 117) defines EBE as "integrating individual teaching and learning expertise with the best available external evidence from systematic research". For EBE to work, it must make use of evidence that supports the intentions: 'This intervention will work here, as we plan to use it.'' (Joyce& Cartwright, 2020, p. 1058). This means that the evidence must clearly point out that these tools will work when you use them correctly.

Halcomb & Peters (2009) investigated what students favoured the most when being taught lessons based on EBE/EBP. Their study found that the top three most popular factors were: No. 1: The skills of the teacher; No. 2: Group work and class interaction; and No. 3: The use of an online quiz. Regarding no. 1, the students pointed out that it was the teacher's expertise and teaching abilities. The students particularly liked the teacher's ability to facilitate in-class discussions and group work (Halcomb & Peters, 2009).

According to Halcomb & Peters (2009), students are more inclined to be interested in learning and further exploration of evidence-based learning if they are encouraged to draw and reflect on their own experiences. The best way to actively engage students is to implement teaching methods, such as materials and/or tasks that require an active response from the students, e.g., preparing a written response to a task like a task, which also builds on their own knowledge and experiences (Halcomb & Peters, 2009; Biggs & Tang, 2011; Lapoule & Lynch, 2018)

As mentioned above, the implementation of EBE in other teaching areas than health care has increased in recent years, and Pawar (2022) has investigated that in teaching organizational behaviour, implementing EBE improves the outcome for the students. Learning originates from the students' experiences (Lefrancois, 2000), and Pawar (2022) also found that there are similarities between the process, in which researchers generate knowledge, and the learning process, where students acquire knowledge through experiences.

3. Hosting workshops at UCL

The research project referred to in this paper was conducted as a joint research activity between UCL and Copenhagen Business Academy. The project period lasted two years, and the objective was to identify characteristics of hosting in a Danish context based on interviews with representatives from the Danish hospitality industry. One of the outcomes of the research project was the development of teaching resources, and at UCL the resources have been used when teaching workshops for SHTM-students.

The teaching resources consist of a compendium, which contains a theoretical part as well as business cases and additional assignments. Business cases and assignments are built on data obtained from the research project, which means that the students work with real cases and are provided with knowledge directly from the hospitality industry.

A workshop format has been chosen (Merriam-Webster, n.d.) consisting of six intense lessons, in which the participating students are expected to participate actively, and two consecutive workshops are held for all SHTM-students, i.e., one workshop during first semester and one workshop during second semester.

The purpose of workshop no. 1 is to introduce the students to the research project and thereby create an understanding of the differences between service and hosting as well as the characteristics of hosting based on the theoretical part of the compendium.

Workshop no. 2 provides the students with a better understanding of the findings from the research project including the implications for hosts working in the hospitality industry. The purpose of the workshop is to increase the focus on important hosting skills required by the industry and how the students can learn to become better hosts. As part of the workshop the students work with the business cases in the compendium.

During the workshops, it is clearly communicated that the foundation for the workshops is research produced by the teachers themselves.

The workshops are part of the curriculum, but it is not mandatory for the students to participate in the workshops.

4. Methodology

As listed above, the aim of this research is to identify how students perceive the use of a specific research project as the basis for workshops in hosting held at UCL. A quantitative approach was chosen to enable the authors to evaluate numerous workshops (Brotherton, 2015).

To rate the outcome of the workshops and the compendium as well as to understand the student experiences, a questionnaire including both open-ended and closed-ended questions was designed (Nardi, 2018). The purpose of some of the closed-ended questions was to identify how the respondents perceived the workshop and the compendium, and a five-point Likert-scale was used for those questions (Brotherton, 2015).

The questionnaire was almost identical for the two workshops, but minor adjustments were necessary to reflect which parts of the compendium were used in workshops no. 1 and no. 2 respectively. The self-administered questionnaire was distributed to the attending students at the end of each workshop and allowed for anonymity as well as for the students to avoid any bias by being influenced by the teacher's presence (Nardi, 2018).

At UCL, workshops in hosting have been conducted since 2015, but as the compendium was finalised in late 2020 and introduced early 2021, only the most recent workshops have been included in the study. In March 2022, 32students from SHTM 1st semester participated in workshop no. 1, and 27 students filled in the evaluation form afterwards. In November 2021 33students from SHTM 2nd semester participated in workshop no. 2, and the workshop was evaluated by 21 students.

Unfortunately, due to the questionnaire being self-administered not all attending students responded. A higher response rate would have been preferable, but it was prioritized to let the students respond voluntarily to avoid any forced answers.

5. Results

From an overall perspective the students found that the workshop was a positive experience, and 88% of the respondents rated the workshop as either good or very good.

A part of the questionnaire focused on evaluating the teaching resources, and 71% of the respondents found that the theoretical part of the resources was either good or very good, whereas only 2% found that the theoretical part was not good. Also, the structure of the teaching resources was positively rated by the respondents. 79% found the structure either good or very good, and none of the respondents found the structure not good (21% fairly good).

When asked if the students experienced a link between the teaching resources and the research project, 63% of the students stated that they experienced a clear link between the teaching resources and research, whereas 37% experienced the linking to research to some extent. None of the students responded that they did not experience any link at all.

Furthermore, 74% of the respondents agreed that the teaching was influenced positively by the teacher's involvement in research, 11% did not experience any influence, and 15% answered "don't know".

The purpose of the open-ended questions was to: 1) clarify how the students perceived the use of research knowledge in class; and 2) how it affected the students that their teacher was taking an active role in a research project to develop new knowledge as well as to develop the teaching resources used in the workshops.

5.1.The teacher uses knowledge from research in class

Based on the responses, it is evident that incorporating (own) research in teaching makes the workshops more interesting and relevant for the students. According to one respondent "if the teacher uses research projects, it makes it more interesting and factual by not only being teacher's opinion/point of view". This view was supported by more respondents, where one agreed that "it is good to use knowledge from research projects because the information is more up to date and not false", and other students added that "I think it is great, because then you kind of know that it is true and relevant, what is said in class" and "it is nice to get some data for your own hosting".

It is not just relevance that matters, but also the student outcome of the workshops. One respondent commented that "I think it's great (using research, eds.), it makes workshops much more interesting, so I did bring out more of the classes".

Besides being used to develop teaching content, the use of research in class also adds credibility to the teacher, as one respondent explained: "It gives you the feeling that the teacher is in control of what is being taught and that it is very up to date knowledge". This was further supported, as one student replied that "it makes me trust the person and the lecture given more", and another respondent simply stated that "it gives more credibility".

That the research is based on an industry, which is relevant for the students, increases the usefulness, as "it means that the theory behind makes sense and is useful in practice".

5.2. The teacher takes active part in research and uses own knowledge in class

From the qualitative parts of the questionnaire, it was clear that it made a difference for the students, if the teacher participated in research activities and brought new knowledge in class. Two of the respondents explained quite simply, what it meant to them that the teacher is doing research: "He (the teacher, eds.)is interested in what is going on" and "that means the teacher was very prepared". According to one respondent, there was a clear link between the teacher's research activities and how it benefited the students, as he stated that "I personally believe that if teachers will take part in the research and thereby bring some new knowledge in class, it would be really fruitful for every student in the class".

Also the ability to see a connection between knowledge collected directly from the hospitality industry and what was taught in class was reflected in the comments: "It means a lot [that the teacher is involved in research, eds.], as it helps develop the industry from the core, so that the things learned from research will be implemented faster", and "it helps us develop to a level, which we wouldn't otherwise have access to".

According to a respondent, "I feel part of the development" when working with the research findings and when discussing the knowledge accumulated directly from the industry and contributing with own opinion, another respondent commented that, "it helps bring new value next time the findings are shared with another class".

The responses relate not only to the professional outcome, but also to the personal intentions from the teacher, as one respondent commented about the teacher being involved in research and sharing the results in class: "It means that the teacher is passionate about the subject and cares about providing correct information".

6. Discussion and Conclusion

The aim of this study was to examine how students experienced the effect of incorporating research in teaching, and from an overall perspective, the response from the students was very positive. Using a self-administered questionnaire, it is believed that the response is not forced or dishonest, but since the respondents were a mix of Danish and international students, it needs to be considered if some students may have provided socially desirable answers due to cultural differences (Nardi, 2018).

According to Deiry et al.(2020), a teacher with experience as a researcher is more likely to use experience-based education and is also more likely to use this approach in daily teaching (Costa & Ricarte, 2019). This is in accordance with the authors' own observations at UCL, where they found that teachers involved in research are also more likely to use evidence-based knowledge in the classroom than teachers who are not involved in research.

When conducting the workshops, it was clear to the teachers that the students were somehow more curious about hosting than they would normally be in classes with the same topic.

It is evident from the responses that all students experienced a link between research and teaching. This indicates that when it is clearly communicated by the teachers that the teaching is based on research findings, the students are more likely to be interested and curious about the subject being taught (Ryan, 2016). This is in line with what Halcomb & Peters (2009) found. In the research project concerned, the researcher and teacher were merged into one person, and this helped promote the angle of research in the teaching, because the teachers knew exactly what the research was about and what the findings meant. Therefore, it was much easier to convert the evidence found into teaching materials and into the actual teaching. This was also what Mallone et al.(2006), Joyce & Cartwright (2020) and Diery et al.(2020) concluded in their papers.

7. Future research

This paper has focused on teachers using their own research in class when teaching and thereby being naturally passionate about the use of evidence-based education. Therefore, it would be relevant to investigate how research can be better embedded in teaching in general and not just by the researchers themselves for selected purposes. Diery et al.(2020) points out that teachers often lack the competencies to interpret relevant research, as well as the lack of time and skills to be able to incorporate the research in their teaching.

Furthermore, it would be relevant to investigate how it affects the teachers' motivation, when using their own research in teaching, as the study has only focused on the effect on students, not teachers.

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

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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 through prototyping and just-in-time delivery. We illustrate how we have used the Instructional Design theory to develop a process for creating a number of micro-courses. The key to course development here is the way the development plan is carried out using skilled teams of developers working in concurrent development cycles after first developing a prototype course for testing the development cycle and its output. For ease of use, courses should be self-drivers, and should contain extra information for the educator for easy implementation of additional topics in a course. Using constructive alignment such new elements can be combined with the existing curriculum in a meaningful way.

Key Words: *Artificial intelligence, Ethics, Economics, Marketing, Micro-course design, Machine Learning, Course development.*

Track *5 Education*

Focus of Paper *Industry/Educational'*

Kind of submission: *Paper*

Introduction

The purpose of this paper is to analyze the process of developing a series of micro-courses in order to identify a development process that makes developing micro-curses less time consuming, balancing out demands on course design that makes it easy for lecturers to approach new materials, and restraints on time and resources for testing and re-designs. Moreover, we review the design considerations when developing study materials for the middleman, i.e., the lectures, and with regards to these we further discuss how to incorporate new learning objectives into an existing course.

This paper is based on a project centered on artificial intelligence and ethics related to business economics. The project was a cooperation between SmartLearning, Business Academy Aarhus, Cphbusiness, Copenhagen Business School, Business Academy Dania, Business Academy MidtVest, Business Academy SydVest and Zealand Academy of Technologies and Business. The main objective of the project we base this paper on was to contribute to the skill- and knowledge development as set forth in *The Danish National Strategy for Artificial Intelligence* (2019) where the vision is that "*Denmark is to be a front-runner in responsible development and use of artificial intelligence"* (ibid. p. 7). Thus, the project goal was to develop courses containing everything a lecturer needed to bring the course materials to class and implement it in the existing curriculum. This was to include in-class materials, materials for lecturer and student preparation, teaching manuals for the lecturer, cases, quizzes, exercises and so on.

This paper is based on the evaluation data from internal and external tests of the process and output of this project. The development process and course design was developed during a series of meetings and evaluations centering on developing a course prototype and a development plan for all the courses. In total 12 evaluation meetings were held; 20 internal tests and five external tests were conducted with data collection consisting of a total of five interviews and two different questionnaires filled out by approximately 50 respondents. It is this part of the project that is the basis for the research in this paper. The most important evaluation was done with actual tests of the material by lecturers in-class - the external tests. In the external tests we used both quantitative and qualitative evaluations. We asked both lecturer and students to fill out questionnaires after finishing the course to get a general idea of how the material worked in class and how relevant the material was and how planning the lessons had been facilitated by the structure of the materials. Then we conducted interviews with the lecturers to get in depth feedback on the materials, including how the courses, directed specifically at them, worked in order for them to feel well prepared for the lessons.

When we began the process of developing the whole structure for the student courses we did not as such carry out a formalized, stringent and structured analysis of the target students as one of the main purposes of the prototype-tests (see below) was to identify whether the initial prototype had an appropriate fit with the students' foundational knowledge and whether we had the right balance between complexity, relevance, cognitive load (e.g. Bruin et al. 2020, Khalil & Elkhider 2016). and fit with the learning objectives of the different educations we were targeting. That is, one of the main purposes of the external tests was pressure-testing our hypotheses regarding the students' "[…] *subordinate skills, entry behaviors and characteristics* […]" (Khalil & Elkhider 2016; 147).

The output was 6 micro-courses in AI to use in class, and 11 micro-courses for the lecturer specifically to gain more background knowledge on AI and ethics.

Approaching basic course design

The basic challenge of the course design was to make it straightforward for lectures to implement new course materials into their existing courses and curricula. The aim was that new learning goals can be implemented easily by the lecturer by providing learning packages as complete and easy-to-use as possible. As dealing with new technologies such as AI is in itself a challenge, so further challenges caused by the design of the micro-courses should be minimized.

The first solution to this was to develop courses as step-by-step self-drivers. i.e., a set of blended learning materials that lecturers could use without the direct assistance from the developers of the material. The importance of the self-drive design was in relation to timing. The lecturers we worked with typically prepared their classes shortly before conducting them and were inclined to do the same with new materials (although taking more time with new materials compared to known ones). To accommodate this mode of operations we decided that the materials should be available just-in-time, meaning that any educational program should be able to access the material at any time without being reliant on someone to be available for handing over the materials. So, designing the course materials for a self-paced just-in-time approach for the lecturer is beneficial in such cases (Thaysen, 2021).

Strong emphasis also had to be placed on implementing a useful development process with focus on prototyping and testing. It was key that the materials could be used self-paced and just-in-time. This meant that a very flexible process of development was needed. To structure this process, we used the instructional design model ADDIE (Khalil & Elkhider 2016, Strickland et al. 2012). This model has developed from a linear model to an agile model of course design (Bouchrika, 2020). The approach to course design with the ADDIE model has become much more suited for using prototyping as an integrated part of course design (Zemke & Rossett 2020, Daugherty et al. 2007). The risk of this way of working was that the testing and re-designing would become very time consuming, especially because we had to develop a whole series of courses. The development process had to address this issue.

To do so, it was necessary to create our own interpretation of how to use the flexible ADDIE model adopting the model to the reality of the project. We had a whole series of courses to develop but decided not to start development on more than one course before we had a tested prototype that worked. So, we decided to develop one full micro-course to stand on its own in development and testing. For this a full analysis, design process, development, and partial implementation was called for in order to conduct two rounds of testing. This meant that the development process would consist of one full ADDIE process and based on these five additional ADDIE processes would be run based on the result of the first one. This led to another revision of the material on two levels: Is the initial micro-course finished, and are the underlying principles of design and pedagogy ready to be rolled out as a basis for the other micro-courses scheduled for development? In this way the first micro-course in AI and customer satisfaction worked as our prototype for the general design of all the micro-courses in the project ensuring that the further development went on effectively as the remaining five courses were developed as concurrently as possible.

After changes were implemented the project members now began working in their groups with parallel development of the remaining micro-courses. In this way the prototype paved the way for a different mode of production, where time and resources were spent more effectively. So, this is a diverse form of prototyping, and each course is seen as a process of iterative development cycles within the overall ADDIE framework.

Using the ADDIE framework as a template for course development the primary attention can be on course development and this sits well with the behavior-oriented nature of ADDIE, and yields more focus on actual development and realization, instead of using too much time idealizing the goals and aims of the project.

Developing for the middleman

A problem with designing courses for others to use is that it is not always clear how the materials are intended to be used and what underlying principles for teaching the materials are. To make materials that are supposed to be usable by the lecturer right away we concluded that such considerations should be clarified - this challenge will be addressed later. Also, to teach something the lecturer normally needs to know more than is in the curriculum, which makes it important to ensure that the lecturers conducting the courses had the necessary prerequisites before the course began (Khalil & Elkhider 2016, Bouchrika 2020). So, there were different target groups we had to consider even though it is the students that are the main end users of the project's output, but we also had to consider the exact role of the middleman, the lecturer. The challenge being how the lecturer could facilitate courses that students would find well prepared and thoroughly planned and make this easy for lectures to access and use. To address this issue, we decided to develop eleven courses specifically targeting the lecturers with the additional basic and background knowledge on AI and ethics needed to be well prepared for questions. It was necessary to make sure the lecturers were well equipped before teaching the AI courses, so four courses in AI-ethics and seven in AI-technology were developed so the lecturer could be well ahead of the students. Naturally this meant that lecturers had more preparation to do, but this should be seen as further education and is intended to be a onetime investment. Each main course thus has recommendations as to which of the lecturer-oriented courses the lecturer should complete before facilitating one of the main courses. In this way we created a one-stop-shopping point for lecturers, where they would be able to access everything, they needed in one place.

All in all, this also helped us work more effectively, because we did not have to add background knowledge over and over again for the different student focused courses which was a huge benefit in regard to development time.

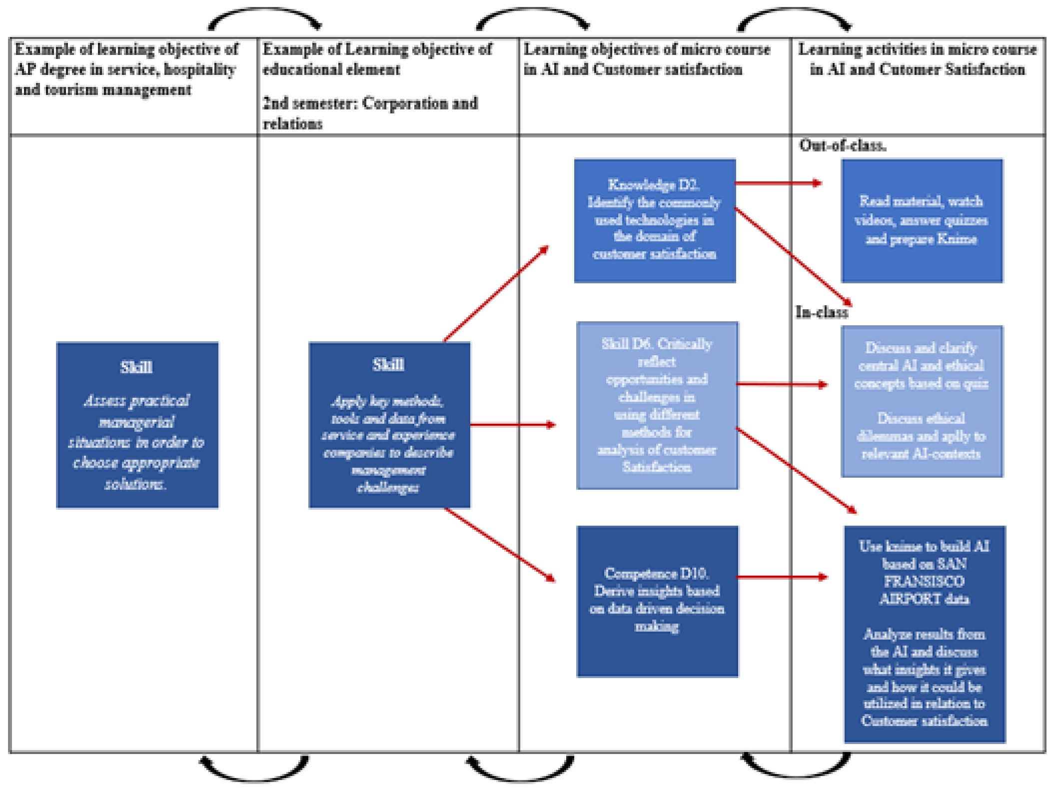
Pedagogical considerations

Our goal was to educate generalists and not specialists. After the course the students should be able to understand what AI is and what potential pros and cons that could arise from utilizing AI in a given business setting. Our main aim, however, was that the students should come away with both declarative and procedural knowledge (Hailikari et al. 2008.;2). That is, they should also be able to apply the things that they have learned in something that at least approximates real-world problem solving (Simon 1996).

In the design phase our main hypothesis based on our own experience with the students was that they had no, or at least very little, foundational knowledge on the different basic technologies behind AI, the usage and purpose of AI and the ethical aspects associated with these. Therefore, our starting point in formulating the learning objectives was that we had to provide the foundational knowledge needed in order to optimize learning and progression toward the next level. The end-goal was that the students should be able to "create" their own, albeit very simple, AI by using open-source software, interpret the results from the AI and be able to determine how this could be used in a given business-setting. Finally, they should be capable of diagnosing potential ethical problems that could result from the whole process from gathering data over coding to implementation of the AI.

In figure 1 we have given an overview of how the design phase was handled through an alignment of the learning objectives from our AI courses with the learning objectives from one of our target educational programs here exemplified by the AP program in Service, Hospitality and Tourism Management.

Figure 1: Alignment of learnng objectives and learning activities



In order to make "The intended outcomes specify the activity" (Biggs & Tang 2011; 97), we started by looking at our different target educational programs to make our micro-courses fit into these. We did not, however, aim to create customized courses for each educational program, but as the common denominator across all programs was business economics, we aimed at designing the whole portfolio of courses so that they would fit into this generalized topic. The first two stages of figure 1 exemplifies a set context that we had to fit our courses into. The arrows at the top of the figure illustrate the breakdown of a general learning objective for this particular AP degree program into a more specific learning objective of a second semester educational element. In relation to our course, AI is seen as a tool to assess and choose (stage 1) and also seen as a key method and tool for utilizing data in order to describe management challenges (stage 2). In the third stage we have three of the learning objectives that we formulated for the prototype course Customer Satisfaction. In brief the three objectives should consistently and seamlessly feed back into the two preceding stages so that they will form an, albeit small, part of achieving them and, as it were, get the students ""entrapped" in this web of consistency" (ibid.; 99).

The next step in the process was then to transform these learning objectives into practically applicable learning activities that could be implemented by the course lecturer. Moreover, it should be transparent how the activities help meet the learning objectives in the preceding three stages. This is represented in the arrows at the bottom of the figure. This is the topic of the next section.

The learning path

In the development phase our main task was to create learning materials and activities in order to underpin the learning objectives and as much as possible tether them to the educational program in general. It is beyond the scope of this paper to go into detail about the specific materials, but as illustrated in figure 2, both the ethics and tech aspects were constructed so that the student moved from a more general and abstract insight toward a more specific one related directly to customer satisfaction as understood from the angle of business economics. So, from the tech perspective the material moved from AI in general - e.g., machine learning, deep learning, etc. toward the tech deemed most relevant in relation to customer satisfaction - i.e., the architectures of decision trees and random forest and how they could be utilized (Sørensen 2021). Similarly, from the ethics perspective the material moved from ethics in general toward the ethical theories deemed most relevant in this context - deontology, utilitarianism, and virtue ethics - and how they could be brought to bear in relation to the use of AI in relation to customer satisfaction (Hultberg 2021). All the steps had readings, videos, quizzes, cases and questions for reflection. The last part of the out-of-class preparation was that the students needed to prepare using the open-source tool KNIME so that they had the basics in place enabling them to build and use an AI by utilizing KNIME in class.

Figure 2: Course outline for customer satisfaction and AI

What	Content	Duration
Students preparation at home: Introduction to AI and Ethics	• What is AI? • Most commonly used technologies, with focus on Machine Learning • Introduction to Duty-Based Ethics and Utilitarianism	1.5 hours
In class: AI in Customer Satisfaction	• Exercises that establish a common understanding of AI and Ethics • Introduction to AI in Customer Satisfaction • Exercises in turning insights into action, and ethical considerations in this regard	2 hours
In class: Case: San Francisco Airport	• Introduction to decision trees and random forest techniques • Build your own AI in the AI software KNIME • Discussions of the results and how the insights could be converted to actions	1.5 hours

Summary of main findings

In order to stay effective, it was necessary to use the ADDIE approach in two consecutive stages, with a prototyping first stage, and then a phase of concurrent development and testing of courses based on the prototype. This reduces time for prototyping and testing by clearing basic designs on the first prototype.

To function seamlessly with the normal workflow during a semester the courses had to be self-drivers, meaning that the lecturer could access and use the courses without help. This meant that the lectures could also access the courses exactly when they needed to do so i.e., just-in-time.
To accommodate lecturer preparedness, additional teacher-oriented courses were needed in order to ensure a one-stop-shopping experience so as to facilitate the self-drive nature of the courses.

In designing micro-courses that are meant to fit into a larger context – e.g., standard one semester course curricula – using the ADDIE-model, one can benefit from combining it with the idea of constructive alignment (Biggs & Tang 2011) as this can help structure the process of merging two pools of learning objectives. Furthermore, it can help create meaningful learning activities that are transparent as to purpose, context, and objectives, while incorporating suitable pedagogical approaches in and out of class.

Suggestions for further research

This analysis and reflection on the development processes of micro-courses would be interesting to explore further if more test data could be collected. The self-drive nature of the courses has not been fully tested as all testers had the opportunity to contact someone in the development team and get help during the external test. In this way the guiding information and the usability has not been tested in full self-drive.

Concluding remarks

Our intention with this paper has been to present principles and a framework for constructing micro-courses in higher education and we hope that it can serve as inspiration for an effective way of looking at course and curriculum design and that it can help to make the processes surrounding this become more flexible and inclusive especially when new themes have to be added to an existing course.

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The platform where the micro-courses can be accessed: https://platform.smartlearning.dk/

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

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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.

Key Words *Competence needs, skills, Finnish tourism and hospitality industry, education*

Track *Education*

Focus of Paper *Industry/Educational*

Introduction

The tourism and hospitality industry has faced tremendous challenges during the last few years. Changing strategic environment, technological development, tough competition, and transforming customer behaviour, have created needs for agile competence development. At the same time, companies have faced huge issues in attracting and retaining employees.

COVID-19 has had a malignant effect on the services sector, and hospitality and tourism industry has been struck hard. Low-skilled and low-paid workers have been more affected, and many employees have left the industry. World Travel & Tourism Council (2020) warned that 50 million jobs in the global hospitality industry were at risk and millions of people in hospitality industry have already lost their jobs.

As said by Benaraba et al. (2022), there has been a notable change in the tourism field student career perceptions before and during the pandemic, as the students perceive their career opportunities filled with uncertainties and illegibility. Additionally, based on OECD's (2021) statistics service sector typically pays on average lower wages than the manufacturing sector, for all skills levels. The average salaries in service industry are notable lower, even 5-20 percent lower than the average salaries in Finland.

According to Bajrami et al. (2021), age and gender positively relate to job satisfaction and job motivation in hospitality field during and after the pandemic. The results indicated that older participants (40+), and hospitality field employees with families, do not have such a well-defined intention to leave the organization and were more motivated compared to younger and single employees. It is not surprising that younger generation want to leave this risky business. The OECD's (2021, p. 13) statistics show that young, female, low-skilled and low-paid workers have been overly represented among Finnish laid-off persons during the pandemic.

What should hospitality industry then do? The lack of a skilled workforce forces companies to investing in attracting labour and to retaining existing professionals. Wages are low, and working hours are challenging, therefore other ways to attract and engage employees must be generated. In this light, companies should start investing on educating their existing and upcoming employees. The newcomers in the field must be trained differently than the older generation, since the COVID-19 pandemic has made tremendous changes for certain procedures in the hospitality field (eg. self-service, automation). One might say that the new professional should be trained with multi-skills instead of strict occupation. Consequently, it is important to identify the most current and future competence needs, which enable for companies to be competitive in the future.

Guerrero and De los Ríos (2012) state, that there is no shared agreement in academia to define the term competence. Also, Fernandez et al. (2012) have specified that a straightforward examination of what is meant by the term competence is missing from the literature. Nevertheless, the term is extremely popular across these differing domains results in its being used in diverse ways, with different and sometimes conflicting meanings and intentions (Glaesser, 2019). However, Fernandez et al. (2012) conclude that there is an agreement that competence is composed of knowledge, skills, and other components. Furthermore, even though agreement about the nature of these other components is lacking, attitudes and values are suggested to be essential ingredients of competence.

Competence can be seen as a resource that practitioners need, entailing abilities and skills related to practical work (Moore, Cheng, & Dainty, 2002). Mulder (2014) postulates that professionals are competent when they act responsibly and effectively according to given standards of performance. Professional competence can be seen as the generic, integrated and internalized capability to deliver sustainable effective, or at least worthy, performance in a certain professional domain, job, role, organisational context, and task situation. That performance can include for instance problem solving, realizing innovation, or creating transformation. What is more, competence consists of various competencies, which refer to coherent clusters of knowledge, skills and attitudes which can be utilized in real performance contexts (Mulder 2014, p. 3). For instance, in a hospitality setting a restaurant manager needs to run profitable business. This requires knowledge (knowledge on accounting), skills (budgeting, math) and attitudes (accuracy, integrity). All these constitute professional competence.

Research methods

The aim of our study was to identify the most important current and future competences needs in the Finnish hospitality and tourism industry. Tourism and hospitality professionals (n=40) were interviewed to get insight in their conceptions about current and future competence and training needs in the industry. There have been previous studies done to define competences needed but, this was the first systematic study done in Finland after the pandemic.

Our data collection was part of a larger research and development project, MODULE, which was funded by the European Social Fund (ESF). Altogether 40 professionals, working mostly in management and leadership or expert positions, participated to semi-structured interviews. We started with a set of open-ended questions about current and future competence needs to get spontaneous responses. The next step was to discuss a list of future scenarios and changes in strategic environment to get more insight and deeper understanding about future competence demands. Two interviewers participated each interview. One of them was more active and asked mostly the questions while the other wrote down the given answers and explanations as precisely as possible.

Qualitative content analysis was applied to get a good understanding of the written data. According to Mayring (2000), content analysis is a family of systematic, rule-guided techniques used to analyse the informational contents of textual data. In this case, we chose qualitative content analysis, which typically examines data that is the product of open-ended data collection techniques aimed at detail and depth, rather than measurement (Forman & Damschroder, 2008). The process of analysis reduces the volume of text collected as well as identifies and groups categories together and seeks some understanding of it (Bengtsson, 2016).

Data analysing started with de-contextualising process in which, transcribed text was read several times to obtain the sense of the whole and to understand what it is all about (see Bengtsson, 2016). The data was then coded inductively to sub-themes, which included e.g., various skills, knowledge, and attitudes as well as other competence-related concepts. To improve reliability of interpretations, all interviews were re-examined by both two authors until they agreed upon the main themes or categories. Altogether 13 themes were recognized. Some of the themes were integrated and finally, six main competence needs of Finnish tourism and hospitality industry were identified.

Discussion

Results suggest that the main competence needs in the Finnish hospitality industry 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.

Leadership and management

Based on our study, shortage of employees, and notably, skilled workers, was seen as one of the biggest challenges in the future. Specifically, coaching-based leadership was considered key solution to attract and maintain employees and motivate them. According to Zuberbuhler, Salanova, and Martíne (2020) research increasingly shows that being an effective leader means being an effective coach and coaching skills have become an essential part of leadership competence and positive workplace cultures. Furthermore, Ladyshewsky and Taplin (2017) found a significant positive relationship between coaching-based leadership and employee work engagement.

Importance of leadership competences has not increased only recently during pandemic. For instance, a study of Cyprus hospitality sector suggests that attention should be given to motivating employees to achieve desired performance and directing and supervising the work of others (Marneros, Papageorgiou, & Efstathiades 2020). Dlamini et al. (2017) found a strong positive relationship between transformational leadership and affective commitment in hotel context. Particularly, fostering trust and purpose, encouraging achievement of goals and innovation, and developing self-actualisation enhances commitment (Dlamini et al., 2017).

Another leadership competence need identified was leading diverse and multicultural team. Hospitality workplaces are more diverse and heterogenous than ever. Rising level of employee heterogeneity does not refer only the growing cultural diversity, but also other diversity, such as age, disability, gender, sexual orientation, or religion (Scherle, Rosenbaum, & Obermeyer, 2021). A diversity management literature review by Kalargyrou, and Costen (2017) suggests that hospitality leaders should take employees seriously, recognize the capabilities of all employees, support all employees, communicate effectively with all employees, value a diverse work group, respect diverse cultural beliefs, and accept non-native employees. Grobelna (2016) points out that appreciation and respect for multicultural diversity and understanding of cultural differences is the starting point to manage and lead effectively diverse employees and to provide excellent guest services.

Besides leadership competences, correspondingly management competences such as planning, budgeting, revenue management, pricing, financial analysis, and strategic management were considered important especially during and after pandemic. Additionally, investigation by Marneros, Papageorgiou, and Efstathiades (2020), revealed that hospitality professionals perceive leadership and management competences, for instance leadership, financial analysis, and human resource management important for career success.

Personal professional skills

Our results suggest that there are several personal professional skills that are essential in turbulent hospitality industry. These qualities are resilience, self-management, time management, teamwork skills, emotional intelligence, desire to learn, language skills and, practical, hands-on skills (e.g. cooking, waitering, selling). Due the fact that every individual is seen as a co-creator of services, employees need to excel at social interaction with both, colleagues, and customers.

Employees' ability to work in diverse teams and use several languages was seen as an indication of their skills and abilities. Excellent teamwork skills help team members to work productively and effectively together, as well as build positive cohesion and increase job satisfaction. For instance, Bufquin, DiPietro, Orlowski, and Partlow (2017) found out that restaurant employees are more likely to develop increased levels of job satisfaction when they perceive their co-workers to be warm individuals.

Besides teamwork skills, time management and self-management as well as flexibility and resilience were mentioned as desired qualities of hospitality team members and leaders. Resilience, which refers to the ability to withstand adversity and overcome difficulties, as well as self-management and emotional intelligence, may have become more critical during uncertain times. Furthermore, findings by Gibbs and Slevitch (2019) underline importance of including emotional competences in the hospitality education. Interestingly, Cheng and Wong (2015, 128) have identified eight elements of professionalism in the hospitality industry, which are passion, sensitivity, and open-mindedness to new trends, team-oriented attitude, competence and skills, emotional self-control, professional ethics, leadership by example, and perfectionism.

Technological competence

One of the main themes in the data collected was competence needs related to technological development and digitalization. There were a lot of variation in the data: some expected their staff members to know how to use basic tools like MS Office, when some emphasised the need for coding and designing systems tailored to the company. Especially, restaurant companies could not specify precise skills whereas aviation and hotel professionals had more structured understanding on the future needs. Also, knowledge management, artificial intelligence (AI) and virtual reality (VR) solutions, automatization, and robotics, will all rise learning needs and require competence skills, but how and what kind of, remained still undefined.

El Hajal and Rowson (2021) discuss how to futureproof and prepare today's students for the jobs of the future. They claim that a few years ago it would have been impossible to foresee how the jobs related to AI will look like and what technical skills they will generate. They also point out that importance of critical thinking in education has never been clearer because the continuous development in AI increases the need to cultivate skills required to work with AI.

Hsu and Tseng (2022) suggest that technology-enabled services are gradually being implemented throughout entire business processes in the hospitality industry. Even though hospitality practitioners do not need to understand and develop all aspects of these technologies by themselves, they should be aware and understand the opportunities technological development offers. Therefore, technological competences are needed to gain competitive advantages, not only for individuals but, also for organizations.

Communications and social media

One of the major findings in our study was the growing and heterogenous need for communications and marketing skills. Based on our interviews, the scale of competences was wide: entrepreneurs were seeking for higher skills like ability to rule social media marketing, or data analysing, and knowledge management, whereas well-established and more traditional organisations valued and demanded basic communication skills such as language skills in order to achieve customer service for broader customer target groups. Like Ukabuilu and Igbojekwe (2015) note, communication skills significantly affect the productivity of hospitality establishments and so do social awareness skills, which in their study significantly affect the productivity growth of hospitality business.

In the meta-analysis study of Adeyinka-Ojo (2018) the skills valued most by the employers in hospitality and tourism destinations were found. For this paper, the most notable finding was the importance of communication skills, which was indicated as the priority skill. It included good verbal and listening skills. Moreover, Tanković, Kapeš, and Kraljić (2021) found out that customers, in their case tourists, appreciated good communication skills and, not only oral communication but also good listening.

Chathoth et al. (2020, p. 5) state that the propensity to process information is an intrinsic personal factor. Consequently, some employees are better communicators that others, due to characteristics such as behaviour, attitude, motivation, and skills. The latter plays a significant role in a study by Yoganathan, Osburg, and Bartikowski (2020) due to the influence they have on customers and other stakeholders. Since the proliferation of social media, employees' online behaviours are considered particularly vigorous for not only developing but maintaining the reputation of employer brands, too (Yoganathan, Osburg, & Bartikowski 2020, p. 524).

Sustainability and corporate responsibility

Sustainability and corporate responsibility have become a major trend in tourism and hospitality sectors. Competence needs related to sustainability and responsible business were seen very topical by informants. All dimensions, economic, social, and environmental responsibility as well as communication of company's responsibility efforts were mentioned.

More specific topics were also discussed such as climate change, food waste and waste management, circular economy, origins of ingredients, accessibility as well as health and safety. From this perspective, it is interesting that Zizka (2017) found that while the students are overwhelmingly convinced by the importance of sustainability and corporate responsibility, they are not particularly interested in learning about it. Besides that, sustainability concept implementation in undergraduate hospitality and tourism degree programmes seems to be at a developing stage since many education institutions offer sustainability courses, but implementation of the concept in programme learning outcomes and programme descriptions is limited (Berjozkina, & Melanthiou, 2021).

Customer experience and sales

Changing customer demands create continuous need for developing new concepts and services as well as new competences such as service designing. Informants anticipated that innovations and technology will play a crucial role in developing excellent customer experiences in the future. Research findings by Ruan, Zhang, Liu, and Li (2020) suggest that technological competence and service innovation implementation are the leading factors in hotel brand equity and have positive interaction effects on value perceived by customers.

Customer service skills and interaction were considered topical by our informants. Also, Reilly (2018, p. 53) and Bharwani and Jauhari (2013, p. 834-835) have stated that front line employees in hospitality need high-level interpersonal skills with customers. The job of tourism employees has transformed from "service providers" to "experience providers" (Bharwani and Jauhari, 2013). However, it is demanding for companies to accomplish this goal, especially when it is hard to charm, retain and inspire staff on low wages and in tight labour markets. The situation has not progressed easier after the pandemic.

The willingness and capability to seek information to solve customer problems was seen important by the hospitality professionals. That was also an important personal level attribute in study by Chathoth et al. (2020, p. 5).

Implications for the hospitality and tourism research and industry practice

This paper gives a good understanding of current and future competence needs in the Finnish tourism and hospitality industry and contributes to competence management of companies and gives an overview for educational institutions of what needs to be taught and included in curricula.

In these turbulent times, companies need to focus on continuous learning and create opportunities for their employees to learn and develop their competences. Both companies and educational institutions must find new and more agile ways to cultivate and train current and potential employees. Degree programmes cannot respond to the changing needs of rapidly changing strategic environment. Continuous learning and development are necessary for most of the companies if they want to survive and be successful. Time-efficient micro-credentials offer one opportunity particularly for tourism and hospitality sector which employs a lot of low-skilled and low-paid employees.

For years, it has been challenging to find labour, not only in Finland but in most developed countries. After pandemic situation has not develop better: even though hotels and restaurants have been reopened, they have been struggling to serve their customer demands. Additionally, many hospitality workers will not go back to their jobs. Nevertheless, because of pandemic, employees face job insecurity and need to cope with elevated levels of daily stress, which affect their psychological well-being and increase their anxiety and depression levels (Aguiar-Quintana, Nguyen, Araujo-Cabrera, & Sanabria-Díaz, 2021). Coaching-based leadership offers a framework and concrete tools to support employees during tough times. Leadership development and employee experience will be strategic issues when companies compete in attracting and retaining employees in the future.

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TRACK 6 – Research Methodologies

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

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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.

Key Words *Hotel website, Direct booking, Mobile responsiveness, Online channels, Pandemic*

Track *Research methodologies*

Focus of paper *Theoretical/Academic*

Introduction

Distribution systems for hotels have flourished with the development of internet technologies. Among those systems, online travel agencies (OTA) which create remarkably higher costs for hotel businesses have become dominant in the sector (Green & Lomanno, 2018). This dominance continued to increase by 10 per cent in the years 2013-2019 in European countries whereas the share of direct online booking (DOB) decreased by 12 per cent (Schegg, 2020). However, pandemic has played a critical role to reshape the online distribution environment for hotel businesses with a significant increase in the share of DOB up to 28 – 36 per cent whereas the share of OTA has recorded a decline in the world (Mauguin, 11 May 2021). The shares of those channels have reversed during pandemic based on several factors including higher flexibility of DOB for customer concerns, questions and requirements (Skift & Sojern, 2021). In addition to that emerging trend, Association of Hotels, Restaurants, Pubs and Cafes (HOTREC) has also supported fostering digitalisation in the hotel industry with the aim to improve DOB performance of hotel businesses and support their recovery after pandemic (HOTREC, 08 July 2020; HOTREC, 2021). In line with this increased role of DOB based on pandemic conditions, this study aims to propose a checklist which will be used to generate a model for the analysis of hotel businesses' DOB competence through their web/mobile sites and contribute to prior studies with a lens of pandemic period and recent online tools. The current study offers a comprehensive set of items effective to assess DOB in six dimensions. Findings disclose varied levels of shares and weights of those dimensions upon validation from experts' view. The model presented in the study offers a baseline framework to develop an assessment and indexing tool supported by numeric computation for the analysis of DOB competence through web/mobile sites in the hotel industry.

Theoretical Background

As an internet-based distribution channel, DOB presents a cost-effective way for businesses and an easy and flexible source of hotel information and reservations for customers (Law, 2019). This channel offers several advantages for customers such as self-service, easy and quick reservations at any convenient time, security of payments, special offers, additional perks, detailed and first-hand information and special requests handled in confidential and efficient way (HOTREC, 08 July 2020; Siteminder, 12.10.2021). Businesses also enjoy lower customer acquisition costs through DOB with higher profitability of bookings, higher returns from direct hotel-customer connection, additional revenues, higher satisfaction and review scores, seamless, differentiated and personalised experiences at the purchase and stay stages (Green & Lomanno, 2016a; 2016b). Therefore, hotel professionals need to use their websites as a marketing tool (Wang et al., 2015) and invest in technology so that hotel businesses generate profitability from DOB which is a "low cost-high touch" channel (Green & Lomanno, 2016a: 39). Visits from potential customers to hotel websites affect positively DOB; therefore, website content of hotel businesses including compelling descriptions, visual tools, and value propositions is so critical to engage visitors along the booking journey on the website for higher conversions (bookings) and hotel room sales (Green & Lomanno, 2016a).

Tourism and hospitality literature includes an extensive research on the models to evaluate the performance of the hotel websites. Earlier studies mainly focus on the evaluation of features and effectiveness of the web content and design principally based on scoring or user judgement through lists of items classified in various dimensions (Law et al., 2010). Morrison et al. (1999) describes *balance scorecard* approach to assess the *website performance by technical, marketing, internal features* and *customer perspective.* Baloglu and Pekcan (2006) proposes *a website design* model with features such as *interaction, navigation, functionality* and *internet marketing practices.* Hashim et al. (2007) present a framework of *website quality* including numerous items of *information and process, value-added features, relationships, design and usability, and trust dimensions*. Earlier studies also introduce numeric computation methods to evaluate the performance of hotel websites (Law et al., 2010).

Studies in the following years take psychological aspects into consideration and focus on *user interface, marketing effectiveness*, and *website quality* features as per the emerging function of websites as a relationship building tool (Law, 2019). Majority of those studies reflect the perceptions of consumers and fewer studies report suppliers' (managers) perspectives (Sun et al., 2017). From customer point of view, trust (guarantee to cover losses) and information quality, special discounts, assurance, reservation information, privacy and facility information are reported as the critical factors to affect the website performance (Baki, 2020). Perceptions of visual content as a part of the website esthetic design are also critical for customers to assess the service quality of hotels (Kirillova & Chan, 2018). In addition, when placed with short descriptions, high number of photos generates enjoyment and booking intention (Bufquin et al., 2020).

Sectoral reports also point out various items to integrate to the hotel websites. Those reports list several items such as dynamic room availability and rates, hotel information on location and communication, various room types, packages, and amenities, rich and multilingual content with photos, video, and banner images, social media integration, simple, quick, responsive, and multi-currency booking transactions, flexible payment tools, promotional tools and vouchers, extra services offered with rooms, mobile responsiveness, load times, group and event booking, price comparisons, reviews (Green & Lomanno, 2016a; Hotel Tech Report, 2021; Siteminder, 12.10.2021; Skift & Sojern, 2021).

The importance of mobile sites is also evident given the number of mobile users which have reached up to 5.2 billion people (66.6% of the population) in the world in 2021 by an increase of 1.8 per cent over the previous year (Datareportal, 27 January 2021). DOB by mobile devices has steadily increased up to 41 per cent in 2020 compared to 2019 in hotels (The Hotels Network, 30 July 2020). Mobile sites have appeared as an important source of information for smartphone users' to make their purchasing decision; therefore, the design of hotel mobile apps (functionality, symbolism and esthetics) is also effective to engage customers and fulfill their needs (Lee, 2018).

In addition to those emerging trends in the digital world, COVID-19 has played a major role to reshape the hotel industry in many aspects towards digitalisation. Once health and safety procedures are set by states and corporations, hotel businesses have used their website as the primary communication medium to publish their COVID-19 related policies and procedures (Smart et al., 2021). As a way to reduce customer anxiety for health and safety, hotel businesses have added special content and messages including the rules, measures, cleaning and sanitisation protocols, and contactless options in their websites (Skift & Sojern, 2021). Hotel managers, therefore, encourage customers to book directly through hotel websites with exclusive offers and personalised customer service (Garrido-Moreno et al., 2021).

Methodology

This study aims to generate a checklist to be used in a model for the assessment of DOB competence of hotel businesses through a wide range of items included or applied in their web/mobile sites. Law (2019) reports two broad dimensions of website evaluation: Web functionality (content; user interface-UI) and usability (user experience-UX). The current study also uses this classification and extends it to incorporate UX-related items namely hedonic goals and experiential aspects (Sriphaew & Katkaeo, 2017). In addition, information and communication levels (Law, 2019) are included in the model of the current study but some items of the transaction level are excluded given the difficulties to check entire booking process and secure payment procedures. Social media, search, meta search and other online activities which generate visibility and traffic to the website (Green & Lomanno, 2016a) are also excluded based on the focus of the study on the hotel web and mobile sites as per their accessible content from their direct link.

Structured conceptualisation method as applied by Hashim et al. (2007) was employed to create a large selection of hotel web/mobile site features. Relevant literature and sectoral reports (see Appendix 1) were reviewed to identify items to generate a comprehensive list. Such methods require a well-prepared checklist which includes items from prior models to verify the existence of the relevant items (Law et al., 2010). In order to validate the items and dimensions, nine experts were contacted. Verification by evaluation of experts is a frequent method used in website analysis (Baki, 2020; Hashim et al., 2007; Le et al., 2020; Lei & Law, 2019). The group of experts included four professionals from revenue management and digital marketing departments of hotels, two professionals from hotel software companies and three researchers with studies in the relevant field. Experts checked all the items to indicate if those items should be included in the list. They were also asked to offer a weight for each dimension and score their recommended importance level of each accepted item in a scale of one to five points. Upon feedback from the experts, the final checklist to assess DOB competence of hotels through their web/mobile sites was produced.

Findings and Discussion

The checklist which serves as the basement to the model proposed in this study includes a wide range of items. At the end of the review process of the relevant academic and sectoral content, 186 items in total were compiled in the list and those items were grouped in six dimensions:

1. Informative content competence – 29 items
2. Experiential content competence – 13 items
3. User interface competence (technical, design, and functional aspects) – 62 items
4. Promotional competence – 26 items

5. Mobile competence – 44 items
6. Crisis communication competence (example of COVID-19 pandemic) – 12 items

Majority of the items were confirmed by the experts to be included in the checklist to assess the DOB competence of hotel businesses from various scales. There was no consensus on any item to take out from the checklist. Few experts stated that some items were not suitable for hotels of all scales such as video content, virtual tour, informative content about amenities, sustainability actions, members only rates, weather forecast, community page. Figure 1 shows the shares of all the items in the checklist and Figure 2 demonstrates the average of recommended weights from experts' view.

Figure 1. Dimensions of Direct Online Booking Competence

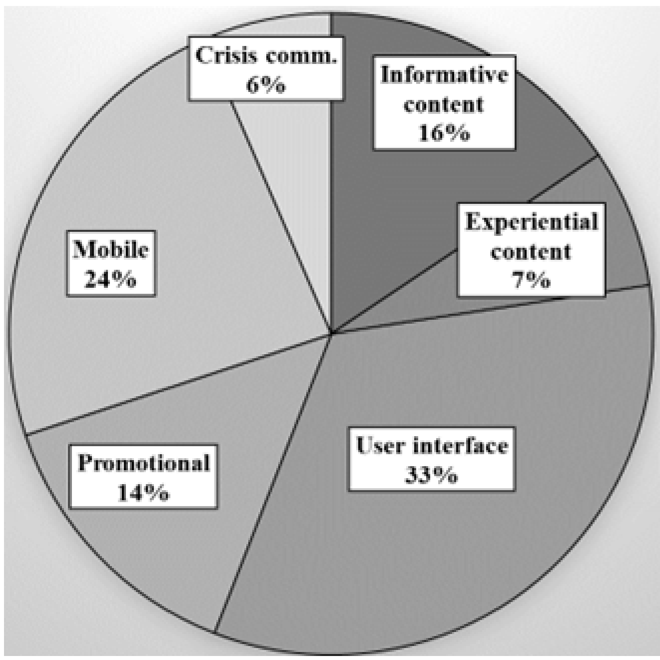

Figure 2. Direct Online Booking Competence – Recommended Weights

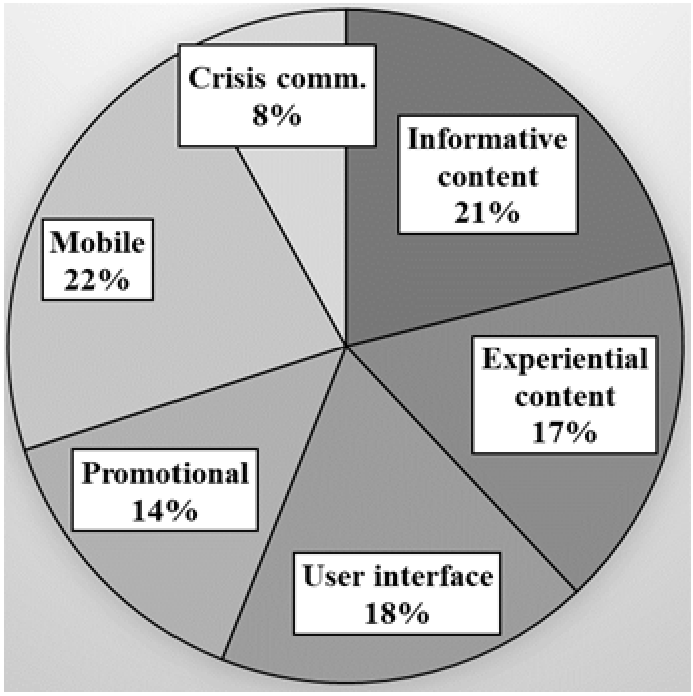

Figure 1 and Figure 2 reveal a different pattern of weights compared to the share of DOB dimensions in the checklist. Informative content and experiential content competences record higher weights than their share of items in the list. Mobile competence is remarkable with the highest weight in the model. Other dimensions with relatively higher rates (informative and experiential content, user interface) underline the essential elements of DOB in terms of content management and technical aspects. Average of recommended importance for items in the checklist show a consistent level of four points for all the dimensions except for the mobile competence (five points). The higher weight and importance of mobile competence disclosed in the current study confirms the findings reported in prior research (Datareportal, 27 January 2021; Lee, 2018; The Hotels Network, 30 July 2020).

The study aims to propose a checklist applicable for hotels from various scales. For this reason, experts were also asked to indicate whether items are required for hotels of all scales or not. The findings in this respect reveal the high frequency (approvals from seven to nine experts) and relatively high importance (3.5-5 points graded by experts) of items in the proposed checklist. Items confirmed by all the experts take part in the dimensions of informative content and mobile competence. Informative textual content, informative photos of rooms, information about location and accessibility, location positioning on a map and communication/contact page are stated as required items in hotel website as a part of informative content competence. Hotel direction/map, transport facilities/accessibility, contact details, load times, booking tool, homepage key, three-clicks rule, updated and timely content and room photos are the items to include in hotel mobile sites as a part of mobile competence as agreed by all the experts.

On the other hand, video content and virtual tour about the hotel do not seem essential for all types of hotels given the budget limits of smaller and independent properties. The availability of the visual content (photo, video film) of hotel rooms, facilities and packages are regarded as more critical for the DOB competence for hotel businesses in accordance with the findings reported by Kirillova and Chan (2018). Sustainability and weather forecast are not considered required items of hotel website. Given the increased attention on sustainability particularly after pandemic, hotels' actions in this field need more emphasis in the internet environment.

Majority of the items in the UI dimension are considered as essential to assess the competence. On the other hand, special welcome message for loyal customers, dynamic video content of the hotel, chatbots, micro interactions (animations) do not appear to be critical to evaluate the DOB competence of hotel businesses. UI competence is the dimension with the highest number of items to assess the technical and functional aspects of the hotel websites and almost all the items in this dimension are effective to assess DOB competence. Findings also reveal the critical role of dynamic promotional content in the hotel website given the effect of this content to increase the rates of direct booking conversion. Similarly, majority of items in the mobile competence also appear to be effective based on the increase in the rates of mobile bookings in recent years. Finally, crisis communication as in the case of pandemic is also crucial to be a part of the hotel website to enhance UX with appropriate content to inform the stakeholders, particularly customers, about the current actions and measures taken in the hotel properties.

The proposed checklist in the current study offers a comprehensive basement to generate an indexing model as a tool to evaluate hotel web/mobile site from supplier perspective which is a gap in the relevant literature (Sun et al., 2017). Despite the similarity of the methodology with the earlier studies (Baloglu & Pekcan, 2006; Hashim et al., 2007; Law et al., 2010; Morrison et al., 1999), the study differs with an extensive list of up-to-date items applicable in the industry to be considered by hotel businesses in order to reap the benefits of DOB (Green & Lomanno, 2016a; 2016b). Such a complicated method can be confusing for customers to share their feedback; however, further simultaneous and complementary studies incorporating psychological aspects with the proposed model would reveal a holistic understanding on the DOB competence (Law, 2019).

Conclusion

Internet technologies have diversified the distribution environment of hotels by offering extensive opportunities and creating challenges. One challenge is to enhance the hotel web/mobile sites in line with the current trends, dynamic conditions and customer expectations in order to scale up the direct bookings with higher returns and profitability. Academic literature and sectoral resources offer extensive content on the applicability of a wide range of items to be integrated to the hotel web/mobile sites. However, given the dynamic nature of today's world, the need for such studies is evident with various perspectives and expertise. The current study responds to this need with a proposition of an extensive checklist which integrates informative and functionality items of prior studies with experiential, promotional and crisis communication aspects. This study reports the findings of the first stage of a research which aims to create an indexing model as an assessment tool for DOB competence of hotels. At the following stage, the checklist will be used to score the presence of the items (with the points of 0 and 1) in the web/mobile sites of a sample group of international and national five-star hotel businesses in Turkey. Hotels in the sample group will be ranked according to their scores based on computational methods. As a result, an index of the sample group will be generated to compare and benchmark hotel businesses according to their DOB competence.

Digitalisation of the hotel industry has become a critical agenda for international organisations and hotel properties especially after pandemic. Primary orientation is to help hotel businesses to improve their DOB competence in order to overcome profitability challenges in a period under the OTA dominance and pandemic effects (HOTREC, 08 July 2020; HOTREC, 2021). Therefore, further research on the ways to improve DOB competence of hotels will offer opportunities for the industry to recover viably with higher sustainable returns. Furthermore, methodologies as applied and proposed in the current study offer a promising field of interdisciplinary studies in order to serve applicable and effective AI-based models to the sector and support digitalisation efforts of hotel businesses.

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TRACK 8 – Sustainability and Ethics

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

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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 follow-up research is needed.

Introduction

Hospitality and hospitals

Recently, hospitals spend a lot of attention to patient satisfaction and consequently try to improve their 'patient journeys'. In his book If Disney ran your hospital Lee (2004) asserts that courtesy, here, as a metaphor for hospitality, is more important than efficiency in hospitals. With this he caused a landslide in patient-centricity discussions, which traditionally focused on the medical or clinical side of healthcare services. Since then we have seen an increase in hospitals running their own hospitality program in order to improve their 'patient journeys' with the intention of increasing patient satisfaction. However, not all of these programs are successful and/or long-lasting. Moreover, in an environment focused on evidence-based research, the managers responsible for these hospitality programs experience difficulties to elucidate the contribution of hospitality.

While there are quite some similarities between hospitals and hotels, there are some important differences that can be broadly summarized as:

1. Guests pay hotels directly out of their pocket, while hospitals are generally paid through intermediary insurance companies (Zygourakis et al., 2014);

2. Patients are mostly anxious and fearful of the treatments and the hospital visit, where hotel guests do not have anxiety feelings concerning their hotel stay (Berry, Scott, & Wilmet, 2015; Zygourakis et al., 2014).

3. Guests can choose their own hotel whereas the choice for a hospital is mostly far more limited either due to a referral by a General Practitioner, due to the nature of the patients' impediment or due to the distance to the hospital (Victoor et al., 2014);

Although these differences are at the heart of both hospitals and hotels, the similarities are striking as well. Both have an entrance or lobby where the client (patient or guest) is welcomed and checked-in. Both have rooms, meal-services, and distraction possibilities such as mutual spaces, fitness facilities and/or prayer rooms. The duration of the stay can differ from short to long term. Both have a hierarchical diverse staff with diverging tasks and responsibilities taking care of their clients. And both are increasingly dependent on client appraisals: hotels fear bad reviews on Booking.com, Expedia or Tripadvisor, hospitals on sites like 'Independer Gezondheidszorg', 'Zorgkaart Nederland' and, 'Zorgkiezer'. In the case of hospitals, a growing number of insurance organisations are now encouraging individual patients to publicly assess healthcare facilities, which they then increasingly take into account as an assessment criterion for the quality of care (Independer Gezondheidszorg, www.independer.nl; Zorgkaart Nederland, 2016; Zorgkiezer, www.Zorgkiezer.nl). Last but not least, both hotels and hospitals have to cope with increasingly demanding, knowledgeable and assertive clients. Hospitals also see their 'customers' becoming ever more critical; to assure that patients are choosing their hospital, they have to excel on clinical and non-clinical aspects. Moreover, they have to strengthen and improve their reputation in order to retain and gain enough patients, to be able to offer a diverse palette of treatments and to assure a stable income. And although free market dynamics in healthcare were already introduced in 2006, competition initially hardly played a role. However, the recent bankruptcy of two hospitals in the Netherlands in 2018 made it painfully clear that competition does matter these days. Competition is new element for many hospitals with which they are still struggling strategically and politically.

Whereas in the hotel industry, every staff member has a clear definition of the guest and his wishes and needs, i.e. the hospitality offer, we assume that this is not the case in hospitals. Our assumption stems from research that clearly underpins that various actors amongst whom different healthcare professionals as well as patients, have different views on health (Huber, Knottnerus, & Green, 2011; Huber et al., 2016). We therefore assume that ideas about the needs, interests and wishes of patients also differ. In addition, we suppose that the various hospital 'tribes' or groups (facility staff, nurses, and doctors) perceive 'hospitality' differently. We think that this might cause the unsuccessful introduction and continuation of hospitality programs.

Defining hospitality

Hospitality is a contested term; it refers to service delivery (production), service experience (consumption), a type of industry (business praxis) and behaviour (cultural performance). It remains an ill-defined concept and lacks a clear demarcation. Broadly there exist two main streams of thought: one talking about issues in the hospitality industry (research 'for' hospitality) and another studying hospitality as a social phenomenon (studies 'of' hospitality) (Lashley, 2017ab). There is ample literature on hospitality 'for', literature on the business of hospitality (for illustration see the extensive literature reviews: García-Lillo, Úbeda-García, & Marco-Lajara, 2016; Li, Ma, & Qu, 2017). There is a growing body of literature that sees hospitality as a social phenomenon, hospitality 'of' (Bell, 2012; Derrida, 2000; Derrida & Dufourmantelle, 2000; Lashley, 2017ab; Lynch et al., 2011; Morrison & O'Gorman, 2008; Morrison, 2018; O'Connor, 2005; O'Gorman, 2006ab, 2007ab; Pohl, 2011; Siddiqui, 2015, 2016; Welten, 2015). Even though the recent increased interest in hospitality is to be welcomed, the above discussion about streams or schools of thought does not simplify the search for one unambiguous and comprehensible description.

In the hospitality industry, there exists quite some literature on (hospitable) behavioural aspects, the interaction between host and guest, and the need for soft skills and competencies (Ariffin & Maghzi, 2012; Ariffin, Maghzi, & Aziz, 2011; Dekker & Albers, 2015; Dekker, Groen, & Lub, 2015; Johanson, et al., 2013; Pijls, et al., 2017; Pijls, Schreiber, & Marle, 2011; Reuland et al., 1985; Weber et al., 2013; Wilks & Hemsworth, 2011). But scholarly research on hospitable behaviour in the healthcare industry is scarce (Hepple, Kipps, & Thomson, 1990; Lee, 2004; Kelly, Losekoot, & Wright-StClair, 2016; Steele, et al., 2015;

Severt, et al., 2008). With foresight, Reuland and Cassee wrote a non-scientific article on 'Hospitality in Hospitals' and invited scholars to undertake research in this direction and to develop a 'philosophy of hospitality in hospitals' (Reuland & Cassee, 1983: 162). Since then some research has been undertaken, mostly focusing on particular aspects. For instance, on the architecture of hospitals as a healing environment in which hospitality is a key factor to improve the wellbeing of patients and staff (Fiset, 2005; Fottler, et al., 2000; Nijhuis, 2017; Stichler, 2007; Suess & Mody, 2017; Ulrich, Zimring, Joseph, & Choudhary, 2004). Another aspect, which also lately received quite some attention is the food served in hospitals (Belanger & Dube, 1996; Dall'Olglio et al., 2015; Edwards et al., 2013; Hartwell et al., 2011; Hartwell et al., 2013; Johns et al., 2013; Justesen, 2014; Justesen et al., 2014; McWilliam, 2014). Again, the focus is predominantly on the product although the relation with hospitable service and the impact for the patients, i.e. patients' health improvement and the patient satisfaction gain more attention.

Finally, there are a number of authors who view hospitality as a complex of services and behaviours, look primarily at the experiential component, and point out the similarities between hospitality and the healthcare industry (Hepple et al., 1990; Hollis & Verma, 2015; Kelly et al., 2016; Kelly et al., 2018; Kraus & Jensen, 2010; Lombarts, 2020; Neervoort & Lombarts, 2017; Reuland et al., 1985; Severt et al., 2008; Steele et al., 2015; Wu et al., 2013; Zygourakis et al., 2014). The aforementioned Reuland and Cassee (1983) laid the foundation for this, also in the hospitality model that was created in a later stage (Reuland et al., 1985). Lombarts (2018) recently updated this model so that it can be used more widely, and thus also in healthcare. The even more recent HOPE model is specifically geared to healthcare and indicates the interaction between the various stakeholders and makes it clear that it is precisely this mutual interaction that influences everyone's perception (Hunter-Jones et al., 2020).

Demarcating hospitality in hospitals

Analogous to the service and hotel industry where customer centricity, satisfaction, loyalty, and lately also engagement is pivotal in the discussion about customer experience (Khan, Garg, & Rahman, 2015; Lemon & Verhoef, 2016; Van Doorn et al., 2010; Verhoef et al., 2009), patient experience increasingly gains attention. In this article, The Beryl Institute's definition of patient experience is used: "the sum of all interactions, shaped by an organization's culture, that influence patient perceptions, across the continuum of care" (Wolf et al., 2014). And also analogous to the customer experience in which all the different customer experiences form the total customer journey (Stickdorn et al., 2018), the sum of all the various patient experiences is the patient journey.

Numerous programs have attempted to provide insight into and improve this patient experience: Value Based Healthcare (Porter & Olmsted Teisberg, 2006), Lean (Graban, 2016; Kim et al., 2006), Planetree (2016), Hostmanship (Gunnarsson & Blohm, 2011), to name but a handful of these initiatives. And all of these programs focus on the complex of activities taking place in a hospital, from systems, to processes, to behaviour. However, the one issue that stays underexposed is the way how the various internal stakeholders such as doctors, nurses, and facility staff members treat their 'customer', the patient. Moreover, as the various hospital tribes look differently at patients, their needs, wishes, and interests, we assume that they also have a different view on hospitality. And as we assume that 'hospitality' is an important behavioural component and therefore a vital driver to improve the patient experience and patient journey, we are interested in how these various hospital 'tribes' define 'hospitality'.

Therefore, this article examines more in-depth how various hospital 'tribes' (doctors, facility staff, volunteers and nurses) define 'hospitality'.

Methodology

Our study builds on a literature study of hospitality in general and more specifically of hospitality in the healthcare industry. Literature on 'subsidized hospitality' (Slattery, 2002) as found in healthcare, in prisons etc. is, as we already expected, still in its infancy. For this research, we focused on the healthcare industry and more particular on hospitality in hospitals. As said before, publications in this area are still limited and scattered over time, but some articles are interesting and relevant for our topic and have been mentioned before.

Next, as we wanted to gain insight in how the various 'tribes' or groups of hospital employees understand hospitality, we conducted a qualitative survey in seven different hospitals: two academic, two urban and three rural hospitals. In each of these hospitals we interviewed approximately 20 doctors, 20 junior or assistant doctors (only on academic hospitals), 20 nurses and 20 facility staff members (including volunteers). In total we interviewed 180 doctors (including 45 junior or assistant doctors), 142 nurses, 105 facility staff members and 34 volunteers.

We used a qualitative survey design as it aims to focus on the diversity and not on the distribution in populations (Jansen, 2010). It was partly open (inductive), partly pre-structured (or deductive) in design. The open part existed of three short questions. The pre-structured survey was based on the hospitality experience scale of Pijls et al. (2017), who studied how hospitality is experienced among a broad variety of providers and consumers resulting in a validated list of forty-seven different associations, categorized in nine sub-groups (see Table 1). Overall these connotations encompass all the existing hospitality experiences. However, it is clear that the hospitality needs and goals of consumers of different services vary or that consumers have a different prevalence (Pijls et al., 2017). Respondents were approached during lunchtime and/or in the public spaces of the hospitals. As we required a first insight and expected people to be busy and therefore reluctant to cooperate, interviews were short, five to fifteen minutes maximum.

Table 1. Experiential dimensions of hospitality as proposed by Pijls et al. (2017).

Welcome	**Safety**	**Autonomy**
Open	Safe	Being in control
Inviting	Secure	Having influence
Welcome	At home	Having choice
Warm	At ease	Independence]
Approachable	Comfortable	Freedom
Courteous	Relaxed	
Friendly	Knowing what's coming	
Polite		
Empathy	**Servitude**	**Acknowledgement**
Understanding	Helpful	Contact
Understanding needs	Available	Feeling important
Involvement	Relieve of tasks & worries	Appreciation
Support	Effort to take care	Interest
Same wavelength	Sincere	Respect
	Treated like a king/queen	Taken seriously
		Taking time
Entertainment	**Efficiency**	**Surprise**
Distraction	Efficient	Unexpected
Pleasure	Easy	Exceeding expectations
Entertainment	Fluent	Surprising

First the respondents were asked to tick five of the connotations from table 1 (Pijls et al., 2017) that they considered to be the most important. The connotations were shuffled so the labelling in nine categories was no longer apparent. This allowed us identification of differences regarding the importance of particular connotations between the tribes. This resulted in a total of 2305 connotations. Next, the respondents rated the importance of hospitality on a seven-point Likert scale, ranging from one being 'very unimportant' to seven being 'very important'. The last question was an open question inviting the respondents to define hospitality themselves.

The selection of connotations was analysed by counting the number of people that selected each of the connotations. Differences between the tribes were determined by applying ANOVA. For analysis of the open question open and axial coding was used.

Finally, we presented the results to hospital professionals with the aim to check if these matched their assumptions. We refer to their reactions in the conclusion as we used their feedback as a mere double-check and explanation of some of the findings.

Results

Table 2 shows an overview of the connotations selected by the respondents, both by tribe and in total. The most important characteristics of hospitality are friendly, respect and helpful, selected by 52%, 48% and 43% of the respondents, respectively. There are no significant differences between the tribes regarding friendly and respect, helpful was more often selected by facility staff and volunteers.

Table 2 Overview of the connotations chosen by the respondents (N=461). Absolute numbers are shown for each tribe, and the total percentage. In case ANOVA showed significant differences between tribes, percentages for each of the tribes are shown, and the p value.

Aspects of hospitality (Pijls et al., 2017)	Connotations	Doctor	Nurse	Facility staff	Volunteer	Total
Welcome	Friendly	95	74	58	13	52%
Acknowledgement	Respect	82	77	42	19	48%
Servitude	Helpful	68 (38%)	56 (39%)	56 (53%)	17 (50%)	43% p .046
Welcome	Welcome	48	50	33	8	30%
Welcome	Polite	56	38	29	5	28%
Acknowledgement	Interest	40	36	24	7	23%
Welcome	Approachable	39	29	23	7	22%
Welcome	Inviting	48	29	21	4	22%
At ease	Safe	26	31	24	4	18%
Welcome	Warm	28 (16%)	38 (27%)	15 (14%)	6 (18%)	19% p .036
At ease	Comfortable	38	25	12	2	17%
Acknowledgement	Contact	29	17	22	10	17%
At ease	Relaxed	28	17	11	2	13%
Empathy	Understanding	16 (9%)	16 (11%)	18(18%)	11(32%)	13% p .001
Empathy	Involvement	17 (9%)	21 15%	11 (10%)	9 (27%)	13% p .034
Servitude	Sincere	23	19	9	5	12%
Acknowledgement	Appreciation	15	16	10	4	10%
Efficient	Efficient	23	17	6	1	10%
Entertainment	Pleasure	15	8	14	4	9%
Servitude	Available	22	7	6	3	8%
empathy	Understanding needs	12	10	10	3	8%
Welcome	Open	12	8	10	4	8%

Acknowledgement	Taking time	8	16	4	1	6%
Autonomy	Having choice	13	3	4	1	5%
Efficient	Fluent	13	5	4	0	5%
Autonomy	Freedom	13	2	6	2	5%
Acknowledgement	Feeling important	2	1	1	1	5%
At ease	At ease	10	5	4	3	5%
Empathy	Support	6 (3%)	1 (1%)	6 (6%)	7 (21%)	4% p .000
Acknowledgement	Taken seriously	6	7	6	2	5%
At ease	Secure	0	3	1	0	4%
Welcome	Courteous	5	3	3	1	3%
At ease	At home	10	3	0	0	3% p .026
Efficient	Easy	6	5	3	0	3%
Servitude	Relieve of tasks and worries	6	2	4	1	3%
Servitude	Effort to take care	3	3	1	0	2%
Servitude	Treated like a king/queen	7	0	2	0	2%
Autonomy	Being in control	4	3	2	1	2%
Entertainment	Entertainment	1	2	3	1	2%
Empathy	Same wavelength	2	3	1	0	1%
Surprise	Surprising	4	0	1	0	1%
Entertainment	Distraction	0	3	1	1	1%
Autonomy	Independence	0	1	1	0	1%
Surprise	Unexpected positive	1	0	1	0	0%
Surprise	Exceeding expectations	0	0	1	0	0%
At ease	Knowing what is coming	0	0	0	0	0%
Autonomy	Having influence	0	0	0	0	0%

There are a number of significant differences between the tribes: involvement, support and understanding has been significantly more selected by volunteers, warm is more often chosen by nurses, Noteworthy: the connotations that fall under Efficient, Surprise and Entertainment were hardly chosen.

Table 3 Overview of the elements in the definitions of hospitality.

	(Junior) doctors	Nurses	Facility staff	Volunteers
Attitude, behaviour	95 (53%)	84 (60%)	56 (49%)	32 (94%)
Ambience, services	41 (23%)	20 (14%)	20 (18%)	0
Hostesses, volunteers	30 (17%)	25 (18%)	21 (19%)	0

Next the respondents were asked to briefly define hospitality. The definitions were analyzed using the codes 'hospitable attitude and behaviour of staff', 'aspects of the physical hospital environment and services', and 'deploying hostesses and/or volunteers'. The results show a variety of specific behaviours and attitudes, mentioned by 50-60% of medical staff, and almost all volunteers (94%). Furthermore, aspects of ambience and services were included in the descriptions by medical and facility staff, but not by volunteers, and volunteers also did not mention deploying hostesses and volunteers in their description of hospitality, whereas the other tribes did. These results show that attitude and behaviour is indeed the most important when it comes to hospitality, but that according to 76 of the respondents this is a task of hostesses and volunteers, whereas the volunteers themselves apparently find this so obvious that they did not mention it.

The question regarding who should be responsible for hospitality shows that hardly anyone regards it as not important, a mere 7 respondents answered not important/not unimportant or not important. However, the mean scores do show a difference between the tribes, as doctors rated the importance on average as 6.1 (sd .9), nurses as 6.2 (sd .7), facility staff as 6.6 (sd .6) and volunteers as 6.8 (sd .8; on a scale of 1-7). This again shows the focus of volunteers on hospitality.

Discussion & conclusion

In the hotel industry 'hospitality' is defined as the complex of product, environment, and behaviour offered by the hotel staff. The interaction between the guest and staff is a vital element of hospitality; therewith guest-centricity is fundamental for the industry's success and profitability. In the hotel industry, 'the guest' holds an eminent position and every hotel staff member will treat guests accordingly, whatever the level of hospitality or the function of a staff-member may be. In hospitals, all employees find 'hospitality' in general important, although facility staff and especially volunteers attribute more importance to the concept than other hospital workers. More importantly, the various 'tribes' of employees think differently about hospitality or at least they contribute different associations to hospitality.

First of all, all respondents gave the most weight to 'friendly', 'respectful' and 'helpful'. This is in line with the results of Groen (2014), who analysed open answers of patients to the questions what is important regarding hospitality in hospitals. The top three aspects mentioned were all part of how patients want to be approached, namely by helpful staff that puts them at ease, by friendly staff, and by respectful staff. But surprisingly, the importance contributed to the category 'Autonomy' by the various tribes was low. Especially with patients getting more demanding we expected that 'Autonomy' would have been regarded as essential. The generally low importance attributed to efficiency can also be considered as unexpected in view of the general debate in the Netherlands around time spent on individual patients. However, this aspect is also missing in the EH scale developed by Pijls et al (2017), based on the connotations mentioned in Table 1, as apparently, though part of hospitality, it is not essential for the experience of hospitality.

As for the differences among tribes, Empathy-related connotations were selected more frequently by facility workers and especially volunteers than by medical staff; connotations for which significant differences can be reported are 'understanding' and 'support'. On the other hand, doctors were more likely to select any of the Efficiency-related concepts, although no specific connotation pertaining to this category could be singled out.

To conclude, the findings indicate that all hospital staff consider attitudinal and behavioural aspects important, the top three of connotations was the same for all tribes. However, there are differences. Facility staff associate hospitality with 'Empathy', 'Acknowledgement' and 'Servitude', three categories that together form the 'care component of the EH scale of Pijls et al. (2017), while doctors seem more inclined to think of a smooth and efficient service and a relaxed patient, though differences regarding these connotations were not significant between the tribes. These may be conflicting interpretations; an observation illustrative of this contrast was that in a cancer clinic, female doctors would escort patients to the reception after the consult to help them make a next appointment, while male doctors would not (Guicherit et al., 2020). Cultural differences among staff tribes impede the successful implementation of hospitality programs in hospitals and therefore hinder the improvement of the patient experience. Moreover, the lack of a common understanding of the kind of hospitality that hospitals want to offer, hinders hospitals to profile and promote themselves distinctively. Therefore, unless hospitals achieve a common understanding of hospitality among their employees, it will be unlikely for hospitality measures to contribute to the work atmosphere and cost reductions, but to the sought improvements in patient experience and the hospitals' reputation.

Limitations and suggestions for future research

It goes without saying that this research has several limitations. Without being exhaustive, we just name a few. First of all, the number of respondents in each tribe does not allow for generalizations. But we gained an idea of how the various 'tribes' look at hospitality and define it, which was the aim of this study. In addition, this study was restricted to a few 'tribes' in hospitals namely doctors, nurses, facility staff members and volunteers. However, not all hospitals deploy volunteers, and no distinction was made between the various specialisations of the doctors and nurses nor was the variety of facility staff members considered. It is generally alleged that surgeons are different from for instance paediatricians or psychiatrists. Besides, also other staff members such as administrative and direction should be included. The research domain was restricted to Amsterdam and surroundings, commonly referred to as 'The Randstad'. A broader spread of hospitals in the rest of the Netherlands but also abroad could elucidate how hospital staff members with another cultural background define hospitality.

Another important limitation, is that what people say is not (always) what they do and how they handle. This might be the case in this research as the respondents were perhaps influenced by social desirability as they answered the questions surrounded by their peers.

The most important constraint, however, is the fact that there were no patients included in this research. Follow-up research must look into the understanding of hospitality among patients. These future studies must also distinguish the various types of patients such as those who have a minor problem or those who are chronically or terminally ill. Or those who are recovering in a revalidation centre or those who are admitted into a psychiatric ward to name just a few differences.

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

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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.

Key Words: *Motivation Habit-Cycle Destination-Reputation Altruism*

Track: *Sustainability and Ethics*

Focus of Paper: *Theoretical/Academic*

Introduction

Waste management is an essential factor in the field of sustainability of a tourist destination and directly affects the perception of the image of the tourist destination by the visitor. In those destinations with most of the collaborative accommodation, the visitor must interact directly with the waste collection services (Mendes et al., 2013). In this sense, the lack of knowledge about waste management policies in the area can affect the recycling behavior of tourists (Gaggi et al., 2020). Gamification tools have been used to motivate this behavior (Souza et al., 2020).

The European project UrbanWaste (2016) developed a gamified mobile application, WasteApp, to encourage recycling behavior in visitors to tourist cities with high seasonality (Guillén, Hamari, and Quist, 2021). It was deduced that it managed to promote recycling behavior and improve the destination's reputation when putting it into practice (Aguiar-Castillo et al., 2019).

This study aims to present a research model that explains the generation of a habit from a gamified application that promotes pro-environmental behaviors.

The paper is organized as follows: the first section presents the background of gamification in sustainable tourism. Then the methodology used is presented: the development of a gamification application that promotes recycling behaviors and the collection of opinions after using the application through a survey. Also, the resulting model is presented, and the proposal of a theory based on the results: the habit cycle. The following section proposes a new model based on the previous one, with some changes demonstrating the exposed theory. Finally, conclusions and implications for research and practitioners are presented.

Gamification and Sustainable tourism

Sustainable destinations should be self-sufficient and engaged in the process of permanent evolution. Therefore, ecological behavior habits must be generated in visitors. Gamification can help motivate and build loyalty from tourists. In this way, its use is more likely to get visitors to see beyond their interests and act to achieve the destination's sustainability goals. Gamification techniques can boost the feeling of altruism. Tourists develop the behavior because, in exchange, they receive benefits. Not only do they do good to humanity, in a pure altruistic sense, but they also obtain what is helpful for themselves, an impure altruistic feeling, such as presenting a good image to their contacts (Andreoni, 1990; Benebou & Tirole, 2006).

Gamification makes people accept behavior change (Wee & Choong, 2019). It has been found helpful in educating citizens on sustainability and biodiversity (Tsai et al., 2019). On the other hand, Negruşa et al. (2015) stated that gamification could make tourists aware of the use and consumption of resources and indoctrinate them in responsible consumption habits. Among the main objectives mentioned in his study is to adopt new habits and increase the reputation of the destination through traveler satisfaction and commitment to the destination itself. According to these researchers, the intrinsic incentives derived from gamification provide them with self-esteem and social recognition. The extrinsic supports the intrinsic.

According to Zichermann and Cunningham (2011), status rewards are the ones that produce the most significant effect in the future and are the most appreciated by users. Paharia (2013) declares recognition and appreciation and prosocial incentives as valued rewards. Recognition and appreciation can be reciprocated with feedback through badges and levels; and social interaction with peer recognition.

User satisfaction and habit cycle

This research has been based on the self-determination theory (SDT) (Ryan & Deci, 2017). SDT states that humans are inclined toward cooperative and altruistic behaviors without social factors that thwart such tendencies. Individuals are more likely to internalize prosocial values and norms when autonomously motivated.

In this way, gamification has been used to promote responsible and ethical behavior toward the environment (Negruşa et al., 2015).

It is a fact that, although most travelers support sustainable tourism practices, their pro-environmental behavior during their trips, in general, is unsatisfactory. The reason may be that individuals, during their trip, relax their behavior, and they do not want to feel the weight of daily duties.

Therefore, it is difficult to dissuade them from actions that are perceived as obligations (Negrușa et al., 2015). Hence the relevance of the introduction of stimuli that lead them to discover and use the recycling areas. For this, the WasteApp application was developed.

Methodology

The experiment was carried out in 11 European cities through the gamification-based WasteApp application. A questionnaire on the application use was then sent to its users.

Survey data was collected from participants who were asked to answer a questionnaire after using the app in a field experiment in pilot cities in France, Spain, and Portugal selected by the UrbanWaste committee. Due to strict European data protection and privacy regulations, the experimentation has beencarried out in controlled environments. The survey was carried out throughout 2018 (Aguiar-Castillo et al., 2019).

WasteApp

WasteApp is a mobile application intended to inform travelers about the waste areas of various European cities. In addition, a platform was provided to promote local companies that offer prizes. A design based on gamification strategies was followed. The process was based on the acquisition of points that were exchanged for awards in the pilot cities of the UrbanWaste consortium (2016). Points were obtained by reading QR codes pasted on recycling containers and posting comments on social networks with the project's hashtag. The containers were geolocated and presented in the application through a map.

The application was used by 3,325 tourist visitors from the pilot cities. The Portuguese cities Lisbon and Punta Delgada, with 1,817 downloads, were the ones that used it the most; Santander and Tenerife followed 497, and in Florence and Siracusa, they were downloaded by 353 visitors (Aguiar-Castillo et al., 2018).

After using WasteApp

After studying the opinion of users (Aguiar-Castillo et al., 2019), it is shown that, in line with the postulates of the TAM, it is concluded that the ease of use and the perceived usefulness of the application positively and significantly influence the user satisfaction. Although, the ease of use indirectly affects satisfaction through perceived usefulness (Kim & Chang, 2007).

On the other hand, what is expected from the prizes positively influences the perceived usefulness of the app but not the behavior pursued by the app. This result could be explained because these rewards should enable the internalization of extrinsic motivation. In other words, the awards must promote the destination's sustainability or be perceived as relevant to tourists involved in ecology. In addition, this factor negatively affects user satisfaction with the application. It is possible that tourists who downloaded the application feel that the physical rewards are contrary to their conscience. That is, they have intrinsic motivation. (Ryan & Deci, 2000; Werbach & Hunter, 2012).

The results show that user satisfaction and recycling behavior emerge positively from the intention to recommend the application. It may be because the tourist assumes the application as a support for pro-environmental behavior and wants to demonstrate his behavior to his acquaintances and friends to show a benevolent aspect of himself (McKenzie-Mohr, 2011). Finally, the destination's image will benefit as a result of the behavior promoted and originated by the use and satisfaction with the gamified technological application (Figure 1).

Survey data was collected from participants who were asked to answer a questionnaire after using the app in a field experiment in pilot cities in France, Spain, and Portugal selected by the UrbanWaste committee. Due to strict European data protection and privacy regulations, the experimentation has been carried out in controlled environments. The survey was carried out throughout 2018 (For more data on the research, see Aguiar-Castillo et al., 2019, for more detail).

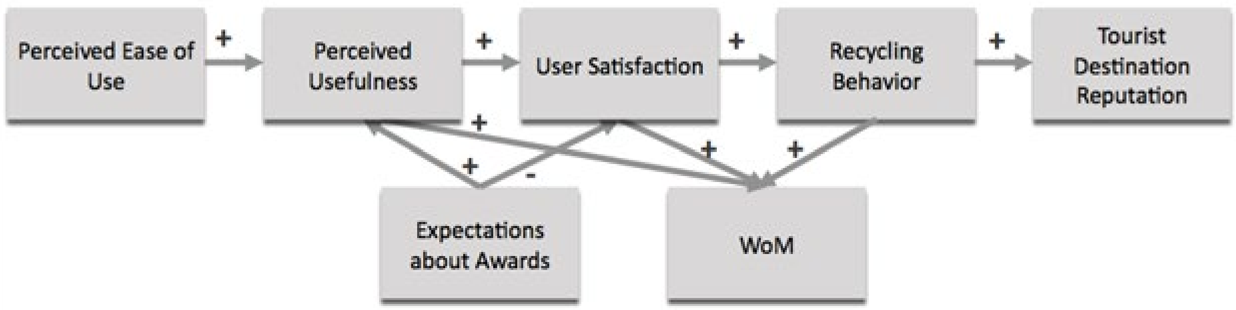

Figure 1: Results of using WasteApp

Habit cycle

A relevant result of the work was to find a link between the satisfaction of tourists and the generation of a behavioral habit since the more satisfied the travelers are and the more, they want to recommend the application, the more recycling behavior is encouraged. It has been found that the satisfaction-promoted behavior association occurs repeatedly. On the one hand, the strategies used by gamification provoke in the visitor a state of flow that induces him to repeat pro-environmental behaviors (intrinsic motivation); that is, a habit is generated. This flow state is consistent with user satisfaction and pro-environmental behaviors due to the close relationship between both constructs (Ghani & Deshpande, 1994). This fact is because the extrinsic motivators produced by gamification give the traveler feedback on the evolution of their behaviors, consolidating the promoted behavior and increasing the self-esteem that makes the tourist want to exhibit their recycling behavior to their contacts. Likewise, gaming tools increase tourist satisfaction when they are regularly notified of their progress; Continuous feedback is transferred to them about the goals they are achieving. This fact fosters the feeling of high individual performance that supports recycling behavior (Park & Kim, 2003); that is, an internalized extrinsic motivation is created. The person understands these external stimuli as a self-regulating element instead of external obligations. This fact brings it so close to internal motivation that repeated behaviors will ensure its maintenance when external gamification tools do not exist (extrinsic motivation). Or what is the same, the internalized extrinsic motivation makes the reward superfluous (von Krogh et al., 2012).

On the other hand, it has been established that the repetition of behaviors is transformed into new habits. If this repetition is significant, travelers commit to the habit, even without gamification strategies (Phillips & Gardner, 2016). This long-term behavior change will only appear if people perform a pro-environmental behavior many times and internalize it (Judah et al., 2013). Finally, the traveler maintains the demeanor without the need for stimuli. The final success is due to the satisfaction with the application that emanates from the mixture of tourist motivations. The consequence is a good habit for tourists who show a good image to their contacts, improving the destination's image. The final objective of the experimentation would be for the promoted behavior to become a habit, that is, to be maintained over time by internalizing extrinsic motivation (see Figure 2).

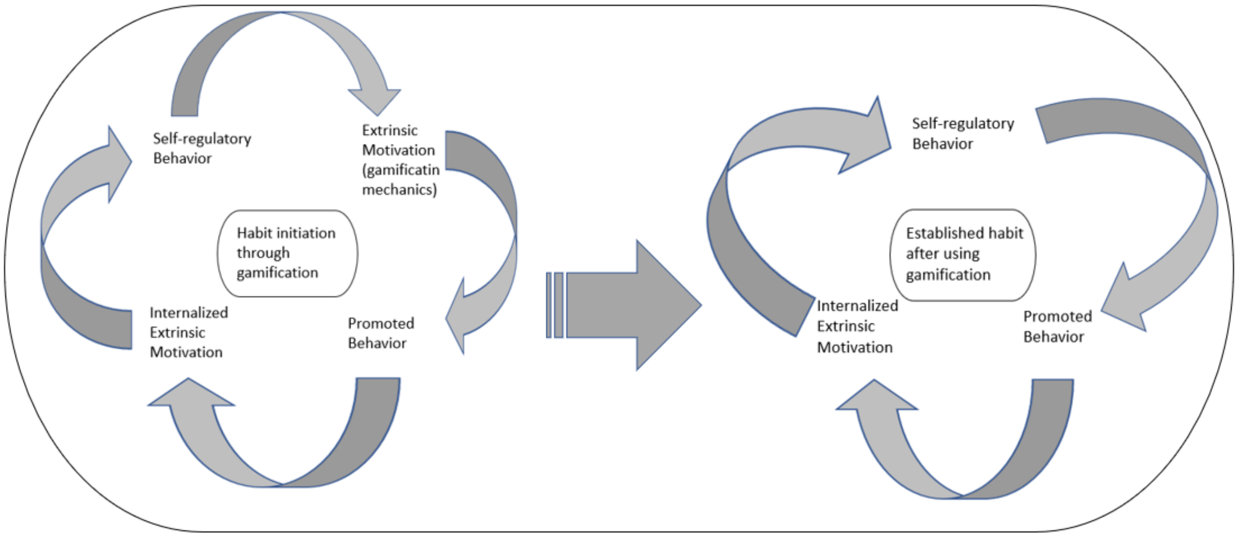

Figure 2: Habit Cycle

Proposed new model

Starting from the previous model, already contrasted (Aguiar-Castillo et al., 2019), a new model is proposed to explain the habit cycle within smart tourism. In the first place, it is suggested that the negative relationship between the expected rewards and user satisfaction can be because the reward must be perceived as useful for recycling behavior and, therefore, improving the tourist's self-esteem. This process would correspond to the traveler's self-regulatory behavior and the expectations about rewards with extrinsic motivation (H1 and H2 of the model). The approach focuses on the desire of people to make their behavior visible, spread these private behaviors such as recycling practices, and give a good image to their contacts, who would otherwise remain out of reach of other eyes. In the area of sustainability, it has been shown that the visibility of personal behaviors affects the "intention to recommend" (WoM) (Salvi, 2015).

The improvement of social status may be one of the reasons for recommending the application. The recycling behavior derived from the user's satisfaction arouses a feeling of altruism that makes the person recommend the application as a kind of exhibition in front of friends and acquaintances (Kim et al., 2009). Therefore, pro-environmental practices will positively and directly influence the intention to recommend the application.

On the other hand, the visibility of the behavior produced by the recommendation of the application users can affect the functional benefits. The positive image that the users propagate of themselves helps them since they immediately obtain a reward. In the long term, they improve the environment in which they live as a form of altruism; this phase would correspond to internalized extrinsic motivation (Song, & Kim, 2019; Salvi, 2015). Thus, it is proposed that the intention to recommend the application, which causes behavioral visibility, positively and directly influences the perceived usefulness of the gamified application (H3 in Figure 3).

The hypotheses demonstrated in the above model are as follows:

H4. The psychological benefits, among which is the satisfaction with the application, cause a commitment to use it. Based on the theory of planned behavior, it is expected that user satisfaction will have a positive influence on the contribution to the action of Recycling (Aguiar-Castillo et al., 2019; Ajzen, 1991; Blohm& Leimeister, 2013).

H5. The motivation to participate in a positive WoM behavior may be due to a desire to improve themselves and others togain social status (Pihlström & Brush, 2008). That is, the pro-environmental behavior derived from the user's satisfaction provokes a sense of altruism that makes the individual want to recommend the application as a kind of exposure to his friends and acquaintances (Aguiar-Castillo et al., 2019; Aguiar-Castillo et al., 2018; Kim et al., 2019).

H6. Sustainable and responsible initiatives demonstrate firms' concern about their operations' effects. In the same line, a destination that builds this type of program will be able to gain the trust of its visitors and obtain a positive reputation among them (Aguiar-Castillo et al., 2019; Tilt, 1997; Marchiori et al., 2010)

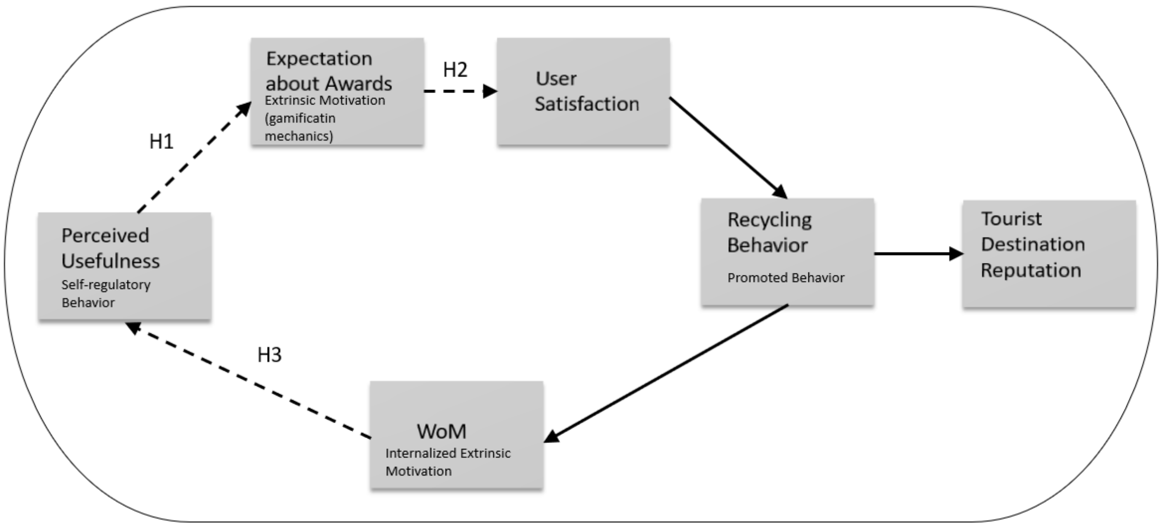

Figure 3: The initial phase of Habit Cycle

Conclusion and research implications

After studying the foundations established by experts on gamification and with the support of the developed research, the following principles were selected:

- Gamification is a source of motivation to create habits through internalized extrinsic motivators (von Krogh et al., 2012).
- Feedback/interaction, also called goals and rules. They are the basis for the interaction between the system and the individual, achieving positive feedback and a predisposition towards the practice of specific behaviors.
- Visibility among personal contacts is presented as an essential component in gamification (Volkova, 2013). The use of social networks to spread behavior can be crucial in gamification to encourage the behavior.
- Oprescu, Jones, and Katsikitis (2014) declared the existence of a transformation component in gamification that affects the image and reputation of the gamified environment.

This work defines gamification based on the different types of motivation (Kapp, 2012; Zichermann, & Linder, 2013).

Since the essential element of the individual's behavior is motivation, the three types of motivation made by Von Krog et al. (2012) are used: extrinsic, intrinsic, and internalized extrinsic motivation. Intrinsic motivation focuses on intrinsic stimuli such as personal values, self-actualization, and altruism (Kankanhalli et al., 2005; Ray et al., 2014). On the other hand, extrinsic motivations are boosted by tangible stimuli such as scores, leaderboards, or badges that can be an economic reward or simply fun (Huang & Zhang, 2013; Roberts et al., 2006). Finally, internalized extrinsic motivation is unique. Initially, it arises from external influences (good reviews from their contacts for an action). Still the individual can assume that ascendancy and understand it as a self-regulatory behavior instead of coming from external impositions (although there are recycling rules, the traveler complies with them to give a good self-image) (Chen et al., 2017; Ryan & Deci, 2002).

Analyzing different theories and considering the results of this work, a new definition has been presented that focuses on the time component. Most studies statically see gamification, but it is proposed as a repetitive action in this work. It is a succession of steps, a dynamic that develops over time; It is not played once. An attempt is made to obtain a player's commitment to prolong the behavior, and that behavior, as it is repeated, gains the duty of the traveler who converts the behavior into a habit.

In conclusion, this process can be successful because satisfaction with the application comes from a combination of intrinsic and extrinsic motivators of the users. Thus, travelers are satisfied with the application because it contributes to their pro-environmental behavior. This recycling habit arises from an altruistic desire to leave a better world (intrinsic motivation) for future generations. However, they also recommend the application to the people around them to consider them a good citizen, making pro-environmental behavior visible (internalized extrinsic motivation). This theory translates into the following definition of gamification:

Gamification is a strategy based on the use of extrinsic motivators, game elements such as badges, leaderboards, and scores, which aim to convert, over time, a behavior into a habit, transforming those extrinsic motivators into internalized extrinsic ones. In essence, it would be a strategy that uses game elements that aim to turn a behavior into a habit over time (Aguiar-Castillo, 2020).

Practitioner recommendations

Several practical implications emerge from this research. The empirical results show that practitioners need to work on some critical aspects. The design of these applications should focus on functional elements beneficial to the user, emphasizing social diffusion, making the user visible to his contacts. This social network diffusion of recycling activities covering the social recognition factor (subjective rules) (Ajzen, 1991) turns recycling behavior private to public.

Another relevant idea is the use that practitioners can make of the smartphone, which is an integral part of the travel experience in the fight against the unpleasant image of oversaturated destinations. The device is a support at the practitioner's fingertips to help the traveler find waste recycling areas, thus improving the reputation of the destination city.

The WasteApp application, based on gamification, was intended to encourage, and activate mechanisms that would produce a habit of recycling behavior in visitors. However, given that perceived usefulness influences expectations about rewards, and in line with recent studies that propose a design focused on the preferences of individuals, it would be pertinent that organizations implementing gamified applications consider these preferences among visitors.

On the other hand, it is interesting that tourist satisfaction comes from other channels, originating more from intrinsic than extrinsic motivations. Although small doses of extrinsic motivation are favorable to promoting the application's target behavior, intrinsic motivation weighs more in the visitor's mind.

In conclusion, according to the results of our study, these types of initiatives seem to be useful, and institutions should promote them to improve some behaviors of individuals and develop a more desirable reputation for the organizations promoting the application.

Finally, gamification tools have not been exempted from critical voices. They have been accused of manipulating behaviors called gamipulation, which is nothing more than game tools whose purpose is to direct certain habits to where the designer of these tools wants, regardless of the player's conscience. The power of gamification in creating behaviors highlights the danger of these tools falling into the hands of unscrupulous people whose objective is not as benevolent as promoting ecological attitudes. Therefore, the relationship between the user and the tool provider must be based on ethics and trust.

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

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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.

Key words *Green Experience Economy, Sustainable development, Value by design, Doughnut Economy, Event design, Business development*

Track *Sustainability and Ethics*

Focus of paper *Industry/Applied*

Introduction

This paper argues that we need to see the experience economy (Pine and Gilmore 1998) in a new perspective where sustainable development (Elkington 1999, 2018, Rockström and Gaffney 2021, Raworth 2012/2017) is the core of every experience, service, and process. We bring, in the following, these thoughts into the area of event design (Richards et al. 2015, Antchak et al. 2020) using the global event The Ocean Race 2022-23 as the concurrent case. We end this work in progress with suggestions for scalable principles for event- and experience design.

Why this 'need'? We all know the case; time is limited for our planet, the climate is changing in dramatic ways and in the worst-case scenario we, human beings, could end up making our planet, our home, not suitable to live on. This calls for action.

In June 2023 the global sailing event The Ocean Race has a stopover in Aarhus, Denmark.
The Ocean Race is an elite sport event lasting 6 months sailing around the globe. The Race has 6 stops. Each of them an event-scene celebrating en route the elite sport performances on the oceans but also its implicit values. Sailing around the world, the participants experience climate change at first hand. A consequence of this is the commitment to racing with a purpose. This meaning, sailing with a higher purpose than 'just' competition. Making the fantastic adventure that The Ocean Race is into a stage for showing and teaching the world about sustainable development and ocean rights.

In Aarhus the local event organization therefore sees their role as using the stopover as a platform for showcasing sustainable solutions, both backstage and front stage, to inspire both national and international with scalable solutions to copy for both businesses and other events. One way to show this is the creation of Sustainability Island, a physical area in Aarhus Harbor, where conferences, learning and showcases of Danish solutions comes to sight. Along the lines of the global Ocean Race organization that states Sports first, sustainability everywhere.

Preparing events calls for innovative thoughts and new designs both practical and experientials. This paper claims that events like this could move partners, guests, and spectators a step in the right direction to help overcome our climate crisis. If this potential is true, we need to focus on people, planet, profit (3P) in a holistic approach. Event design and -management along these lines of thought we present in the following under the concept of the green experience economy.

Planetary Boundaries in Economics and Business Models

In the following, we map out the theoretical concepts and scientific positions on which we create our argument for the green experience economy and the potential power of events. Our argument is informed by global sustainability theory (MacArthur 2015, Rockström and Gaffney 2015), economic theory (Raworth 2012) and event- and business development (Dijkstra 2021, Lanning 1988, Osterwalder 2010, 2014, Pine and Gilmore 1998, 2019, Woge and Jensen 2021).

We draw on a core integration of the three well-known (sustainability-) values: people, planet, profit (3Ps), also called triple bottom line (Elkington 1999, 2018). The 3Ps are interrelated and are reflecting a holistic approach. Sustainability becomes the core of all elements. Integrating the 3Ps as core is the fundamentally important step in all development. It is a shift from a narrow profit-based thinking to including three equally important values.

There is work to be done in enlightening profit-based businesses and consumption culture on the importance of a speedy so-called 'green transition'. Steering towards a sustainable planet demands a green formation and an economic inclusive framework to grow both 'a will to change' and the doable framework that gives direction to new business strategies and action plans towards a thriving economy (Raworth 2012), meaning an economy in an environmentally circular balance.

A way to anchor fundamental commitment to green transition and keeping 3P-values in all core business is to integrate the values in models for project and business development (e.g. Business Model Canvas). VIAble GROWTH model (Woge, B. and Jensen, R.H. 2021) is such a model. A holistic model with a core of 3P to analyze and develop existing businesses and develop new ones, with a focus not only on profit and growth.

This integrates the need to look at the values for people and planet as the essentials in making designs that fits the planets boundaries and to help people create and develop better and more safe living conditions. The change in Business Model is about securing a sustainable development of the businesses and products, also in events in a more holistic approach. Holistic thinking is no stranger to the Hospitality Industry.

Taking care of guests integrated in all organizational levels we traditionally call Hostmanship

(Gunnarsson et al. 2017). Be it, in direct personal service relation to the guest or on a more strategic level, cross departmental or in partnerships on destinational level. This is Holistic Hostmanship.
Along the lines of the green transition, we must include the caretaking of the planet and people in every move and at all levels. This turns hostmanship into an act of governance, of planetary housekeeping. Hostmanship becomes stewardship when including the planetary level in the mindset. Stewardship is a state of mind, as is hostmanship. It is thinking along the lines of a people, planet, profit-based business model.

Turning to the environmental part of the 3P, planet, the Planetary Boundaries (Rockström 2009) show us the limits for human actions and the limits for a business paradigm focusing on eternal growth. According to this logic, businesses must be committed to solving environmental issues and to limiting material use.

[Rockström, J. The Planetary Boudaries, 2009]

Planetary boundaries is a concept involving earth system processes that contain environmental boundaries. It is an illustration of the limits of material use and the limits of losses in biological diversity that the planet can handle and crossing them could make permanent change in the conditions on earth.

Rockström and Gaffney (Rockström and Gaffney 2021) have elaborated a vision for caretaking of the Planet building on the diagnosis of the planetary Boundaries model. This vision that aims to rethink human relationship with the planet, they call Planetary Stewardship which this paper integrates with Gunnarsson's levels of hostmanship (Gunnarsson 2017) as an extra planetary level and a scalable mindset for events.

With Profit we must start thinking of growth in another sustainable thriving context. This brings us to economist Kate Raworth's frame of the doughnut economy.

Meeting the challenge of staying within the Planetary Boundaries, when producing large scale memorable event-experiences, we approach the experience economy from the doughnut economy. Raworth's doughnut is an economy that can fight poverty and climate destruction, not either or, but both. Raworth takes the challenge of the Planetary Boundaries' interconnected problems into a new economic paradigm, shifting an economic focus on growth to a thriving economy.
In recognition of economies based on infinite profit creation, Raworth suggests an economic frame that aims at prosperity and equality without endless growth, which leads to the heavy load on the planetary resources.

[Raworth, K. The Doughnut Economy, 2012]

Instead of endless growing we must stay balanced inside the models lower and higher borders. On the inside, above the minimum for social foundation for humanity, and on the outside, belove the maximum for pressure on the ecological ceiling for the planet.

The synthesis of the above-mentioned thoughts are the theoretical positions that lies beneath our argument; the turn to the interconnected set of core values, people, planet, profit, that we in this paper bring into the experience economy, in an attempt of value-by-design, to rethink it, or 'color it' green.

The Experience Economy

Recognizing that goods and services no longer are enough for the demanding guest/customer, the experience economy was introduced as a new economic order (Pine and Gilmore 1998). Stage a memorable experience for your guests and turn the unforgettable into loyal returning ambassadors and doing so, memories into profit. At best, customers are brought into a state of flow, where they forget time and space, and the memorable outcome of the experience is developed. Or – even better, following The Progression of Economic Value (ibid.) – a business must aim to unlock the transformative potential of the guided experience (i.e., a fitness program). A customer is willing to pay an even higher price than for the experience itself, if she can see the transformative potential, (i.e., the toned muscular body after training). Then, what she pays the extra price for, is the new version of herself at the end of the process. In short, the argument is, stay relevant to customer needs by customization and transformative experience design, which can lead to economic growth.

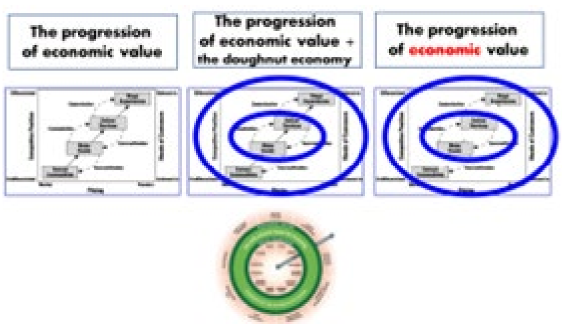
What is Green about the Green Experience Economy?

The argument of the paper lies in the transformative potential of the experience economy. The desire for a transformation towards a more ideal version of oneself can – of course – rest on more than the bodily transformation of the fitness-example. By doing good, becoming aware of the need for change to avoid planetary disaster, during the event and potentially after the event, the guest and her ecological footprint on the planet can be changed. New ways and visions of life can be adopted. Is this possible?

When people become event guests, they walk into another world, the event venue. Her they are, we argue – open to change. Separated for a while from everyday life in the potential flow of the sports- or culture-based event, the guest may have the open mindset of the curious spectator when being involved in the place, the narratives, and the atmospherics of the event experience design. Here we can aim our design and our competitive strategy for a transformation to a 'green mindset'. It is a formative goal and a shift in the created value. What we call, the working narratives of the event becomes key. This is scalable to other industries, we argue.

The Stop Over Destinations of the global event The Ocean Race 2022-23 become subsequently venues on the same route, this is place making in line. The overarching narrative of Racing with Purpose, a brand experience, a narrative that The Ocean Race-Organization have put into the world is set to work in local event design. The global race grows local narratives as in Aarhus, where the venue of Sustainability Island invites guests to get involved in local experiences based on 3P-values. We see this 'constantly zooming out and zooming in' in the design process as an iterative scalable design principle and connecting these levels in the work we call the working event narratives

In the case of the Aarhus stopover, experience design such as The Sustainability Maze, The River Clean-up, and the Plastic Sculptures made by the Sea were discussed as relevant designs. These designs, installations, and guest-experiences, have a narrative character and making new narratives is one of our arguments scalable principles of bringing your event or business into what we call the Green Experience Economy.



[Own adaption of Pine and Gilmore: The progression of economic value, 1998 and Raworth: The Doughnut Economy, 2012]

Transparent Housekeeping

So, looking at the event in Aarhus, stewardship at all points is necessary if we are aiming for an event as sustainable as possible. This means, to consider the caretaking of the planet in all moves and to inspire people to do the right actions, also after the event. Stopover destinations like Aarhus must work with sustainable transparent housekeeping, another principle, meaning that the actions backstage and frontstage needs to show and use the most sustainable solutions regarding food, drinks, electricity, transportation etc. We understand transparency as a 360 degrees look around the event, that must pick and develop technical solutions in a sustainable manner. This also goes for partnerships and collaborators and the involved municipality which take on the leading role. Transparency, in our argument, means that people, staff and volunteers should have easy access to do the right thing and to act the most sustainable. We see events as a possibility to promote and test sustainable solutions and by transparency show and maybe help the city, the country, and the international society to implement new standards and systems in a broader term. Sustainability Island is an example in working with stewardship and the thoughts of doughnut economy because here all ages are involved in solutions with sustainable development where possible. Event organizations can show people how to sort waste correctly by teaching them about waste types and materials (in The Sustainability Maze), they can show people what materials is reused when sorting the waste (and put plastic waste at the Plastic Sculpture by the Sea) and most important they can help people in minimizing their waste by having no/or minimizing single use items on site (by River clean-up).

This is an Ocean Race working narrative Sport first, Sustainability everywhere trickling down the different venues and with this, the innovative experience design (with 3P) has due to the power of the event communication the possibility to spread wider. Therefore, this is of course an iterative process (through prototyping etc.) when working with sustainable development and innovative experience design. You can use the experience from one event to another to capture the ways in which we need to show and involve people in new solutions.

The Working Narratives and The Power of The Event-Experience

The narratives of the event in question are not just alarming news on the condition of the planet. While the story of the Planetary Boundaries is the formative 'no entry sign' of our days, we need to be empowered to act. Invitations and collaborations are called for; join the Racing with Purpose, come build on Sustainability Island, understand the responsibility in the installation The River Clean-up, learn systemic thinking while you connect one Sustainable Development Goal to another and find your way through the Sustainability Maze. Formation while the kids play, while the adults compete, and the business environment showcase their green innovations, communicating CSR and ESGs. Alongside being able to attract people to venues, these inviting narratives are different stories, that goes from no entry to invitations. We claim in this paper, that building awareness, interaction, engagement, responsibility, ownership maybe even formation with event narratives is possible, and narrative theory supports such a claim.

Narratives - the stories we tell each other and ourselves, including event narratives - are in our theoretical perspective culturally mediated practices (Schachtner 2020). In our everyday lives the narratives about climate change are there all the time. Most of the time as, someone said, "as alarming news" (Lykkeberg 2021) such as snowstorms in Colorado, 48 degrees in Siberia, floods, and fires. Narratives connect the dots, they create meaning, they affect us emotionally, and at best we remember them. Regarding Climate, the storytellers are often politicians, scientists, and business leaders, often world leaders. The forms are reports, action plans, speeches, and promises.

In theory, 'experience' comes from involuntary interpretations of cultural narratives (Ricoeur 1984) and we know from cognitive therapy (White 2006, Lawler 2008) that narratives can be understood as products of social interactions. This helps us to understand both stewardship, the working narratives of the event, and see the contact zones of social interactions in the event experience as potentially transformative. Narratives organize the experience and are according to Michel Foucault technologies of self-construction (Foucault 1988). People develop experience, we argue a long this line of thought, when interacting with events, event-activities and -spaces as they will do visiting The Ocean Race. They come in to contact zones with Value driven invitations (Racing with Purpose), place bound discourses (Sustainability Island) and involving experience design (The Sustainability Maze etc.) People and world views evolve, Foucault would say, between conflicting priorities of autonomy and heteronomy. The event spaces of The Ocean Race are charged with globality and interconnectedness. They are (in Foucault's words) heterotopias, particular spaces, that is, designed for certain activities. Guests intervene with symbolic actions positioning them in experimental new relation to the planet and awareness might be created. Experience might be shared on social media where the involved guest becomes co-narrator sharing the strong visuals of event atmospherics and experience design potentially reaching beyond the venue in different co-created narratives and networks.

Adding experience theory to this narrative perspective, the powerful experience is understood as a memorable experience (Pine and Gilmore 1998) and guests are to be affected and moved (Timm Knudsen 2021). Event initiatives are forms of praxis and experiences are add-ons, a mediating layer on top of such places and initiatives (op. cit.). Maybe your business brand becomes part of a temporary theme park (op. cit.) which enables your business to communicate and affect in ways out of the ordinary. This is the power of the experience economy - turned into event design – it builds relationships, maybe even lasting collaborations across industrial areas normally separated, and then again, in iterative process, it builds new narratives and new 3Ps-value driven solutions.

Preliminary Conclusions

Summing up our preliminary conclusions on scalable principles of event design within a green experience economy-mindset whose scalability are yet to be tested in other industrial areas.
Taking our considerations in to other areas, we aim to highlight the following principles of such a mindset; 1) the need for new narratives, culturally mediated inviting working narratives that transform 'alarming narratives' into planetary stewardship integrated in the host mindset, 2) the organization must put forward a sustainable transparent housekeeping, 3) creating value driven invitations in diverse forms of event contact zones as brand experience, as place bound discourses, and as involving experience design, 4) do this design work in an iterative process, 5) create strategies on business models that builds value proposition on the core values of people, planet, profit, And 6) It is necessary to transform the way we are consumers and guests and the experience economy have the necessary transformative potential, therefore we propose a green experience economy as a new area of iterative investigation. Here sustainability works as a driver for both experience design and practical innovation and value-based events are the powertools where this paper starts and where our invitation begins.

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

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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.

Key Words: *Adaptive Management, Climate Change, Conservation Management, Wildlife Tourism*

Track: *Sustainability and Ethics*

Focus of Paper: *Theoretical/ Academic*

Type of Submission: *Paper*

1. Introduction

In Kenya, tourism is nature-based because the country is rich in ecological systems, natural habitats, wildlife, lakes, rivers, forests, wetlands, and marine life. Kenya has 54 national parks and game reserves located in various parts of the country, making wildlife tourism a significant tourism product. In Kenya, wildlife tourism encounters are usually in the natural environment (Ogutu, et al., 2008). Essential natural resources that wildlife depends on for survival are water and forage (Okello & Keringe, 2004). Natural environments coupled with climate change are continuously experiencing fragmentation due to human land use changes. With the changing biodiversity of ecosystems that form habitats for wildlife, the question is whether the species will undergo physiological changes or find a better place to relocate. Therefore, it is essential to engage in ecosystem management to conserve the primary ecological services and restore natural resources sustainably (Mumby et al., 2014).

Literature suggests that different management practices may play a role in the success of conservation efforts and the resilience of ecosystems (Turner et al., 2001; Stuart et al., 1990; Lindenmayer et al., 2008). From Holling's (1978) and Walters's (1986) publications, adaptive management was introduced as an effective way of managing natural systems instead of the traditional command and control approach. Under considerable uncertainty, managers apply adaptive management in biodiversity conservation as conservation efforts require decision-making. Adaptive management enables conservation managers to respond to uncertainty using as it provides risk-based strategies that aim to reduce the likelihood of undesirable outcomes (McCarthy and Possingham 2007).

Carter et al., (2008) found that non-state conservation areas make up 1.4% of Kenya's landmass and 7.8% of the landmass is under state protected areas. Regardless of that, statistics show a reduction in wildlife populations in Kenya (Ottichilo et al., 2000; Western et al., 2009; Ogutu et al., 2011; 2016), with losses occurring both inside and outside of state-protected areas. However, Western et al. (2009) found that 65% of Kenya's wildlife is found outside state-managed parks and reserves in the community and private managed conservation areas highlighting their importance for wildlife tourism. Therefore, studies indicate that conservancies have been able to sustain their wildlife numbers, making them popular tourist destinations due to the ease of spotting wildlife (Ogutu et al., 2016).

One main challenge of sustainable management systems is to adjust to the complex and changing natural environments that form wildlife habitats. This research aimed to understand how Ol Pejeta implements the key features of adaptive management to fill a vital literature gap on wildlife management in Kenya, specifically in response to the changing climate and adaptation to the impacts with limited available information. With the information on Ol Pejeta, we will have an idea of what extent the conservancy performs adaptive management.

2. Literature review

2.1 Conservation of wildlife outside protected zones in Kenya

National parks and reserves in Kenya were set aside because the significant migration and aggregation of wildlife in these areas captured the attention of the colonial government. However, during that time, there was little understanding of the functioning of the ecosystems. Consequently, the areas set aside were inadequate and continued to be as boundaries were created without considering the dispersal and the migratory regions for wildlife. This resulted in wildlife depending on land adjacent to the national parks and reserves for continued viability. Therefore, adjacent lands are used by wildlife as their calving grounds, dispersal areas and for seasonal movement between protected areas (Ogutu, 2016).

As wildlife species in Kenya continued to be threatened with extinction due to the loss of wildlife habitats, these losses undermined conservation efforts and wildlife tourism in Kenya. Land outside national parks and reserves has become vulnerable due to unregulated change in use, from an open habitat for wildlife to urban development, settlement, and agriculture. All these human-made and natural developments add to the vulnerability of ecosystems and wildlife making them more vulnerable to climate-induced shocks (Ogutu et al., 2016; Badelian, 2017). Therefore, one major concern for wildlife conservation in Kenya has become the loss of wildlife habitat outside the national parks and reserves (Ogutu et al., 2016).

Climate change and variability manifest in Kenya through declining rainfall and a striking rise in the average temperatures, altering land cover and use. In recent years, an increase in the temporal and spatial variability of rainfall and increased the frequency of droughts in Kenya has led to wildlife suffering mass mortality due to starvation and heightened depredation during severe droughts (Ogutu et al., 2016). To enhance the conservation of wildlife ecosystems, contracts were set up between private parties and communities that allowed the private parties to set up and run eco-lodges on the land in exchange for sharing income from tourism with the communities. These areas were referred to as Wildlife Sanctuaries or Community Wildlife Associations. Hence, communities gained profit through tourism leading to the conservation discourse expanding to the Market Logic (Van der Duim et al., 2014).

With the Wildlife Conservation and Management Act 2013, conservancies were formed. Consequently, the Act enabled the devolution of conservation and management of wildlife to managers and landowners where wildlife occurs. Also, it provided other guiding principles such as; ecosystem-based planning for wildlife conservation; effective participation of citizens, sustainable utilisation of wildlife, equitable sharing of benefits from wildlife and benefits from wildlife conservation to be used to offset management costs. Therefore, wildlife ownership is held collectively by the Kenyan people through the state, and its custodian lies with Kenya Wildlife Services (KWS). However, management of wildlife outside of state-protected areas is devolved to landowners (King et al., 2015). Under the Act, a **conservancy** is defined as *"… an area of land set aside by an individual Landowner, body corporate, group of owners or a Community for wildlife conservation…*' (King et al., 2015 P.p. 12). The Act also further defines **wildlife** as "… *Any wild and indigenous animal, plant or microorganism or parts thereof within its constituent habitat or ecosystem on land or in water, as well as species that have been introduced into or established in Kenya…*" (King et al., 2015 P.p. 12).

2.2 Adaptive Management of Wildlife ecosystems

Adaptive management processes are informed by learning about the ecosystem and previous management failures and successes to increase present-day resilience. This is achieved by increasing the ability of an ecosystem to respond to the threats of long-term climate change (Tompkins & Adger, 2004). Adaptive management key elements include an explicit definition of management goals, how they will be implemented in two or more strategies to improve the understanding of system responses to management actions and monitoring and evaluation to rate the limitations and merits of each alternative approach (Keith et al., 2010). Under adaptive management, policies are adjusted regularly based on the available information to improve management actions.

Adaptive management, like any other evidence-based ecosystem management, faces challenges. For example, Theberge et al. (2006) highlight that variability among natural systems makes it problematic to set up and implement studies that depend on the differentiation between management choices or between different models of ecosystem processes. Further, adaptive management should ideally include cooperation between groups with diverse motivating values, but this may lead to an impasse where contentious management interventions are recommended to advance knowledge of the system (Gregory et al., 2006; Hughes et al., 2007). In addition, adaptative management is dependent on well-designed monitoring programs. Still, such programs are challenging to implement and maintain, creating barriers limiting implementation (Lindenmayer et al., 2008). These barriers, in turn, restrain their practicality as a tool for improving biodiversity results. Finally, most managers shy away from adaptive management as data collection may not be well funded. This is because the cost of research and monitoring may make the adaptive process expensive. However, if managers consider all the costs, adaptive management is inexpensive over an extended period. This is because the information provides the manager with an excellent base to make decisions on the sustainable use of natural resources (Wilhere, 2002).

3. Methodology

The research applied a case study qualitative research design to describe how adaptive management has been implemented in conservation management in Ol Pejeta conservancy in Kenya. The study investigated the main elements of adaptive management based on the theory (Holling, 1978) that includes stakeholders' involvement, objective settings, and different management actions present in the management of Ol Pejeta Conservancy. The case study enabled the researcher to synthesize and analyse Ol Pejeta's adaptive management actions implementation, monitoring, and evaluation. The data produces knowledge on how and why adaptive management can work in conserving biodiversity and the wildlife ecosystem.

Data was collected through interviews with KWS (Kenya Wildlife Service), Mt. Kenya National Reserve Research scientist for Laikipia, the former chief park warden Mt. Kenya National Reserve (KWS), The Head of Wildlife Conservation, Ol Pejeta Conservancy and executive director, Laikipia Wildlife Forum.

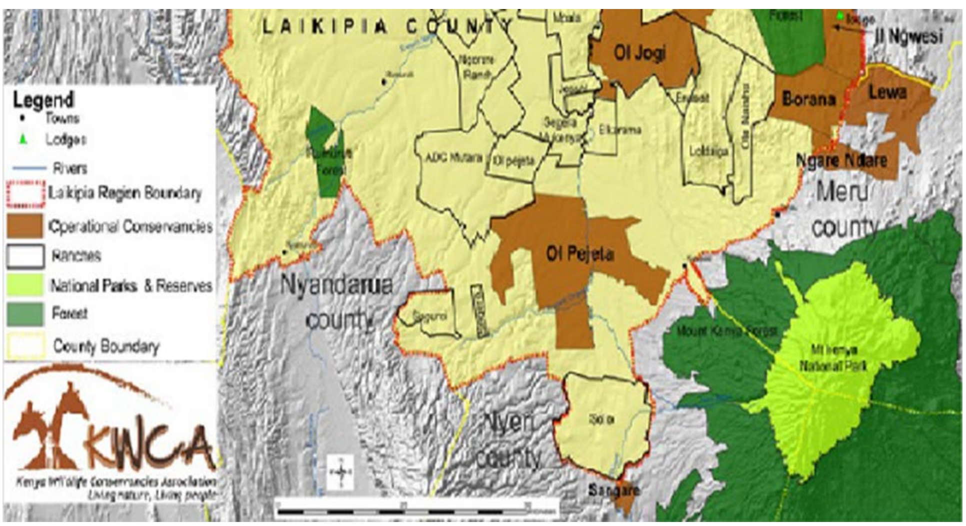
During analysis, the transcribed interviews were coded and segmented based on the adaptive management framework's implementation process to analyse to what extent Ol Pejeta is undertaking adaptive wildlife management. An extensive content analysis was done on the Ol Pejeta 2020 Map, and the Ol Pejeta Annual reports of 2018, 2019, 2020, which are the primary management plan documents for the conservancy to enrich the primary data.

4. Findings

4.1 Ecosystem Conservation Objectives of Ol Pejeta

According to the head of wildlife conservation, the main objective of Ol Pejeta Conservancy is to conserve wildlife and provide a sanctuary for the great apes and generate income through wildlife tourism and complementary enterprises for reinvestment in conservation and communities. Key objectives in biodiversity conservation include; Enhanced ecological integrity and biodiversity across the landscapes, conserving endangered species both within and beyond the borders, and advocating and caring for orphaned chimpanzees.

Figure 1. The Mount Kenya Ecosystem and adjacent conservancies



Source: State of Conservancies Report (2016)

4.2 Climate-induced threats

According to the executive director of Laikipia Wildlife Forum,"…*there is a general observation that the frequency and severity of dry spells in Laikipia are increasing, which directly impacts the habitat of wildlife. Although this has not immediately impacted their wildlife population*…". He notes that they may impact the population of wildlife which may, in turn, affect wildlife tourism. This is because of a lack of water for both the livestock and wildlife, which may lead to increased competition for resources resulting in human-wildlife conflict. In addition, there may be limited vegetation to provide forage for the wildlife and livestock.

4.3 Adaptive Management

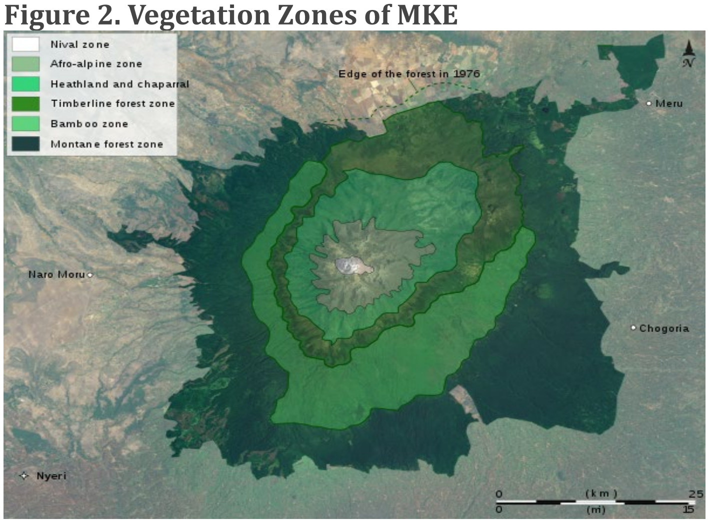
4.3.1 Design of management options
The board of directors of Ol Pejeta are responsible for the final development of the Ol Pejeta Map. This is because the conservancy is run like a private institution. However, Before the final plan is decided upon, departmental heads organize sessions with their teams and ensure that all levels of management are involved in developing management actions and ideas, which are then presented to the board of directors. External stakeholders involved include KWS (involved in every decision regarding species management), the county government and tourism stakeholders. Laikipia Wildlife Forum (LWF), Kenya Forest Service (KFS), and Northern Rangeland Trust (NRT) are engaged at various levels.

4.3.2 Objective setting
Under the 2020 Map of Ol Pejeta has several management actions geared toward the achievement of the overall conservancy objectives that include;

4.4 Conserve wildlife and their habitats, particularly endangered species
Ol Pejeta has formulated an Ecological Monitoring Unit (EMU) that ensures and maintains a dynamic wildlife population that is suitable for the habitat. Principal wildlife species such as rhinos, lions and Gravy's zebra are actively managed.

The key predators, endangered species, ungulates, and elephants have been identified and maintained at carrying capacity. The conservancy achieves this by tracking collared wildlife and setting up camera traps. The wildlife's population sizes, behaviour patterns, and home ranges are closely monitored. The information gathered is used to make conservation decisions.

Figure 2. Vegetation Zones of MKE



Source: https://commons.wikimedia.org/wiki/File:Mount_Kenya_Vegetation_map-fr.svg

The conservancy uses livestock as an ecological tool that provides nutrients to the grass to manage the grassland to benefit wildlife. This also allows the conservancy to generate income from cattle farming. Prolonged periods of droughts may lead to overgrazing, and constant control and monitoring of the grazing plan is done. This is achieved through the division of the landscape into grazing blocks. Further, the information on the grassland conditions is assessed, and each block's potential grazing use is noted. Hence the livestock department decides on which blocks to /not to graze.

The open Bushland habitat is most important for rhinos, giraffes, elephants, and monkeys. The management, however, monitors its availability as the elephants can destroy it. From research conducted, areas with low survival and high damage rate of the tall trees were identified, recorded, and set aside as zones. In addition, tree planting is also done in the exclusion zones.

The Dense bush is considered an invasive species that has been gradually growing and expanding and is encroaching on the open bushland. Currently, the conservancy is looking at establishing experimental plots to identify the best way to control it.

Riverine habitat provides shelter and food for giraffes, olive baboons, elephants, and velvet monkeys. The habitats fall under the 'special conservation zone' in the Ol Pejeta Conservancy 2020 Land Use Plan. Under the plan, the conservancy plans to erect protective game fencing and rehabilitate it through reseeding and excluding browsers.

Ol Pejeta proposes creating new swamps and marshes on the Kongoni, Murera, Kamok, Sidai, and Loirugurugu drainage lines where water is impounded so that water levels can be regulated from a variety of habitats. The marsh area supports aquatic species, including insects, birds, and herbivores such as waterbucks and elephant. The swamp also falls under the 'special conservation zone' in the Ol Pejeta Conservancy 2020 Land Use Plan. ("Habitats | Ol Pejeta Conservancy")

4.5 Secure continuous habitats for wildlife connectivity with the Laikipia ecosystem

According to the head of wildlife conservation in Ol Pejeta, conservation efforts should not be limited to just one area to adapt to the impacts of climate change. He explains that as much as Ol Pejeta will attempt to manage conservation if other regions are not engaging in conservation, full implications of wildlife conservation will not be accrued. He proposes that protection should be done on a whole landscape level and encourage collaborations between non-state actors, state actors, and the local community. Ol Pejeta intends to add 37,000 acres of land to expand wildlife migration corridors. This will be achieved through collaborations with donors, NGOs, investors, and active critical organization in Laikipia, such as LWF, Kenya Wildlife Conservancies Association (KWCA) and Pan African Sanctuaries Alliance (PASA). The conservancy will work with landowners and managers to continue securing wildlife habitats. Also, the conservancy is working on the possibility of developing the Aberdare-Solio-Laikipia wildlife corridor.

4.6 Minimize human-wildlife conflict

Lions' livestock predation causes the region's main source of human-wildlife conflict. According to reports from Ol Pejeta human conflict wildlife is down -50%. This has been achieved by collaring the lions and managing the animal database to identify their movement patterns and establish a map of conflict hot spots. Measures such as early warnings, short fences and netting translocation are done based on the findings. Collaboration with KWS has also been enhanced to control the animals. Further partnerships with the local communities have been fostered to implement interventions that prevent human-wildlife conflict (O. P, 2015).

4.7 Monitoring of management actions

Ol Pejeta maintains an up-to-date, integrated data management system (SUN) across the organization. The strategic plans are reviewed quarterly, and costs are reduced using online tools such as CattleMax and Rezdy. Data on the wildlife numbers are closely monitored to know the population in relation to the available habitats. In addition, Ol Pejeta keeps a detailed database on the areas of the different habitats in the conservancy. Cases of human-wildlife conflicts are closely monitored to establish the cause of the problem.

4.8 Assessment and institutional learning

The information obtained from monitoring wildlife populations enables the conservancy to know any wildlife deaths, identify the cause of these deaths, and develop new management actions to prevent any detrimental deaths, especially of endangered species such as rhinos and gravy's zebra. If the numbers exceed the threshold, the management recommends translocation. From information on habitats obtained after implementing habitat management actions, the management recommends introducing new measures such as selective burning and enhancing livestock productivity. As the Ol Pejeta management gains more information, the decision-making process evolves based on the dynamics at any given time.

5. Conclusion

From the findings, it can be concluded that in addition to wildlife tourism, other services such as sustainable pastoralism and livestock farming are used as incentives to encourage biodiversity conservation. In addition, climate change is experienced through prolonged incidences of droughts and floods and increased temperature, melting the mountain glaciers. The impacts are being experienced through changes in animal physiology (dispersal and abundance), increased wildfire cases, increased invasive and alien species, diseases and parasites, and over-exploitation and loss of wildlife habitats. These impacts, coupled with changes in land-use to include agriculture and logging, further aggravate the region's human-wildlife conflict.

Ol Pejeta management actions include identifying key animal and plant species; setting threshold levels on key variables that the conservancy can support; landscape conservation plans, and minimizing human-wildlife conflicts. For adaptive management to flourish, the institution must anticipate surprises, promote learning and participatory decision making. Although institutions may claim to be implementing adaptive wildlife management, there may be limited progress in promoting a connection between learning and management. Each management plan for institutions should account for adaptive management.

Successful implementation of adaptive wildlife management requires the collaboration of all interested stakeholders, especially local communities who must co-exist with wildlife. Hence future planning should be done inclusively. This will allow for trade-off to be agreed upon. In addition, after the implementation of management actions, the outcomes of each action should be explicitly evaluated and monitored, information gathered here should form the basis in adjusting the new plans. Hence, managers decide what works well and what does not. The reasons why those that do not work well should be identified, and the actions can either be streamlined or removed. This will further help reduce the costs of implementing adaptive management. Moreover, detailed databases on the monitoring and evaluation findings should be kept and easily accessible to managers and researchers to assist in future planning. Adaptive management provides institutions with a probability of overcoming barriers that prevent management from achieving adaptation of their actions to climate change.

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

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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.

Keywords: *Perceptions, Hotel Middle-level managers, green practices, adoption.*

Track: *Sustainability*

The focus of Paper *Theoretical/Academic*

Type of submission: *Paper*

1. Introduction

While it is debatable that the consumption of environmental resources by hotels individually is minimal, collectively they are quite impactful (Webster, 2000). This has led to the growth of sustainability-conscious customers who are demanding greener and have become the driving force in the hotels' involvement and adoption of green practices (Chung & Parker, 2008). On the other hand, the way hotels manage their environmental sustainability reputation and how quickly they respond to the growing environmental changes and concerns in the market environment is becoming increasingly crucial (Dief & Font, 2010).

Although it has become a well-acknowledged practice in the hospitality industry across the globe, contextually, and geographically speaking it would be interesting to investigate if the same momentum has been operationalised in Zimbabwe. Thus, the research will use Holiday Inn Hotel Harare, Zimbabwe, as a case study. Holiday Inn, Harare, is a 201-roomed international franchise brand under the InterContinental Hotels Group (IHG). It is supremely located on the perimeter of the central business district of the city, Harare. There are several other facilities which include conference facilities and meeting rooms.

This paper intends to close these gaps by instituting the nature of the interaction between the perceptions of middle-level managers in adopting sustainable practices. Middle-level managers are the managers responsible for executing organizational plans which comply with the company's policies. They act as an intermediary between top-level and low-level management.

This introduction is followed by a literature review and theories and appending sustainability, managers' perceptions, and customer loyalty. Thereafter the methodological choices applied in conducting this research are discussed followed by conclusions and recommendations.

2. Literature review

This section looks at the current studies on hotel sustainability practices and concentrates on four green practices: energy efficiency, water conservation, waste production, and the "R" phenomenon (Reduce, Reuse, and Recycle).

2.1 Energy efficiency and water conservation

Typical hotel energy according to Stipanuk (2002), includes electricity, gas, gasoline and water bills. Environmental sustainability is required to minimize energy use and pollution. According to Bohdanowicz (2005), the hotel industry's energy usage can release CO2 into the atmosphere, resulting in air pollution. The hotel industry must contribute positively to the environment and minimize energy consumption. Hotels can accomplish this by launching an energy conservation campaign and implementing environmental sustainability systems.

Although "water is one of the basic components of all life on Earth" (Pichon, 1996), only 5% of it is used in hotels for drinking; most of it is used for food preparation or cleaning (Webster, 2000). Bohdanowicz (2005), highlights that the consumption of water depends mostly on the kind, size, standards, services and amenities of a hotel. In developing countries, water consumed in both normal and luxury hotels on an average is 395 gallons per day, according to Alexander (2002). Furthermore, Kasim (2007) claims that tourists in Spain consume 0.8 cubic meters of water per day, but tourists in the Mediterranean consume roughly 0.4 cubic meters per day. Unless water consumption is monitored and controlled, it will continue to rise, potentially scarcity, thus essentializing the efficient use of water within the hotel industry. "Excessive water used by hotels has been claimed as leading to water use conflicts all over the world," writes Kasim (2007). As a result, one of the sustainability initiatives utilized in hotels to control and decrease waste should be water conservation.

According to Dief and Font (2010) in a bid to be more sustainable, towel and linen reuse programs have been widely implemented by hotels as a water conservation measure. Further, Tirado and Tortella (2011), have proposed for hotels to lower their impact on water sources by making use of rainwater which is clean and free of chemicals.

Rogerson and Sims (2012), argued that the lack of any government monitoring measures the progress of hotel greening initiatives is limited in scope and hotels end up being mainly driven by a mix of initiatives, profits and corporate social responsibility considerations which are undertaken amidst low local consumer interest in green hotels as customer choice. This has also been confirmed by Mbasera et al. (2016) whose research found that currently, no policies for green management exist, although some hotels do engage in some environmentally-friendly practices. Some hotel managers do not implement green management initiatives to mitigate the environmental problems emanating from their hotel operations.

2.2 Waste generation and the 3R principle.

Bohdanowicz (2006), states the most noticeable environmental impact of a hotel is waste generation. According to the data on waste generation provided in Alexander's (2002) study, "46 per cent of garbage engendered in hotels comes from food, 24.3 per cent paper, 12.7 per cent cardboard, 6.7 per cent plastics, 5.6 per cent glass, and 4.5 per cent metal waste". As a result, waste reduction in hotels should be a top priority for environmental sustainability. The best waste reduction practices, according to Stipanuk (2002), include waste transformation through reducing, reusing, and recycling.

Known as the principle of the 3Rs, the 'Reduce, Reuse, recycle' phenomenon is being widely adopted in hotels as a way of improving waste generation and protecting the environment (Loannidis, et al., 2020). This principle evolved from "being a strategy of scarcity, to an indicator of sound resource management aiming to lessen the pressure on the global stock of resources" (Hudson and Miller, 2005). Although the 3R principle is applied and used in different industries focusing on different areas, in the hotel industry, this principle is centred on the efficiency in water, waste and energy which translates to reducing their emissions, thus being more environmentally sustainable (Loannidis, et al., 2020).

The first antecedent of the 3Rs principle, “Reduce” is linked to minimising energy, waste and emissions produced before they happen (Reike & W. Vermeulen, 2018). This antecedent if applied by hotels aims at eliminating the other 2 Rs ‘recycle’ or ‘reuse’ (Deng & Burnett, 2007). Through this principle, hotels can reduce the use of energy by enhancing the way they reduce heat transfer in their hotels (Rodriguez, et al., 2019). Further, implementing energy management systems can help minimise the use of energy in cooling and heating. Moreover, when it comes to the reduction of waste, this can be achieved by reducing the main waste factors identified in the hotel industry such as food, paper and packaging (Amendah & Park, 2008).

The second R, the ‘Reuse’ factor is defined as reusing a product or part of a product after its initial use (Loannidis, et al., 2020). Putting in place a reuse policy can aid in achieving efficiency (Pirani & Arafat, 2016). Reusing recycled products brings about more sustainability (Rodríguez-Antón, et al., 2012).

Lastly, the third R principle, recycling, is defined as ‘the conversion of organic materials into entirely new products’ (Loannidis, et al., 2020). Recycling is said to focus more on waste management systems and most hotels have implemented recycling (Alexander, 2002).

2.3 Perceptions of middle-level managers on the adoption of green practices

According to Kirkland & Thompson (1999), organizational hurdles to environmentally sustainable practices vary depending on the firm’s size, its management and culture style, or its established environmental policy. Many hotel executives are uninterested in environmental sustainability because customer demand for environmental sustainability is minimal (Berezan, et al., 2013). Kasim (2007) went on to say that worldwide crises or natural disasters have caused hotel management to prioritize security, pushing environmental sustainability to the background.

Management's lack of expertise and resources on sustainable practices may stymie efforts to implement environmental sustainability (Graci, 2008). The creation of environmental policies and programs is impacted by the managers' attitudes toward environmental issues, according to Globadian, et al (1998).

Rasheed & Goll (2005) highlighted that the utmost significant factors that influence the perspectives of managers when they make decisions are their demographic characteristics. Chan et al. (2014) discovered that employee environmental knowledge is a significant element in the growth of green practices in hotels and that the correct organisational ethos can help green projects succeed. Despite the benefits of applying sustainability measures, Bader (2005), discovered that there is a lack of desire in the sector to move toward sustainable business practices. According to the author, while efforts have been made, sustainable practices are still not widespread; only a few hotels and venues in the sector have made sustainability a part of their core business routine and aims, and each is at a different level of implementation. Hotels that have incorporated sustainability into their business, were driven by consumers who make green practices a preference and would sacrifice to pay for sustainable services (Han & Y.Kim, 2010). Lastly, industry executives continue to lack knowledge and awareness of the environmental, economic, and social benefits acquired through sustainability. Sustainability will not become the industry standard without sufficient education and motivation to comprehend the benefits and drawbacks (Bader, 2005).

2.4 Conceptual Framework Model

After reviewing and analysing the various literature, the author of this study came up with a conceptual framework to achieve the intention of this research which is to investigate how middle managers in hotels perceive the adoption of green practices and how these practices influence competitiveness.

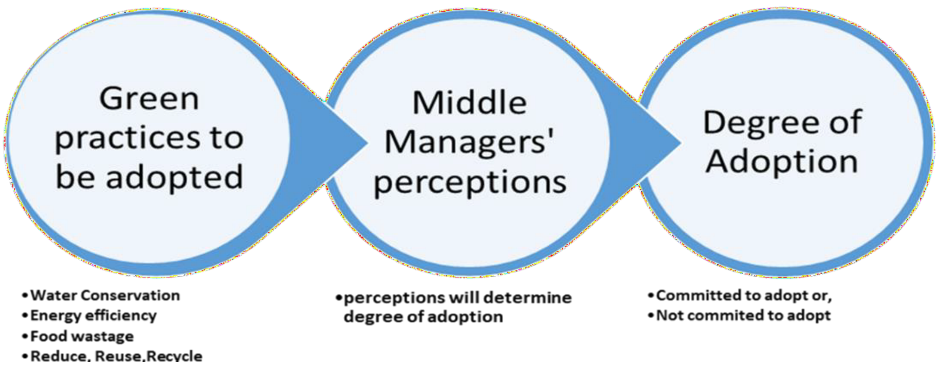

Figure 2.1. Conceptual Framework Model
Source: Own construct

3. Methodology

The research philosophy used for this study was interpretivism. This helped the researcher gain more insights into the understanding of middle-level managers' perceptions of green practices. The descriptive research design was used to determine the outcomes that people attribute to their experiences, in this regard the middle- level managers. In addition, the descriptive research design alleviates the burden of having a broad view of findings (Hair et al., 2006). The researcher was able to translate each indication into a reflective form to represent the study's variables/measures by using a semi-structured.

The researcher used the case study approach to attain the study's goal. Data acquired from a case study was analysed qualitatively, bolstering the methodological decision made by this study (Dul & Hak, 2008). For the objectives of this study, the Holiday Inn Harare, Zimbabwe is used as a case study.

The study's target population is the Holiday Inn Harare, Zimbabwe middle-level managers. 10 participants were included in the study's survey.

A non-probability method of sampling was done where sample members consisted of middle-level managers who have qualities such as an understanding of green hotel activities and are hands-on, with the operations of the hotel. The study focused on a sample of ten Holiday Inn Harare's middle management.

The researcher used semi-structured questionnaires for the study to capture profile information and management perceptions on the adoption of sustainable practices at the hotel. Thereafter structured telephone interviews were conducted in December 2021.

Thematic analysis was used to assess qualitative data on middle-level managers' impressions of green practices in hotels. First, all interviews were transcribed verbatim in preparation for analysis. Second, to address the primary study questions, comparable replies were organized into themes. The comments of the respondents were also analysed and compared to see whether there were any commonalities or discrepancies in attitudes and views towards the adoption of sustainable practices.

4. Findings and Discussion

4.1 The perceptions of middle-level managers on green practices and their commitment to adoption.

In respect of investigating the commitment of middle-level managers to adopting green practices and their perceptions of these practices, the researcher grouped survey questions according to themes addressing the research objective above using qualitative analysis. The six-stage thematic analysis approach developed by Braun & Clarke was used to conduct this study's primary themes (2006). Table 4.2 shows the perceptions of middle-level managers on sustainable practices. Using the scale provided below the results were presented as follows

1 – Not essential 2 – little essential 3 – Moderately essential 4 – Very Essential 5 – Extremely essential

Sustainable practices	1	2	3	4	5
Recycling	1 10%	1 10%	1 10%	5 50%	2 20%
Implementing the linen and towel reuse policies to minimize detergent use and conserve water	1 10%	1 10%	1 10%	4 40%	3 30%
Donating Leftover Food to food banks	3 30%	4 40%	3 40%	0 0%	0 0%
Replacing Buffet with serve per plate option to reduce food wastage	5 50%	5 50%	0 0%	0 0%	0 0%
Implementing a management plan for solid waste	2 20%	2 20%	3 30%	0 0%	3 30%
Implementing a paperless policy and replacing it with electronic software	0 0%	0 0%	3 30%	6 60%	1 10%
Replace ordinary light bulbs with energy saver bulbs	0 0%	0 0%	0 0%	7 70%	3 30%
Installing automatic low-flow fixtures in bathrooms and toilets	2 20%	2 20%	5 50%	1 10%	0 0%
Implement the use of recyclable water for operations such as gardening	0 0%	2 20%	1 10%	5 50%	2 20%
Installing automatic sensor lighting throughout the hotel	3 30%	4 40%	3 30%	0 0%	0 0%
Improving Indoor air quality by implementing a non-smoking policy throughout the hotel	0 0%	0 0%	1 10%	7 70%	2 20%
presence of government regulatory measures will enhance the implementation of the policies	0 0%	0 0%	1 10%	1 10%	8 80%

Table 4.1 Middle-level managers' perceptions of sustainable practices

The overall analysis of middle management's perceptions of sustainable practices and their commitment to adopting these sustainable practices indicated that the majority (50%) of the respondents perceive that, recycling is very essential as sustainable practice and they are committed to adopting it. Also, implementing the linen and towel reuse policies to minimize detergent use and conserve water was highlighted to be an important sustainable practice as the majority (40%) of the respondents signified it as very essential and also (30%) claimed it is extremely essential in the hotel sector.

Donating leftover food to food banks did not present to be of uppermost importance in the hotel sector as a sustainable practice as the majority of the respondents signified it as little and moderately essential with each having (40%). The majority of the respondents perceive that replacing buffet with serve per plate option to reduce food wastage is not (50%), and have is little essential (50%) as a sustainable practice. There were mixed feelings on implementing a management plan for solid waste as a sustainable practice as signified by respondents but most 60% of participants perceive it as extremely essential and moderately essential with each having a (30%).

The majority (60%) of the respondents perceive that implementing a paperless policy and replacing it with electronic soft-wares is very essential in the hotel sector as a sustainable practice as presented by the study findings. Also, the majority (70%) of the respondents feel that replacing ordinary light bulbs with energy saver bulbs is very essential in saving energy in the hotel sector. Installing automatic low-flow fixtures in bathrooms and toilets as a sustainable practice is believed by the study respondents to be moderately essential as signified by the majority (50%) of the respondents. The majority (50%) of the study respondents perceive that implementing the use of recyclable water for operations such as gardening is very essential in preserving water in the hotel sector.

As depicted above, installing automatic sensor lighting throughout the hotel is of no or little importance in the hotel sector as a sustainable practice as (30%), (40%) and (30%) of respondents signified not essential, little essential and moderately essential respectively. Improving indoor air quality by implementing a non-smoking policy throughout the hotel is believed to be essential by the respondents as the majority (70%) highlighted it as very essential.

Analysis of qualitative (interview) results further showed middle-level managers' perceptions of the adoption of sustainable practices. This was highlighted by some interview respondents noted by the researcher during the interview process for question 5 on the interview guide Respondents 2, 5, 7 and 11 noted,

> *"The adoption of sustainable practices greatly depends on customers' demands, if our customers are requesting and willing to pay for the extra green practices we believe that as management there is an initiative to provide such facilities and services".*
>
> *"Implementation of the green practices is highly dependent on the customers. We can only implement the same if we know we can have customers willing to pay more".*
>
> *"As much as we would like to implement green practices, we need to move with what the industry wants. The industry has more stakeholders and all of them need to be on one bandwagon. We need customers to also embrace these practices since they are the ones who dictate what we do".*
>
> *"The biggest challenge I see with the implementation of the green practices is when we do implement who pays the costs, definitely the customers and this will mean we have to ensure our prices are well understood in terms of the increment due to the implementation of the green practices.*

Therefore, the findings show that managers' perceptions influence at large the adoption of sustainable practices in the hotel sector. The level of essentiality of the sustainability practice influences its adoption given the scarcity of resources to provide all. Hotels may not be attentive to incorporating sustainable principles into their strategies if there is no client demand for environmental sustainability, according to Butler (2008). Further, Butler (2008), claims that most managers in hotels do not believe that green practices are essential since consumer demands for such are low. However, the influence could be highly adapted if there were government monitoring measures as confirmed by Rogerson & Sims (2012). Mbasera et al. (2016) also acknowledge the importance of government regulatory measures when it comes to the implementation of green practices.

4.2 Most significant sustainable practices being adopted by middle-level managers in international hotel chains

In line with investigating the most significant sustainable practices being adopted by middle-level managers in international hotel chains, the researcher presented survey questions addressing the research objective above using frequencies. Interview responses were also subjected to thematic analysis utilizing Braun & Clarke's six- stage theme analysis approach (2006). Table 4.3 shows the most significant sustainable practices being adopted by middle-level managers in international hotel chains using the scale provided. The table below shows the most significant sustainable practices being adopted by middle-level managers in international hotel chains using the scale provided below.

1- Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree

An environmentally sustainable hotel must have	1	2	3	4	5
Green construction materials	1 10%	1 10%	1 10%	6 60%	1 10%
Renewable energy sources	0 0%	3 30%	1 10%	5 50%	1 10%
Green business operations	0 0%	1 10%	1 10%	8 80%	0 0%
A certificate	1 10%	0 0%	1 10%	1 10%	7 70%
Programs to support green projects	0 0%	0 0%	2 20%	5 50%	3 30%
Procedures to recycle food left-overs	0 0%	2 20%	0 0%	3 30%	5 50%

Table 4.2 Significant sustainable practices adopted by middle-level managers in international hotel chains

The majority (60%) of the respondents agreed that an environmentally sustainable hotel must have green construction materials. Also, renewable energy sources are agreed by the majority (50%) of the respondents to be available in every environmentally sustainable hotel. As signified most respondents (80%) agreed that an environmentally sustainable hotel must have green business operations. Furthermore, (70%) of the respondents strongly agreed that every environmentally sustainable hotel must have a green certificate. The majority of the interviewees (50%) agreed and (50%) strongly agreed that an environmentally sustainable hotel must have programs to support green projects and procedures to recycle food leftovers respectively.

The researcher analyzed interview data in support of questionnaire responses to the second objective of the study. The majority of the respondents mentioned that a green hotel must have sustainable construction materials, sustainable business operations, sustainable/green certificates, programs to support green projects, renewable energy sources and procedures to recycle food leftovers. Respondent t3 noted during the interview process said,

> *"I believe that an environmentally sustainable hotel must put in place procedures to recycle food left- overs, use renewable energy sources and must have certification from responsible*

> *authorities."*

This was also collaborated by Respondent 5 who said:

> *"The hotel should lay down strategies to ensure recycling is a major component of its operation, however, the government should also ensure that basic recycling is done and complement the areas of difficulties by reducing the costs of implementation."*

Both interview and questionnaire responses denote that, renewable energy sources, green business operations, certification, programs to support green projects and procedures to recycle food leftovers must be available for every green hotel. This goes in line with ideas from, (Loannidis, et al., 2020) who state that, the principle of the 3Rs, the 'Reduce, Reuse, Recycle' phenomenon is being widely adopted in hotels as a way of improving waste generation and protecting the environment. In support, (Bohdanowicz, 2006) posits that new energy- saving equipment, such as fluorescent lights, is pricey to install, but the benefits should be appreciated over the whole life cycle.

5. Conclusions

Based on the findings it is concluded that the most significant sustainable practices being adopted by middle management in the hotel chains were, sustainable building materials, sustainable business operations, renewable energy sources, owning a green/sustainable certificate, policies that support sustainable procedures and projects to recycle left-over food. This was signified by the majority of the interviewees agreeing and strongly agreeing that every environmentally sustainable hotel must have these to be considered a green hotel. Through the findings, one can conclude that Holiday Inn Hotel's middle management's perceptions influence at large the adoption of sustainable practices in the hotel sector. Middle management feels that the level of essentiality of the sustainability practice influences its adoption given the scarcity of resources to undertake all green activities. The study concluded that middle management perceives that reducing, recycling and reuse policies are essential and they are committed to adopting these policies.

This study was useful for Holiday Inn management since it demonstrated that, adopting environmental practices can be viewed as an investment. This study goes a long way toward assisting managers in rethinking this issue.

The fact that this is a case study of a single hotel unit restricts it because the findings cannot be generalised across the whole sector. It would be fascinating to observe whether the Holiday Inn's policies are replicated by other premium hotels and compare the outcomes. As a result, a quantitative study methodology that collects data via a standardized questionnaire may be utilized to give additional confirmation and generalization. Data from various areas or nations would be valuable in comparing the findings of this study.

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TRACK 9 – General Track

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

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Abstract:
The purpose of this paper is to investigate and identify guests' Eco Innovation" (EI) preferences across culture and generational demands in German tourism utilizing primary research - Guest Preferences Survey - and secondary literacy research. Research results are analyzed to uncover guest's perceived value pertaining to an ecofriendly innovation. Survey results are then synthesizing to better understand guests' EI perceived value therefore aiding boutique hotel shareholders in Germany with EI implementation and relevancy.

Results from a larger case study were used in this paper to analyze the preferences of younger travel generations Y and Z and highlights the importance of environmental sustainability and bio / organic and eco-friendly products within these travel generations. The case study survey research was aimed at understand younger generations' perceived value as well as EI demands among the group.

Findings suggesting that clean energy, bio / organic goods, and EV charging rank among the highest valued EI attributes among generations X, Y, and Z and should be utilized to increase perceived value among guests in order for boutique hotels in Germany to remain competitive in a post Covid-19 travel era.

Introduction

For the last two centuries, humans have massively manipulated nature to fit industrial needs and lifestyles. Along the way, we lost regards to long-term environmental consequences. Most agree that we must change our wasteful ways, rethink indulgent mindsets, and correct the damaged done to the environment (ec.europa.eu, 2015). There's no better time than the present to recommence an equipoise between humans and nature by integrating eco-innovations into mainstream hospitality.

Notably, small and medium enterprises (SMEs) are now transforming with an EI approach based on new socio-cultural and generational values of generations Y and Z (Petro, G., 2021). Hospitality industries stand out as particularly 'wasteful' and will need to drastically conform and re-think operations in order to survive future decades (Pereira, V., 2021).

Currently, there's limited concrete information on guest's EI preferences in Germany partially due to ongoing Covid-19 disruptions. Researchers and hospitality experts theorize that drastic changes in travel, facility location, and preferences will be altered post Covid-19 (Yuni, L., 2020) thus generating heightened demands for regional tourism and remote travel locations that embrace eco-friendly attributes.

While EIs influence new ideas, behavior, products, and processes, SMEs in Germany are finding implantation and EI success challenging due to financial restraints, innovation decline, bureaucracy, and lack of know how (Zimmerman, R.E., 2017). However, recent initiative like EU's 'New Deal' have aimed to increase alternative financing options for eco-hospitality projects, increase EU eco-networks, provide know how, and eliminate 'red tape' (ec.europa.eu, 2021), making SME EIs more obtainable than ever before.

In this paper, supportive evidence for EI recommendations are synthesized from primary research in order to guid boutique hotel shareholders (whom are looking to be more sustainably successful) with an EI program program. But in order to be successful with EI we must first begin to understand EI and how the travel demands are evolving.

Eco Innovation Explained

"Eco-innovation" (EI), "sustainable innovation", "green innovation", "environmental innovation" are defined as "the process of developing new products, processes or services which provide customer and business value but significantly decrease environmental impact" (den Hond, F., 1997). Following the Oslo Manual, EI targets include sustainable products in goods and services, green practices, methods and procedures, marketing methods, management structure, distribution of responsibilities while considering institutional arrangements, social norms, and cultural values in the location of business (www.oecd.org, 2021).

Eco-hotels and EI are fairly new concepts in mainstream hospitality, demands being brought on by younger travel generations (Yale, 2021). Only since the early 2000's have big and small enterprises in hospitality begun to feel increased pressure to improve environmental performance through EI approaches while addressing environmental concerns of guests (Bohdanowicz, P., 2006; Chan, E., 2009). Preferences of Millennials and Generation Z are now changing the global hospitality demands to embrace more eco-friendly products and services when selecting travel accommodations.

One American pole uncovered, 71% of travelers claimed they planned to make ecofriendly decisions for upcoming trips (Penz, E. 2017) while additional poles in India and Western Europe show similar findings. Furthermore, a strong EI preference towards solar, bio/organic food, and waste reduction, with a surprisingly low preference for an abundance of technology, (Menegaki, A., 2020) were fairly consistent in UK, EU, and the Americas.

Most SMEs and boutique hotels prefer inexpensive EIs; LED lighting, reusable soap bottles, light sensors, recycling bins, and organic food (researchgate.earthcheck.net, 2021) while many high-end hotels are discreetly implementing EI in inconspicuous ways eg. Wall and pipe insulation, towel warmer timers, water saving systems, and discrete charitable causes (Pereira,V., 2021). This scenario allows for 'greenwashing' which can become a concern to the eco-traveler (Rahman, I., 2015). This suggests that visible EI preferences will positively effect guest satisfaction and reinstate trust. In theory, we can assume that guest's EI awareness is of high importance. To further investigate this theory, specific questions pertaining to visible EI were implemented into the research survey for theory validation.

Current Industry Developments

Travel to Germany looks rather optimistic in the future. Overnight stays rose from 407.26 million overnights in 2012 to 495.6 million in 2019, a 17.83% increase over a five year span. International tourism increase 23.44% in the same timeframe (Bundesumweltministeriums, 2021). Generation Y is becoming well represented in German tourism (Szolnoki, G., 2016) partially due to the new Covid-19 "work form home" orders which now allows for more locals and International guests to travel year round (Legrand, P.W., 2021). Statistic also show a 46% increase in tourism to small towns and villages (2005-2018) which has been amplified with post Covid-19 travelers. However, the amount of current 'eco hotels' in Germany is low and not positioned to accommodate eco-tourism demands. However, this is predicted to change as 'Sustainable Project Research' by UNWTO is currently being conducted.

The silver lining, with growing demand and eco-awareness, many EU and other government grants are becoming more accessible for 'green entrepreneurs' in the SME space. With over 400EUR billion now available to eco-ventures, coupled with heightened capital investor interest, financing options are more ideal than ever for ecohotel shareholders.

Literary Research

Hospitality shareholders have only just recently recognized the importance of green practices and its positive impact on perceived value, guest experience or satisfaction, and profitability (Moise, M.S, 2020). While limited service properties now show higher intent to implement green initiatives, shareholder motivation has been amplified by new eco travel trends and preferences brought on in a post-Covid 19 travel era. However, research is limited on EI in boutique hotel sectors as the pandemic has rapidly reformed the industry (Sharma, T., 2020). This has caused much conflict in academic theories and findings pertaining to guest preferences on EIs. Scholars argue, hospitality industries are rapidly adapting for survival by setting ambitious sustainability goals (Alonso-Almeida, M.d.M. 2018). Supported findings show "going green" has a direct impact on the bottom line, in turn, and yielding long-term value to the property (greenhotels.com, 2021).

SMEs are notoriously creative and innovative compared to large hotel chains (Alonso Almeida et al., 2017) but the execution of EI must be done strategically. Creating higher value among eco-conscious guests aids a higher booking rates during the booking stage when preferences, value, and experiences can provide a 'green' experience (Boronat-Navarro, M., 2020) without sacrificing the guests journey.

Notably, German SMEs could face challenges with EI implementation. Largely due to the limited capital of SMEs, limited innovative employee selections, and high EI startup cost (ec.europa.eu). Poor implementation strategies, limited know how, and lack of grants and eco-lending are also constricting factors for green entrepreneurs and shareholders (Katzav, J., 2021) and should be analyzed when making an EI or sustainable program.

Applied Theory

Some scholars argue, the examination of individuals' motives to visit green hotels and guest's perceived value on individual preferences hasn't been thoroughly conclusive in literature (Demir, M., 2021). Oppositional statements claim that exhaustive investigative research on tourist's perceived value has sufficiently allowed stakeholders to understand the impact of EI on guest satisfaction (Ibnou-Laaroussi, S., 2020). With conflicting publications, more research is imperative in deciphering which guest EI preferences solidify these theories.

Cost saving EIs, eg. LED light bulbs, water conserving fixtures, solar, waste recycling are not always equally valued among guests (Wan Y.K.P, 2017)(Figure 5.1A) with bio/ organic toping the list. Many eco-hotels already provide guests with bio/organic products; food, beverages, linens, and toiletries. Those interested in bio/organic or ecohotels have a strong correlation (71.9%) preferring to spend time outdoors suggesting the three groups are interconnected. Other EIs and sustainable efforts have scattered preferences partially dependent on the guest's reason for travel and lifestyle.

Utilization of out-dated or excessive technology can lead to lack of human and financial resources thus limiting guests' awareness on the hotel's EI. This may also contribute to decreasing overall competitiveness (UNWTO, 2021). Previous theories and primary data support limiting widely used technology, limiting contactless EI, and focusing on the guests' perceived value of the hotel's visible EI attributes.

Literary Summary

Eco tourism, formed on existing global challenges pertaining to governmental, environmental, and valued-based pretext, highlights new and existing EI program strategies that challenge SMEs to creatively implement EI with a problem-solving approach (Sharma, T., 2020).

Currently, no concrete evidence in the tourism sector has concluded high guest preferences towards EI nor is there conclusive generational (Y and Z) EI preferential patterns (Kontogianni, A, 2020). Therefore, research needed to include a wide range of EI preferences in the research survey in order to confirm this theory or prove otherwise.

Method

When constructing the guest survey for this paper, investigating the guests' motivation for booking (eco) hotels was also considered. Supporting literature touching on actual consumer experience at eco-hotels and the impact of eco practices on the guests needs to be addressed directly in order to accurately advise an EI program (Pereira, V., 2021).

Cumulatively, this survey was constructed with an isolated approach, separating travelers into generational, regional, nationality, gender, and price groups to compare and synthesize each category independently. The guest survey explores literary research gaps and aims to decipher guest's preferences from a holistic standpoint while aiming to validate industry EI program best practices.

Participants

Primary research was conducting in this case study by conducting a 30 question, guest EI preferences randomized survey. Both international and multi-cultural participants from four generational groups participated. The 'Guest Preferences' survey had 32 survey participants, ages 17-65 with 90% being within X, Y, and Z generations (Figure A.1).

Participants were sourced from 12 different countries and made up 14 different nationalities. Focus groups were used to construct a competitive analysis overview to ensure innovations remain relevant for years to follow.

The collected primary data is supported with secondary research including peer reviewed literature which exposes growing demand for EI in hospitality while highlighting stakeholders' recent motivation to reduce energy and implement beneficial EIs in boutique hotels (Pereira, V., 2021).

Surveys and participant were gathered virtually via a Google survey link and was distributed though online media outlets and apps; Facebook, Lindedin, Airbnb, and SHMS network. Advantages to this method were confidentiality, convenience, and improved outreach (Evans, JR., 2005). Possible disadvantages include sufficiently biased results as participants may have had heightened interested in eco-tourism (Andrade C., 2020). This method also allowed for more data to be collected with low amounts of time and financial consumption (Kabir, S.M., 2016).

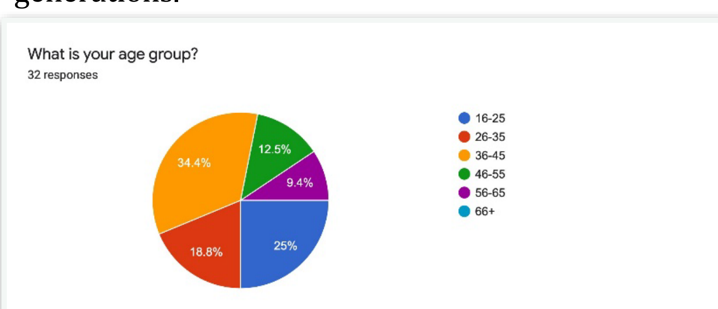
Materials

Quantitative methods determined guest preferences while secondary research prompted and supported quantitative findings. Quantitative research methods are justifiable and complimentary to secondary research, allowing the researcher to gain inside on real-life guest experiences and preferences (Kompier, M. A, 2001) during the guest journey.

Figure A.1 - Survey Results - Survey Participant Demographics

Findings:

- Current residence for the participants is spread over 10 counties with just over half European market, 25% American travelers, and 12.5% in asian markets, representing the average percentage of guests for wanderlust hotel. Wanderlusts target age range is XYZ making up 80% of the targeted market with Generation X at 15% and 5% in the Boomer category.
- 90.6% of participants are Generation Z/Y, and Generation X, and 9.4% Boomer generations.



Secondary research via peer reviews, journals, and other publications were utilized as supporting secondary supportive evidence. Findings were then analyze, synthesized, applied to the recommendations with statistical and scholarly evidence. An 'interpreticist paradigm' (Herath, D.B., 2021) approach was also utilized in the primary data collection for this case study (Appendix M).

Procedure

Thorough data analysis and extensive topic research begins to develops a general road map for aspiring eco-friendly hotels, in turn, allowing SME to meet traveler demands during a time of growing environmental awareness and growing sustainable hospitality demands. Inductive methods were used to uncover general theories, pattern recognition, and provide recommendations to shareholders.

Other methodologies were explored including descriptive and observational, but were deemed implausible due to the covid-19 travel restrictions and lack of employment/ internship opportunities at the time of research. Additionally, statistical quantitative analysis would not comply with the restricted word count (Günther, E., 2015) in this paper.

Limitations

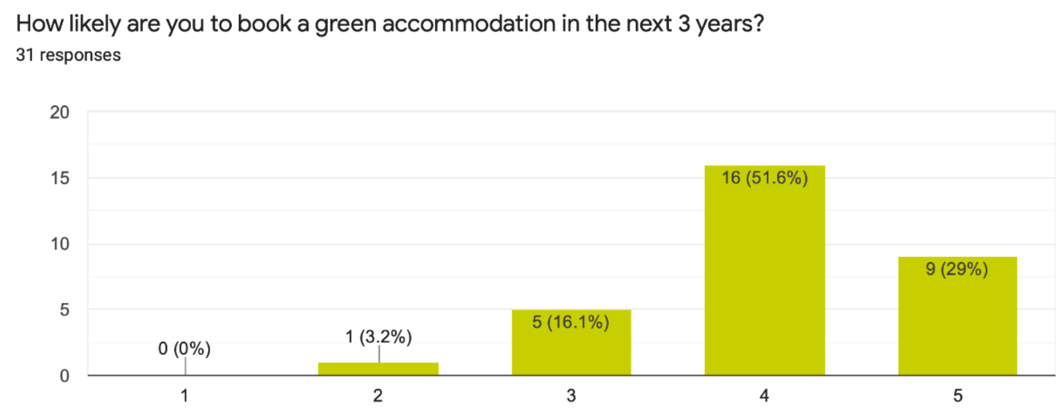
Considering a four month timescale, cross-sectional methods were selected for this case study as longitudinal methods would require a longer timescale (Rindfleisch, A., 2008)(Smeds, P., 2015).

Survey results and analysis were limited due to low response rates. More in-depth surveys, a longer timescale, and increased participation would have allowed a broader view of EI preferences over time and allowed a EI long-term performance comparative analysis (www.oecd.org).

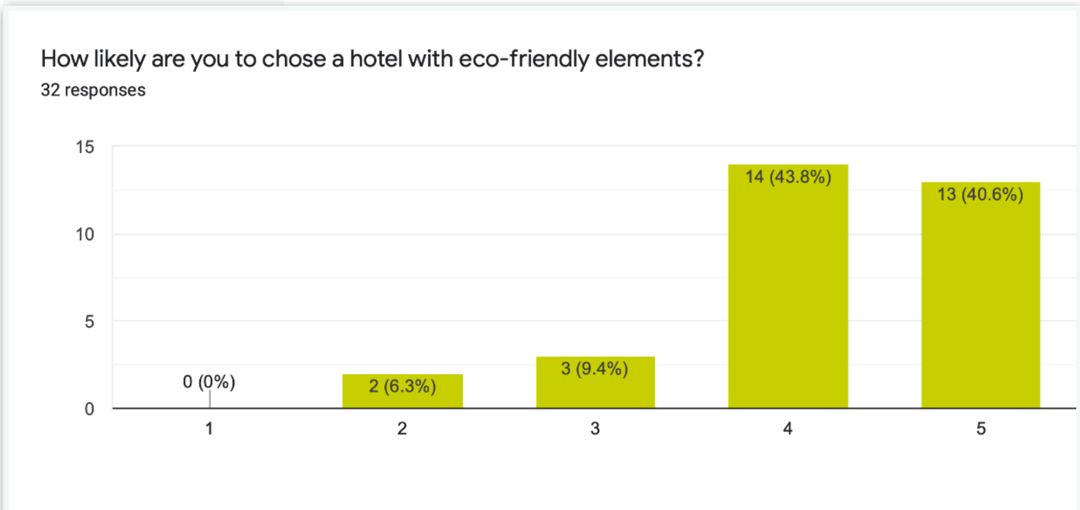
Findings

The case study found younger generations to have a stronger overall preference for eco accommodations over prior generations. Visible EI attributes scored highest for customer value and suggests EI would highly increase the overall perceived value within generation Y and Z guests (Figure A.2).

Figure A.2



80.6% of participants are likely to very likely to book an eco hotel in the next 3 years, only 3.2% said probably not. Meaning eco innovations are of the upmost importance to staying competitive and fiscally sustainable by catering to the earth and the customers.



Clean Energy and Solar

Highlighted in the primary research findings, bio/organic products, clean energy, staff and guest EI awareness ranked as the most valued EI attributes for younger travel generations. With 84% of participants stating they utilize LED and / or solar energy at home and the majority also claiming that clean energy is highly valued for daily hotel operations.

Figure A.3

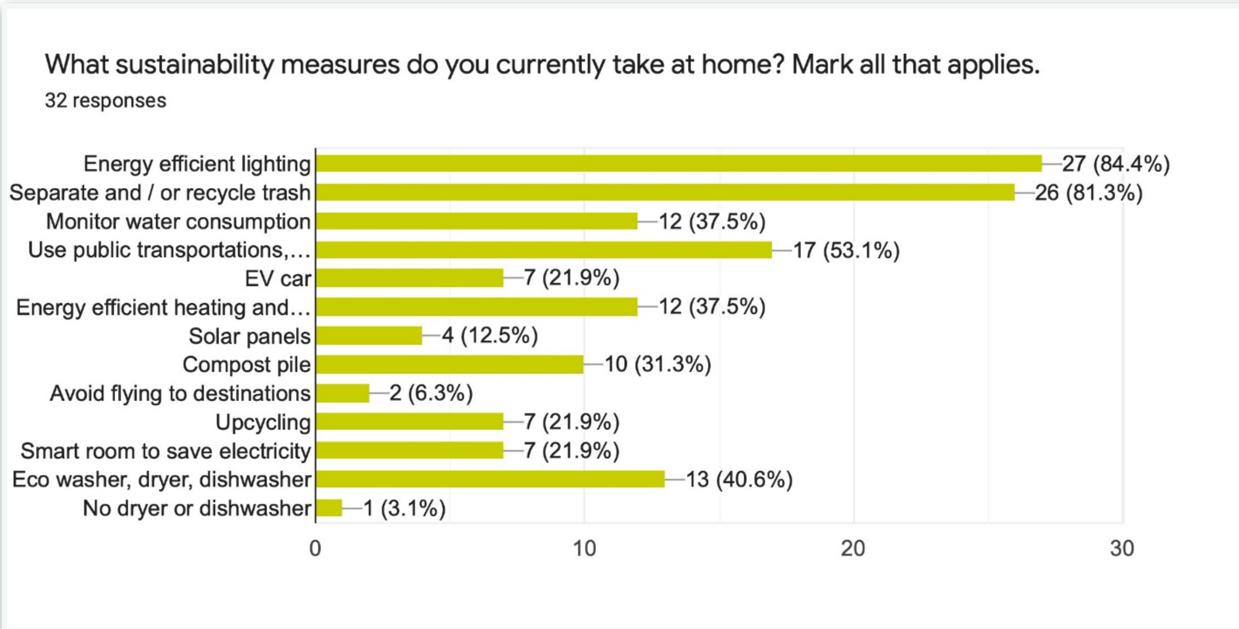
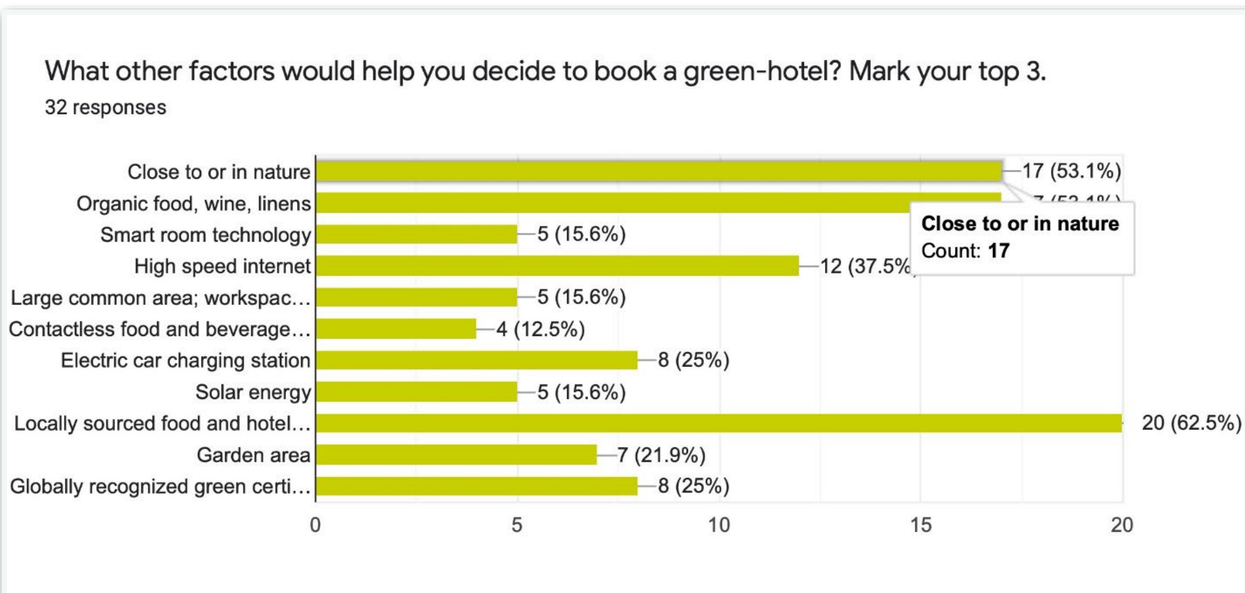


Figure A.4



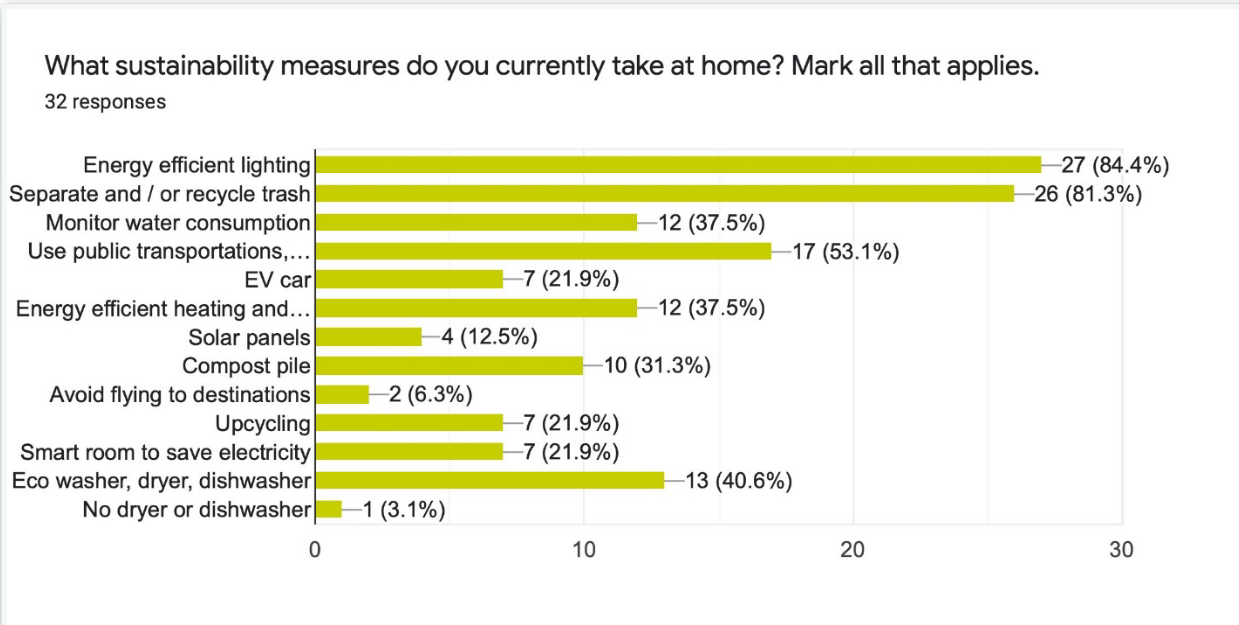
Bio/organic products

Bio/organic, plastic/waste free facilities, and responsible electricity ranked in the top three preferences (Figure A.3). The majority of participants stating that they preferred locally and organically sourced food and 53% stating they prefer all toiletries, bedding, and hotel products to be bio / organic. These top preferred EIs noticeably outranked other popular EI attributes; eco certifications, solar, and smart room technology.

Electric Charging Stations

Interestingly, 100% of all electric vehicle owners in this survey expressed EV charging stations on site as being a determining factor when booking a hotel. Strong loyalty among EV owners and charging stations is highlighted while preferential inclinations for locally sourced goods and eco-certifications are also strongly supported (Figure A.4, A.5).

Figure A.5



Discussion

EV Charging

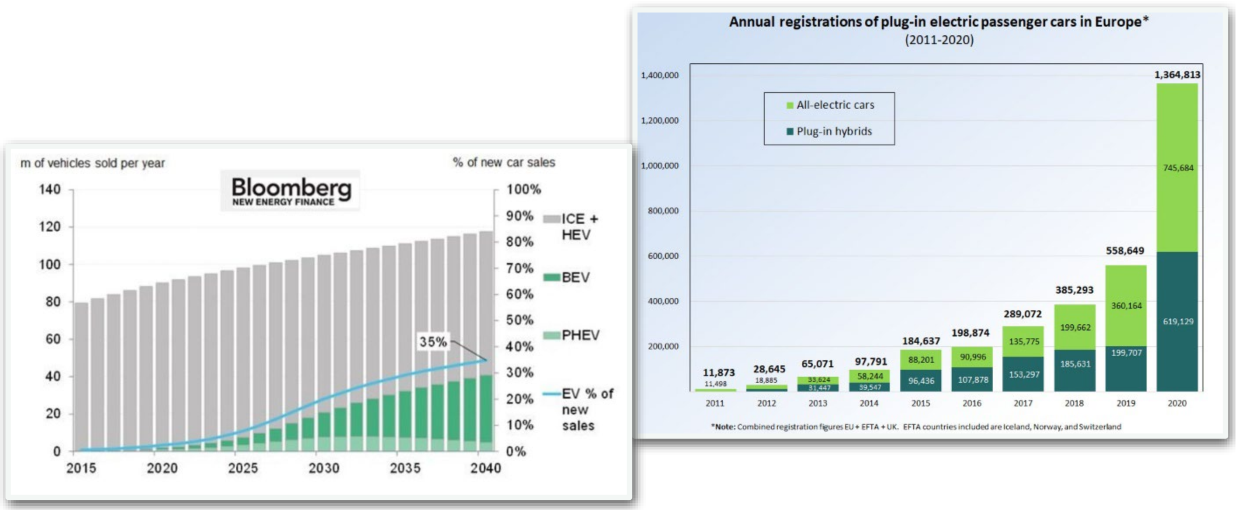
With electric vehicles on track to dominate global auto markets, we see the presence of electric car charging stations having doubled in the past two years (Lee, H, 2016) with compounding momentum in Europe. In 2030, it's estimated that 30% of all cars will be electric (IEA, 2020)(Figure B.1).

With regional travel on the rise post Covid-19, we can assume that German hotels can attract more EU locals; Germans, Dutch, Swiss, and Scandinavians, by catering to existing and future EV owners. This is expected to provide competitive shareholders with advantages over neighboring boutique hotels.

With limited charging stations in Europe and rising EV sales (IEA, Y., 2017) forecasted in Europe, EV charging shortage are at risk (Hubka, L., 2021), meaning that hotel with EV chargers would capture additional niche markets, support the hotel's values while offering a convenience experience and simultaneously supporting zero emission (EU carbon neutrality provisions).

Figure B.1 - Current Electric Vehicle Trends

(Deloitte, 2021)



Minimize Electricity Usage

'Trends® in the Hotel Industry', estimates electricity is the largest utility expenditure, making considerable room for cost-savings and sustainable improvements. Making up 60% of total utility expenditures, and 4-6% of total revenue (Energy Policy Review Germany 2020, 2020). Germany currently has one of the highest electricity rates in the EU, falling in at .29 EUR cents / KWh, It is estimated that up to 40-100% of costs can be reduced by LED lighting, solar, and smart rooms technology combined.

Adding in visible solar attributes is also likely to increase trust among guests and publicly display some of the eco efforts being made by the hotel, in turn, increasing guests perceived value during their overnight stay.

Bio / Organic

Based on primary and secondary research, targeted guests have high and growing demands for bio/organic food, toiletries, drinks, and cleaning supplies in the eco-friendly sector (Mbasera, M., 2016). Utilize organic/bio products whenever possible. With Germany's high 'bioeconomy' demands bio/organic products several options can be explored.

Food and beverage outlets might consider showcasing organic labels. If feasible, local bio/organic vendors should be invited to "set up shop" and sell locally grown/sourced items. Bio and local beverages should take priority over big name brands whenever possible (Kang, S., 2014). This will promote communal and environmental sustainability and provide authentic guest experiences.

Thinking Forward

Ideally, EI programs should be strategically conducted, researched, executed, and managed holistically by both the shareholders and hotel's management for optimal benefits and results.

Research findings exposed high increases in sustainable hotel demands, particularly in Generation Y and Z, and prevalent innovation limitations in Germany are now slowly being dissolved. Eco-hotel demands are expected to rise thus competitively positioning eco innovative boutique hotels a pioneer advantage in the market if implemented in the near future.

Efficient lighting, bio/organic products, and EV charging stations or the 'Low Hanging Fruit' so to speak, are cost-efficient, low-maintenance, and can provide high satisfaction among guests. SME shareholders will benefit from additional or alternative sustainable solutions that are economically profitable, reducing operational costs, increasing customer value, and environmental impact simultaneously (Vilchez, V.F, 2018). EIs have a great potential to improve younger guests' experiences, retention rates, referrals, while increasing the hotel's reputation, better equipping the German boutique hotels for the next generation of travel demands.

Sustainable SMEs programs in Germany should be influenced by guests perceived EI value and suggest generations Y and Z are set to redefine the hospitality best practices in the upcoming years post Covid-19. In order for boutique hotels to remain relevant and competitive in Germany, shareholders must drastically rethink the way they conduct their wasteful daily operations and begin to adapt to more eco-friendly practices or risk facing expiry in years to follow.

Conclusively, younger generational eco demands and preferences are a driving force that is changing the hospitality world for the better. SMEs now have the opportunity to take on a clear EI vision and to become more fiscally and environmentally sustainable and to position themselves in a competitive position in German hospitality. This in mind, shareholders should be consider all EI implementations with long-term sustainability action plans for future competitive momentum as eco tourism will one day become standard industry practice and generations Y and Z won't be slowing down their travels any time soon

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9.2 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)

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Abstract:
This research used a collection of consumer reviews on cruises with the MSC cruise line from three online portals to evaluate the relationship between overall customer satisfaction and different cruise experiences. Dining and service emerge as being the most important predictors of overall customer satisfaction for all geographical markets and ship classes. Results of the mediation analysis suggest that service and ambiance impact cruise passengers' satisfaction with food and dining onboard, value for money and the cruise in overall. These, and other review metrics, can form the basis of a theoretical underpinning for customer-centered management accounting in the all-inclusive hospitality sector in general and the food service in particular. Inclusion of customer metrics has been identified as an important step forward in multiple areas of the hospitality industry, where efficiency, profitability and resilience became crucial in the wake of the pandemic disruptions.

Key Words *Cruise lines, Experience accounting, Online reviews, Big data analysis, Customer satisfaction, Customer metrics*

Track *Consumer Behaviour and Experiences*

Focus of Paper *Theoretical/Academic*

Type of Submission *Paper*

Introduction

Memorable experiences based on customer satisfaction is the reason people cruise, whereas creation of experiences is a task that requires a different approach than producing traditional products and services (Pine & Gilmore, 2011). Exceptional business success is in many cases based on superior customer satisfaction and value creation, achieved by aiming to meet the customers´ market demand. With experience-based products, customer experience value translates into an opportunity for profit making and creating or maintaining a competitive advantage (Carlbäck, 2011; McNair-Connolly, Polutnik, Silvi, & Watts, 2013). The art is to focus on the right things, and this with the right resource allocation. However, at present, managers within the hospitality, tourism and travel industry get limited information and support from the data available in their management accounting systems. Creating a competitive advantage based on customer satisfaction in an experiences-based area requires understanding, reliable facts, and creative analytical methods, as better metrics help to understand processes and contexts that influence customer satisfaction experience (Gupta and Vajic, 2000; Andreassen et al., 2016). Equally important, while developing value propositions and constellations from which the customers can derive value, hosts must stay in control of profit targets.

Recent research in hospitality actively uses online customer reviews as a source of data for analysis of customer experience and investigates their association with customer satisfaction (e.g., Demydyuk & Carlbäck, 2022; Kim & Kim, 2022; Tao & Kim, 2019; Wei & Kim, 2022). Their results from hotel and cruising industries suggest that positive experience with service and dining determines the overall customer satisfaction as indicated by the reviews. In cruising customer expectations are especially high and set a high standard for all areas of service delivery. The hospitality-related part of the cruise plays a vital role in the overall cruise experience – the food, the drink, the service, and the accommodation (Castillo-Manzano & López-Valpuesta, 2018; Demydyuk & Carlbäck, 2022; Tao & Kim, 2019).

At the same time, customer satisfaction depends on the expectations and, therefore, its determinants can differ from one market segment to the other. Thus, Demydyuk & Carlbäck (2022) discovered differences in preferences across mainstream, premium and luxury cruises. Differently to upscale segments, in the mainstream cruises every aspect of hospitality was nearly equally important determinants of positive overall customer satisfaction experience. Because mainstream market segment represents a major business turnover for the worldwide cruise market, it is important to develop and deepen our understanding for this important part of the market.

With this idea in mind, this study will look closer at basic elements of customer satisfaction in the mainstream cruises. The case is made based on the MSC Cruises that operates only in the mainstream cruise market segment and keeps its focus solely on the mass market. According to the company's information, MSC Cruises is the world's largest privately-owned cruise company and the number one cruise line in Europe, South America and South Africa. It has achieved 800% growth in its first ten years and became famous for operating one of the youngest cruise fleets at sea. This is an Italian cruise line that was designed to cater for European customers and features low-priced offers in all continents, often being the cheapest on the market. MSC attempts to attract international array of passengers, keeping ships interior design classic elegant and staying decidedly old-fashioned in the evening entertainment. It also seems to stay behind other major cruise lines with the use of technology that often worsens the customer satisfaction by slowing down the check-in for example. Different from other providers, MSC offers a wider choice of customized cruise extras, such as for instance drinks packages.

This research analyses MSC cruise customer reviews that were posted in internet on three websites: cruisecritique.com, cruiseline.com and tripadvisor.com. The reviews rate different customer satisfaction categories and the cruise overall. In doing so, authors model the relationships between individual topics through the extraction of service quality indicators, and investigate how that information can further explain the variation of overall customer satisfaction. The aim of this study is to differentiate those basic elements with the concept of a customer-centred management approach where the focus is in aiding the process of creating experiences, increasing customer satisfaction, customer value and strengthening the business´s competitive advantage in the mainstream cruise market.

This study is built on a quantitative analysis intended to identify the categories that impact customer satisfaction and perceived value for money in case of the MSC Cruises. This analysis considers various geographic markets (Caribbean and Europe), travellers age, length of cruise and size of the travel party (solo, couple, family with kids, big group or multi-generation family), and cruise ship characteristics (year built, number of decks, passenger to space and passenger to crew ratios).

There is an universally identified room for new concepts and tools in hospitality-related areas in terms of measurements of perceived value, resource allocation and the use of customer metrics in managerial accounting (Andersson & Carlbäck, 2009; Nemeschansky & von der Heidt, 2013). This study is the first attempt at building a customer-centred managerial accounting system for the mainstream cruising and all-inclusive resorts by including customers´ perceived value in the model. This could then, in later stages, be compared to resources used to achieve these perceived values, similar to what has been done in a customer-centred restaurants system (Andersson & Carlbäck, 2009). The analysis therefore also tests the mediating role of ambiance and service on cruise customer dining experience as well as on perceived value for money and overall cruise satisfaction.

Methodology

Data

Accounting, financial and operating information comes from the annual reports that are posted on MSC corporate website and covers 2016-2021. Main information about the fleet, such as ship age, size and similar data was collected from the website cruisemappers.com and is summarized in the Table 1.

To access customer satisfaction data, customer cruise reviews written in English were collected from three internet portals: cruisecritique.com, cruiseline.com and tripadvisor.com. To download the reviews a web crawler written in the PHP language 7.4 was used. The review data consisted of user criteria and cruise experience categories to rate and comment on. The ratings ranged from 1 (lowest) to 5 (highest), or no rating. All data consistently contained date of review, cabin type, cruise destination and name of the ship. The clean-up included deleting duplicate reviews and reviews without a date or overall rating. The variables and number of observations used in the analysis are summarized in the Table 2. To reflect differences in customer expectations, sample was first split according to the ship generation and building class and later by the cruise destination (Caribbean or Europe).

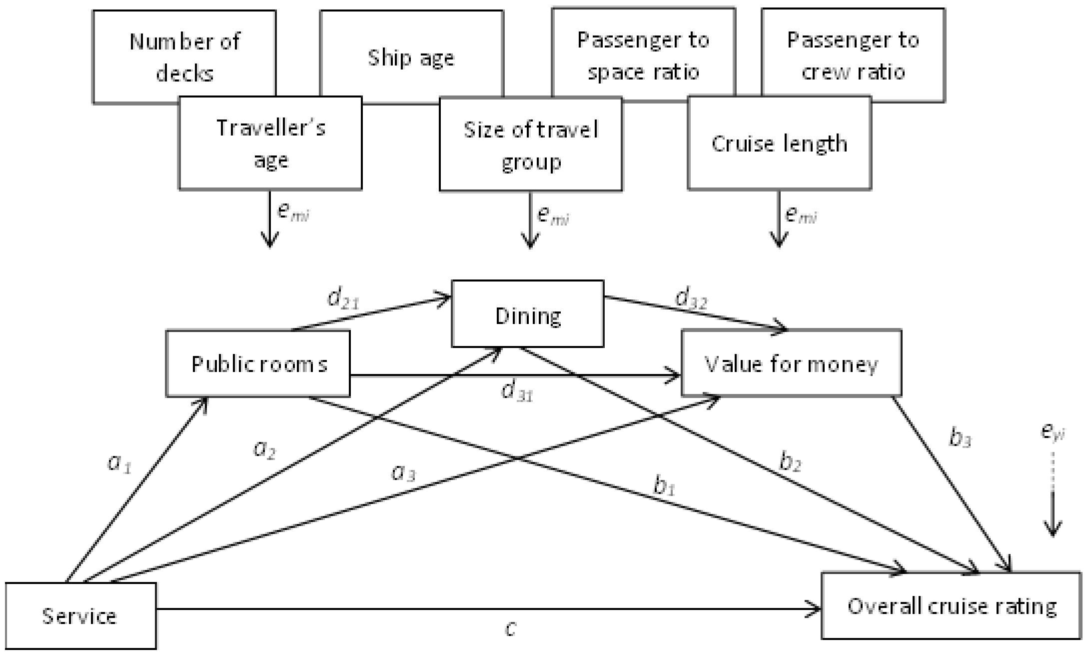
Method

First, a study of corporate annual reports was performed. Calculations included per-passenger and passenger-day metrics, such as average ticket price, onboard revenue, cost of food, and other.

All stages of analysis were performed with SPSS Statistics 28 software. The main analysis consisted of two parts. In the first part, a series of linear regressions was run to identify the relationship between different review categories and the overall cruise rating separately for the ship classes. The second, major, part of analysis consisted of regression-based statistical mediation analysis (Hayes, 2018) following Model 6 template (Figure 1) and using the PROCESS macro for SPSS 4.0 (Hayes, 2013).

Specifically, customer rating of service was used as independent variables to test its direct and indirect effect on guest satisfaction with public rooms ambiance (mediator 1), dining (mediator 2), the perception of value for money by cruise guests (mediator 3), and the effect on overall cruise rating (dependent variable). Ship technical characteristics and passenger attributes, such as age, size of travel group and cruise length were taken as control variables (covariates). The model in form of statistical diagram is depicted in the Figure 1.

Figure 1. Regression-based mediation analysis Model 6 (Hayes, 2013). Statistical diagram



Findings

The summary of descriptive statistics for variables used in the analysis are in the Tables 1 and 2, which provide an overview of the sample size, variables used, and ship characteristics as well as mean ratings in different review categories.

Table 3 shows results of linear regression performed with the whole set and separately in groups by ship class. Service and dining appeared as the most important predictors of a positive cruise rating in all ship classes. Dining with the highest of 0,339*** was found for Lirica class ships (year built 2001-2004) and service 0,275*** for Fantastica class (2008-2013). All models had an R squared value above 0,64, indicating that a majority portion of the overall ratings could be explained by these sub-ratings.

Table 4 shows regression results focusing on statistical mediation. Dining and service also had strongest direct effect on customer satisfaction in all geographical segments, with the higher coefficient value for dining in Europe. Service also had significant direct effect on public rooms rating (R squared 0,18) and dining (R-sq 0,46) in both markets. The same categories had positive effect coefficients on value for money ratings, whereas with lower R squared. American market shown more of a tendency towards newer and bigger ships, as well as size of the group had negative relation to overall satisfaction and positive to public rooms. These effects were not observed for the European market. There were no significant relationships between the categories and passenger age or cruise length.

Authors compared MSC's customer dining satisfaction with its main competitors. MSC features relatively low overall satisfaction comparing to its direct competitors, mainly due to lower rating of service and dining. Although customer satisfaction with cabins and ship quality is above average, it cannot compensate the dissatisfaction with most important criteria. In 2021 MSC's expenditure on food for passengers and crew was at about $4,15 per day per passenger. Given the strong relationship between dining satisfaction and overall customer satisfaction rating, this raises the question of whether cutting back on food expenditures is a good place to cut costs.

Conclusions and Implications

In a series of multiple regression analyses this study found that service and dining play a central role in the customer satisfaction levels that mainstream cruise customers express in online reviews. This effect was observed for all ship classes and geographical areas, including Europe and the Caribbean. Previous studies show that all basic hospitality areas of cruise satisfaction are important for overall cruise satisfaction. In case of MSC, however, service and dining were the most critical factors that also indicated the room for improvement.

Food and drink have always played a central role in cruising. Food is one of the top 5 cruise complaints, from the crowds (#1 cruise complaint) to the quality of food and service-related issues.1 These are parameters perfectly controllable by the management, both as part of daily operations as well as in planning aspects for the future. In case of MSC that operates young and beautiful ships, requiring quite an investment, customers are mainly pleased with the cabins and ship quality. This is, however, not enough when the most important basics such as service and dining are not in place, but it must be rather easier to fix than comparing with a ship update.

Meeting high customer expectations and generating profit requires great attention to details. Especially in the mass-market ships tend to grow in size while service quality goes down. Relevant accounting information and customer feedback tools must be in place. Management decisions can be improved by developing distinct value-added features based on the company's resources and competences, and guided by advanced managerial accounting information as a back-up for any decisions. With this data available, they will not only be able to adjust their offerings, but they will also be able to use their scarce resources in the best possible manner – where they have the greatest positive impact on the customers and create inimitable competitive advantage.

Especially for the well-established American market where MSC has ambition to grow, it is not enough to have the cheapest offer and newest ships. A blogger from USA wrote in her post about MSC experience that she did not cruise with MSC again and is not going to, because: *"When I cruise, I want to be pampered, I want excellent customer service and I want really good food. I don't think that is too much to ask."*

From a theoretical perspective, these empirical findings have value in the development of a framework for developing a customer-centered managerial accounting system for the cruise industry and all-inclusive hospitality models. As the parameters identified and assessed in this study are the hospitality-related parts of the whole cruise experience, results could be merged with the results from previous studies focusing solely on restaurants (Andersson & Carlbäck, 2009; Mats Carlbäck, 2008). This would build the knowledge base necessary for assessing and indeed creating experiences in a Food & Beverage setting. Although scope and depth of this analysis does not allow generalization, it will help the assessment and is a valid building stone for the next step, to include resources used.

Table 1. Descriptive statistics: Ship characteristics of the total fleet and by ship class

						Lirica class		Musica class		Fantasia class		Meraviglia class		Seaside class	
	N	Min	Max	Mean	Std.Dev	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
ship age as of 2022	19	1	21	11,1	5,5	4	20	4	14	4	11	4	4	3	5
Build. cost mil USD	19	245	1.000	557	210	4	256	4	435	4	550	4	928	3	749
passenger capacity	19	1.950	4.842	3.284	867	4	1.996	4	2.540	4	3.452	4	4.567	3	4.138
passenger cabins	19	975	2.421	1.642	433	4	998	4	1.270	4	1.726	4	2.284	3	2.069
crew	19	721	1.704	1.231	289	4	722	4	1.040	4	1.384	4	1.574	3	1.417
decks	19	13	19	17	2	4	13	4	16	4	17	4	18	3	19
passenger-to-space	19	26	35	31	2	4	28	4	30	4	33	4	31	3	31
passenger-to-crew	19	2,4	2,9	2,7	0,2	4	2,8	4	2,4	4	2,5	4	2,9	3	2,9
gross tonnage	19	65.542	181.541	123.991	36.156	4	65.563	4	93.075	4	138.818	4	171.068	3	153.755

Table 2. Descriptive statistics: Average satisfaction ratings by different review categories of the total fleet and by ship class

						Lirica class		Musica class		Fantasia class		Meraviglia class		Seaside class	
	N	Min	Max	Mean	Std. Dev	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall rating	9753	1	5	3,49	1,366	1815	3,44	1662	3,21	3347	3,53	1191	3,48	1738	3,76
Cabin	7716	1	5	4,09	1,117	1580	3,88	1305	4,08	2623	4,26	905	4,06	1303	4,00
Dining	8661	1	5	3,29	1,449	1651	3,33	1493	3,02	3034	3,30	1006	3,30	1477	3,46
Service	8507	1	5	3,66	1,456	1624	3,67	1481	3,46	3011	3,70	927	3,70	1464	3,73
Entertainment	8405	1	5	3,61	1,386	1609	3,52	1453	3,35	2941	3,67	970	3,53	1432	3,88
Onboard activities	3228	1	5	3,47	1,334	382	3,19	272	3,27	1189	3,41	586	3,51	799	3,72
Embarkation	6964	1	5	3,85	1,372	1440	3,69	1142	3,69	2239	3,83	805	3,88	1338	4,17
Deembarkation	1987	1	5	4,11	1,245	246	4,02	155	3,95	523	4,02	401	4,31	662	4,13
Public rooms	4923	1	5	4,00	1,144	1180	3,97	983	4,14	1697	4,10	396	3,63	667	3,82
Fitness & recreation	3983	1	5	3,54	1,215	948	3,50	792	3,32	1361	3,64	324	3,49	558	3,67
Excursions	3439	1	5	3,22	1,312	853	3,34	727	3,09	1178	3,16	232	3,21	449	3,33
Pools & decks	649	1	5	3,54	1,227	111	3,34	68	3,24	148	3,46	185	3,56	137	3,93
Children programs	741	1	5	3,45	1,501	71	3,32	118	2,87	338	3,51	60	3,83	154	3,65
Value for money	657	1	5	3,28	1,459	113	3,23	67	3,03	149	3,15	189	3,19	139	3,70
Ship quality	2984	1	5	4,28	1,120	340	3,69	429	4,07	1148	4,41	405	4,52	662	4,37

Table 3. Results of linear regression, by different review categories and ship classes

Dependent Variable: **Overall Cruise Rating**

	Lirica class			Musica class			Fantasia class			Meraviglia class			Seaside class		
	N	1814		N	1661		N	3346		N	1190		N	1737	
	R square	0,727		R square	0,689		R square	0,685		R square	0,641		R square	0,644	
	Unstand. B	Stand. Beta	t	Unstand. B	Stand. Beta	t	Unstand. B	Stand. Beta	t	Unstand. B	Stand. Beta	t	Unstand. B	Stand. Beta	t
Constant	-0,017		-1,272	-0,074		-4,981	-0,007		-0,727	0,005		0,267	0,138		9,855
CABIN	0,081***	0,087	5,479	0,091***	0,085	4,998	0,073***	0,071	6,010	0,081***	0,077	3,681	0,128***	0,140	7,840
DINING	**0,339*****	0,333	17,735	**0,325*****	0,322	16,058	**0,312*****	0,321	23,169	**0,247*****	0,233	8,919	**0,244*****	0,253	11,581
SERVICE	**0,254*****	0,244	12,715	**0,270*****	0,270	13,412	**0,275*****	0,287	21,231	**0,269*****	0,247	9,473	**0,230*****	0,243	10,807
ENTERT	0,110***	0,109	6,441	0,148***	0,150	8,229	0,111***	0,113	8,989	0,154***	0,141	5,942	0,080***	0,081	4,392
ONBOARD	-0,012	-0,009	-0,550	-0,020	-0,014	-0,841	0,058***	0,063	5,005	0,024***	0,028	1,126	0,046**	0,056	2,669
EMBARK	0,106***	0,114	7,339	0,114***	0,113	6,657	0,076***	0,075	6,450	0,086***	0,082	3,908	0,055**	0,056	3,059
DEEMB	-0,014	-0,012	-0,817	-0,035	-0,024	-1,582	-0,022	-0,021	-1,999	0,022	0,025	1,159	0,004	0,007	0,406
PUBLIC	0,103***	0,110	6,629	0,073***	0,072	3,923	0,100***	0,099	7,570	0,139***	0,127	5,496	**0,173*****	0,179	8,715
FITNES	0,018	0,020	1,268	0,037*	0,038	2,225	0,056***	0,057	4,678	0,040	0,031	1,404	0,033	0,031	1,626
EXCURS	0,054***	0,062	4,272	0,033*	0,034	2,185	0,039***	0,040	3,485	0,041	0,030	1,521	-0,001	0,000	-0,027
POOLS	0,016	0,015	0,875	0,022	0,016	0,844	0,023	0,018	1,324	0,018	0,029	1,297	0,021	0,023	1,212
KIDS	0,041*	0,031	2,359	0,019	0,020	1,345	0,013	0,015	1,439	-0,005	-0,004	-0,227	0,013	0,015	0,963
VALUE	0,081***	0,078	4,559	0,063*	0,047	2,493	0,054**	0,043	3,138	0,078***	0,124	5,066	0,060***	0,069	3,533
SHIPQUA	0,003	0,003	0,205	0,022	0,022	1,356	0,009	0,009	0,795	0,052	0,045	1,957	0,004	0,004	0,824

***. Coefficient is significant at the 0.01 level; **. significant at the 0.05 level; *. significant at the 0.10 level

Table 4. Results of moderated mediation. Significant standardized coefficients by destination.

ALL DESTINATIONS				EUROPE				CARIBBEAN			
R-sq	Link		coefficient	R-sq	Link		coefficient	R-sq	Link		coefficient
0,1826	a_1	service	0,4204****	0,1867	a_1	service	0,4393****	0,1797	a_1	service	0,3770****
	e_{m1}	decks	0,0927**		e_{m1}	ship age	0,0936*		e_{m1}	ship age	-0,2677***
	e_{m1}	PAX: space	-0,0842****						e_{m1}	PAX: space	-0,2910****
	e_{m11}	PAX: crew	-0,1267****						e_{m11}	PAX: crew	-0,2887****
	e_{m1}	group size	0,0205*						e_{m1}	group size	0,0220*
0,4608	a_2	service	0,5993****	0,4522	a_2	service	0,5662****	0,4571	a_2	service	0,6083****
	d_{21}	public rooms	0,1501****		d_{21}	public rooms	0,1678****		d_{21}	pubic rooms	0,1413****
	e_{m2}	PAX: space	0,0616***		e_{m2}	ship age	-0,0771*		e_{m2}	ship age	0,1751**
	e_{m2}	PAX: crew	0,0849****		e_{m2}	decks	-0,1225*		e_{m2}	decks	0,1455**
	e_{m2}	guest age	-0,0123*		e_{m2}	PAX: crew	0,0770**		e_{m2}	PAX: crew	0,1086****
	e_{m2}	group size	-0,0576**		e_{m2}	PAX: space	0,0864***		e_{m2}	PAX: space	0,0930**
0,0594	a_3	service	0,1764****	0,0917	a_3	service	0,2552****	0,0404	a_3	service	0,1281****
	d_{31}	public rooms	-0,1198****		d_{31}	public rooms	-0,1742****		d_{31}	public rooms	-0,0874****
	d_{32}	dining	0,1162****		d_{32}	dining	0,1773****		d_{32}	dining	0,0782****
	e_{m3}	ship age	0,1474****		e_{m3}	ship age	0,2929****		e_{m3}	ship age	-0,1481*
	e_{m3}	decks	0,1714****		e_{m3}	decks	0,3305****		e_{m3}	PAX: crew	-0,0539*
	e_{m3}	PAX: space	-0,0396*		e_{m3}	PAX: crew	0,0903*		e_{m3}	PAX: space	-0,0844*
0,6517	c	service	0,3460****	0,6513	c	service	0,3403****	0,6462	c	service	0,3489****
	b_1	public rooms	0,1914****		b_1	public rooms	0,1842****		b_1	public rooms	0,2047****
	b_2	Dining	0,3945****		b_2	dining	0,4112****		b_2	dining	0,3748****
	b_3	Value	0,0880****		b_3	value	0,0880****		b_3	value	0,0826****
	e_{y1}	ship age	0,0759***		e_{y1}	PAX: space	0,0512*		e_{y1}	ship age	0,1256*
	e_{y1}	decks	0,0742***		e_{y1}	PAX: crew	0,0555**		e_{y1}	decks	0,1032***
	e_{y1}	PAX: space	0,0523***						e_{y1}	PAX: space	0,1021****
	e_{y1}	PAX: crew	0,0906****						e_{y1}	PAX: crew	0,1272****
	e_{y1}	group size	-0,0144*						e_{y1}	group size	-0,0163*

****. p<0.0000; ***. p>0.0001; **. p<0.001; *. p>0.01

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TRACK 10 – Resilience - COVID-19 Implications

10.1 Tea and the Senses (63)

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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.

Track: 10

The focus of Paper: 'Resilience - COVID-19 Implications'

Kind of submission: Extended Abstract

Introduction

In the last two years, there has been a surge of interest in one of Covid-19's side effects, namely loss of smell (anosmia). The recent pandemic has rendered 59-86 percent of covid patients unable to detect odors. Various studies have shown that when people lose their sense of smell, their health and physical well-being can suffer. Anosmia has an impact on more than just appetite and memory; it also has an impact on daily eating and drinking activities.

The Senses

Our sense of smell and taste is extremely important to us. Carolyn Steel (2020, p.46) claims that "it is even more than we realize". "People who have permanently lost it describe a sense of disorientation and loss of emotions" (ibid) as if they were constantly living behind a glass window. In addition to helping us determine whether or not our food has gone bad, our sense of smell plays an unexpected role in social interaction (McGann, 2017). To date, research has tended to focus on the medical issue of anosmia rather than its effect on physical well-being. The purpose of this paper is to figure out what it takes to have a positive meal experience while suffering from anosmia. Spence (2017, p.12) illustrates the importance of our senses when eating and drinking. This study demonstrates that using senses other than smell can help anosmia patients enjoy their food again.

It is becoming increasingly difficult to ignore the impact of COVID-19 on people's health. One of Corvid's side effects is that some patients have lost their sense of smell. The smell is a sense that we seem to appreciate only after it has been lost. Anosmia can have serious psychological consequences (Toller, van, 1999), and some people develop eating and drinking issues (ibid). According to research, elderly people and cancer patients with anosmia have a poor prognosis for recovery.

We, humans, have around 40 million olfactory cells, which allows us to fill our odors cabinet with trillions of different smells, but how these different smells enable us to make a flavor perception is the least understood function (Steel, 2020, p.46).

Tea consumption, according to Hannam (1997), is a multi-sensory experience that stimulates taste, smell, touch, and vision, with scent being the most significant sense involved. One of the interviewed participants in Hannam's article stated that she preferers the smell of a cup of tea before tasting it. This demonstrates how drinking something noteworthy, like tea, loses its appeal when someone has anosmia and cannot enjoy their tea anymore. Instead, the drinking of tea turns into a routine activity. In another study, by Keller and Malaspina (2013), with 1.000 participants, sixty-four percent of these participants reported that their enjoyment of food and beverage decreased when they were unable to smell them.

Most people who do not have anosmia take drinking tea, the world's most popular beverage, for granted. Because tea is a good substitute for alcoholic and/or sugary drinks and has health benefits (Koffie & Thee Nederland, 2018), it should be consumed as a meaningful beverage rather than a daily routine beverage. The most important thing to remember is that for people suffering from anosmia, drinking a cup of tea can become a new experience, allowing them to enjoy eating and drinking again.

Tea Experience

The reason for a small-scale study with tea as the main beverage is that tea has a long history, not only for its health benefits due to the content of polyphenols (Sharma, et al. 2007) but also for its historical serving experiences (Vink, Kappert-White, 2021). Tea is a beverage that is described by Ter Molen, (1978) as a beverage where warmth, coziness, and its long history have high importance.

For this paper the researcher looked for answers to the following questions; what is the importance of smell when drinking a cup of tea? And when there is a loss of smell, would it still be possible to enjoy a cup of tea?

A small-scale study by Hannam, (1997) concluded that the overall tea drinking experience is hugely influenced by the ability to smell and taste. Thus, when the Dutch patient organization for 'anosmia', Reuksmaakstoornins.nl, came with a research request to find out if someone who is faced with anosmia, could still be able to enjoy tea again? It was important for the researcher to discover which other senses could grow in importance to create an experience for anosmia patients when it came to eating and drinking. As stated in a previous research paper 'Time for Tea" by Vink and Kappert-White (2021) Experience, is a very important aspect to keep in mind when you drink a cup of tea. Delivering an experience has also been identified to be critical in the enhancement of memories about places (Manhas, Tukamushaba, 2015).

Ahmed and Asraf, (2018) identify that using a workshop for data collection is a valuable asset because participants feel valued, heard, and thus more willing to provide in-depth information. The sample group for this research was an unrepresentative sample of 30 members of the organization ReukSmaakstoornis.nl. The participants were in different age groups, 75% being women and 25% men, 60% faced with anosmia, and 40% had no anosmia. The participants were able to share their experiences verbally of the different teas that were served. The teas were selected by a tea sommelier. Since smell was a sense that could not be a leading difference between the teas, the tea sommelier-selected the teas based on their difference in the mouthfeel, appearance, and temperature, instead of focusing on their flavor difference. The teas selected: are masala chai, Japanese genmaicha, tie guan yin, Ost Fries Tee Ceremony, lapsang souchong, and Pu-Ehr tea.

Data Collection

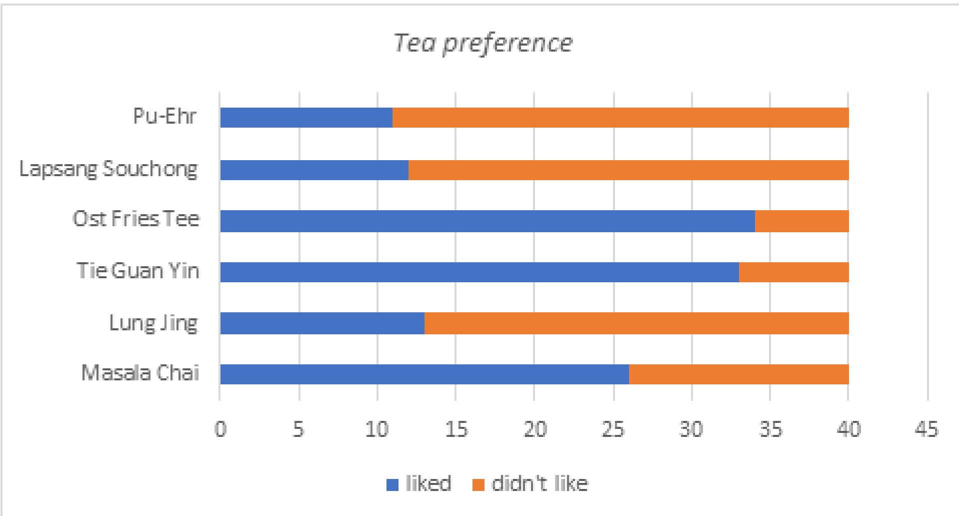
The author's knowledge of anosmia and expertise as a tea specialist were the inspirations for the workshop structure. The workshop was held on October 24, 2021, between 14:00 and 16:00 in a restaurant to create a realistic experience. Four people were seated at each of the little tables, which were decorated with linen tablecloths, wine glasses, tiny earthenware Chinese teacups, and plates. The scenario was chosen to test the viability of inducing the other senses.

Spence (2017) makes the point that, for instance, touch can have a significant impact on the overall eating and drinking experience. Consequently, we provided each tea in a unique drinking vessel. The participants were served six different teas. The masala chai in a paper cup with colorful decoration, the genmaicha, and the oolong were both served in a wine glass, the lapsang souchong was served in a whiskey glass, the Ost Fries tee was served in a teacup, with condiments like rock sugar and double cream, and the pu-ehr in tiny earthenware Chinese teacups. Many participants were unfamiliar with the majority of these teas. While each tea was served the tea sommelier told a story about the particular tea.

The selected teas were in order difference of softer to the stronger mouthfeel, as defined by Guinard, and Mazzucchelli (1996) as a tactile (feel) properties perceived when eating or drinking solid, semi-solid, or liquid foods or beverages. The teas were served at a colder to warmer temperature, were served in different drinking vessels, and had differences in the tea-drinking experience. The table below illustrates some of the preferences of the teas by the participants.

During the workshop, the participants were asked to give their feedback about the tea. Some comments were given as "it was very sweet" when commenting on the masala chai, "how nice that it is served in a wine glass" and "what a nice story" while drinking the Ost Friestee. The limitations of this research observation are acknowledged by the author. It was a small sample that was used, and after the workshop, the comments were asked in the group instead of privately, which gave a much more relaxed environment to the workshop, but as a consequence, the outcomes could be seen as influenced by hearing what other participants had to say about it.

Table 1: Tea preference



From this data collected during the workshop, we see that the Ost Fries Tee ceremony was preferred by the majority of the participants. One of the factors was the “entire tea experience”. It was somewhat surprising to see that with the Ost Fries Tea experience, there was not a huge difference in preference for this tea experience between anosmia and non-anosmia participants. An explanation can be given that the ceremony was introduced by a tea sommelier, stories were told during the ceremony and the participants were involved in the preparing of their tea. The drinking of the tea became an overall experience. Other comments that were given by the participants during the workshop “what a surprise to see tea in wine glasses”, it was noted by the researcher that the participants used their hands to feel the warmth of the tea, so their touch sense was used. The reason to serve the tea in the wine glasses was that the participants were able to see the color of the different teas better. Spence (2017) mentions that we humans are influenced by colors in our food and drinks and when seeing a specific color we associate this instinctively with an aroma.

Conclusion

Even though the presented findings are limited to the outcomes of tea experience, the author can estimate that this study shows that there is a possibility for patients who suffer from anosmia due to medical conditions and have lost their appetite, to still enjoy tea.

That anosmia patients can be helped to stay healthy by creating an experience out of their meal and beverage moment. Not only by telling a story, but to serve the food in different vessels or from different plates, and to surround the food with colorful attributes.

However, with the small sample size of the workshop, caution must be applied, as the findings might not be transferable to a larger scale of anosmia patients. Further investigation and experimentation into anosmia and its effect on eating and drinking experiences are therefore strongly recommended.

This study aimed to evaluate and validate that our senses are of importance when eating and drinking. For future research, we will use elements of this research to develop a bigger study with a larger-scale observation. The result will be shared with industry professionals and will be used to adapt our teaching on tea for our hospitality students.

Key Words: *Tea, Guest Experience, Gastronomy, Anosmia*

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

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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.

Key Words
COVID-19, Human Resources Management, Individual Resilience, Employees, Tourism Industry

Track
10. Resilience – COVID-19 Implications

Focus of Paper
Theoretical/Academic

Introduction

The COVID-19 pandemic has had considerable impacts on the tourism industry and its subsectors such as tour operators, tourism associations, transport, accommodation, restaurants, and leisure providers including employees. Currently, international air traffic has its focus on recovery (IATA 2022) and tourist attractions are reopened. Some employees are still affected by reduced working hours. Many employees have left their employers and the industry. Reasons are the impacts of the pandemic such as financial cutbacks, short-time work, mental issues, or conflicts because of dwindling boundaries of working life and private life when employees are sent to work from home (Agarwal 2021). These circumstances which are still relevant even two years after the beginning of the crisis, show the exorbitant and immediate consequences for the employees of the industry (Baum 2020). Several lockdowns, curfews and preventive measures enacted by governments strain the parties involved and the crisis still goes on with new mutations of COVID-19. Therefore, the topic of resilience comes into focus and the industry needs to intensively address issues such as crisis management and the promotion of resilience, organisationally, physically, and mentally (Prayag 2018 & Schwaiger et al. 2021). In comparison to local and regional crises in the past, the COVID-19 pandemic extended globally over a longer period of time.

Purpose of the research presented here is to shed light on how employees in the tourism industry experienced the COVID-19 pandemic and the crisis management of their employer. The aim of the paper is to find out which Human Resources Management (HRM) measures have supported employees' resilience to the challenges of the pandemic. Resilience factors and factors fostering resilience of employees shall be identified. Implications for the adaptation of HRM are drawn to prepare for crises in the future.

The research presented is funded by the Bavarian State Ministry of Economic Affairs, Regional Development and Energy and examines the situation in the federal state of Bavaria in Southern Germany. Bavaria is the most popular tourism destination in Germany, not only offering Germany's highest mountain called Zugspitze, the world-famous Neuschwanstein castle and beer-festival Octoberfest, but also 1.600 lakes,19 natural parks, and a huge cultural offer including heritage sites, historical cities, churches, and castles (Bay. StMWi 2022). The tourism industry in Bavaria is an important economic factor as it provides jobs for 501,000 employees and generates a turnover of €20.3 billion in 44,406 companies (Bay. StMWi 2022). In 2019, 40 million people arrived in Bavaria and the number of overnight comprised about 101 million (ibidem).

Literature Review

HRM can be defined as the sum of workforce related activities, such as recruiting, developing, and retaining employees. HRM activities intend to contribute to reach business goals and to preserve the company's competitiveness. Responsible for HRM are managers and leaders as well as HR departments as an organisational unit (Dubey 2020, Al-khrabsheh et al. 2022, Alam & Mukherjee 2014).

Overall, resilience can be defined as "the ability of a socioecological system (SES) to absorb disturbances and reorganize itself after a triggering event, so that it essentially retains the same functions, structures, identity, and feedbacks" as per Prayag (2020, p. 180). However, as per Hall et al. (2018, p. 33) "there is no single accepted definition of resilience".

The focus of this paper is on individual resilience which can be defined as "the ability to recover from adverse events" (Soucek et al., 2016, p. 131). Resilience is conceptualized as an ability, that can be fostered by specific HRM activities through leaders and the HR department.

When looking at the impacts of the COVID-19 pandemic on the employees of the tourism industry, the following aspects are to be considered. Employees in the tourism industry were particularly hit by the crisis as they were faced with closing of their employers' businesses, which meant less work leading to financial shortcuts. Many employees found themselves again in precarious situations, which Baum et al. (2020, p. 2820) described as "vulnerability of the already vulnerable". Peterson and DiPietro (2021) highlight the importance of the wellbeing of employees in the tourism industry as they are in close contact with guests and visitors. Thus, health, motivation, and positive attitude of employees are crucial for their performance. However, employees were hit severely by the pandemic as they faced seasonal unemployment (Ozdemir 2020). Furthermore, the pandemic increased the fear of external threat due to the concern about possible layoffs and reduced psychological safety among employees which lead to an increase in avoidance coping behavior which is moderated by supervisor safety behavior (Yin & Ni 2021). Demirović Bajrami et al. (2021) found that the level of motivation is changed by job insecurity going along with a crisis. Employees feared going to work in the tourism industry as the risk to contract with SARS-CoV-2 was high compared to employees in industries, where working from home was possible (Godinic et al., 2020). Therefore, HRM became even more important during the pandemic as HRM had to be adapted to the current and future situation concerning health and safety measures, cost cutting and employee wellbeing (Adikaram 2020). Before the crisis, HRM was a rather administrative job in many companies supplemented by more strategic tasks such as employer branding and human resources development. During the pandemic, administrative tasks such as the management of short time work still needed to be done, but additionally HRM played an important role in terms of crisis management.

Thus, HRM can be conceptualised as a part of crisis management which, among other goals, fosters individual resilience among employees. Bardoel et al. (2014, p. 283) specify "HRM practices that are intended, implemented and perceived to offer employees opportunities to 'spring back' from adversity and to develop and maintain resources that strengthen the resilience dimension or psychological capital", like training on work life balance and resilience. The model depicted in figure 1 illustrates the link between HRM and resilience in the context of crisis management. HRM measures that were put in place where dependent upon individual and organisational resources. The term processes refers to all behavior that contributes to the successful mastering of a crisis, according to Soucek et al. (2016).

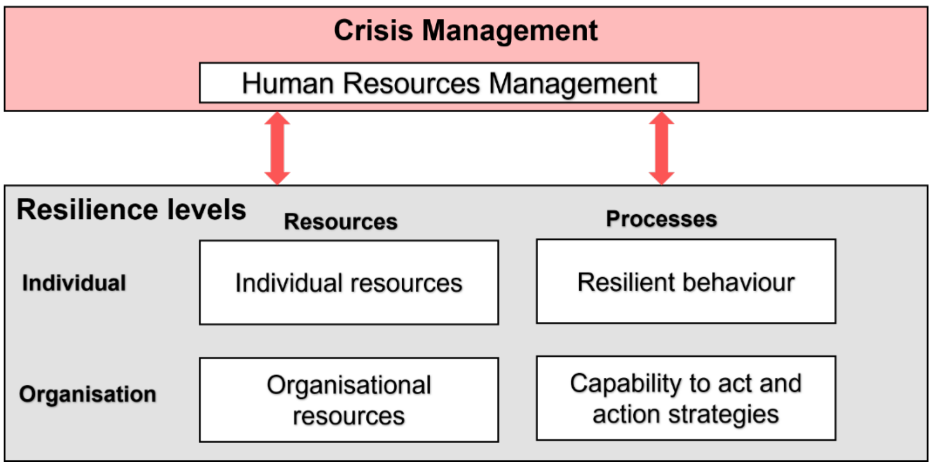

Figure 1: Underlying resilience model (following Soucek et al., 2016)

According to Blaique et al. (2021), extensive research on resilience of employees is available. However, only few recommended actions were deduced for practice. Consequently, there is only little knowledge about key implications to fostering resilience of employees in the tourism industry. Scientific literature is rarely dealing with the promotion of individual resilience in companies in the tourism industry (Jiang et al. 2019). There are hardly any findings concerning the relation between crisis management and resilience in the tourism industry (Prayag 2018). In addition, there is only little research concerning HRM in crises respectively in the COVID-19 pandemic (Adikaram et al. 2020) and as per Bardoel et al. (2014, p. 280) HRM has not been considered as a "value-adding component" so far.

A further topic which is in conjunction with the pandemic and individual resilience of employees is the turnover intention of employees. Turnover means losing talented employees with work experience (Nhema & Mutenheri, 2016). During the pandemic, many employees left the industry (Baum et al., 2020), so the already strained situation concerning skilled employees has gotten even worse. Demirović Bajrami et al. (2020, n.p.) analysed how diverse sources of the pandemic "expressed through job insecurity, employees' health complaints occurred during isolation, risk-taking behavior at workplace and changes in the organization may impact […] turnover intentions of the employees." The results show that perceived job insecurity on the employee side as well as changes in the organisations because of COVID-19 are a strong predictor of turnover intention. Furthermore, marital status and age have an influence on turnover intention as well, as younger single employees rather tend to leave the company than older employees with families who feel more responsibility.

Even though individual resilience factors for employees are defined in literature (Bardoel et al., 2014; Heller & Gallenmüller, 2018), there is no overview how resilient the employees working in the tourism industry really are if individual resilience has an impact on turnover. Therefore, there is a need for further research in this field.

Methodology

The research area is limited to Bavaria in Southern Germany due to the funding structure of the project. As a basis for the study and for a better understanding of the initial situation, as a first step, a qualitative exploratory approach was chosen, and semi-structured in-depth interviews (N= 23) with experts such as employers and tourism associations were conducted for data collection. The interviews helped to gain an overview of the research field. As a second step, key issues derived from the interviews, were further analysed using focus group discussions with two or three participants, so they were able to refer to each other. All conversations were conducted anonymously. In total, 23 experts contributed to the interviews and 55 experts contributed to the focus groups so after the conversations, data saturation was achieved. Data collection continued from May 2021 till November 2021 and the conversations lasted about 45-90 minutes each.

The interviews and focus group discussions were transcribed computer-assisted with the program of MAXQDA. Consecutively a set of categories was determined for classification, reduction, and abstraction (Kuckartz & Rädicker, 2020) on the basis of which the conversations were coded and evaluated using the qualitative content analysis by Mayring (2015).

Based on the qualitative results regarding the effects of COVID-19 on the employees of the tourism industry, a questionnaire was developed. It comprises questions about the crisis management in the company, human resources measures and questions about the personal and job-related situation during the pandemic. Answer options use mainly multiple answers or a five-point Likert scale. In order to relate the impact of HRM measures during the pandemic to employees' individual resilience and turnover intentions through regression models, several scales are used. Individual resilience is assessed with the Brief Resilience Scale (short version 13-b) by Smith et al. (2008). The Brief Resilience Scale compasses six items in total. All scales are applied in German language. Some items were modified so that the predominant nonacademic employees in the industry are able to understand, interpret and answer the questions correctly. Before the questionnaire was administered to the target group, it was reviewed by HR professionals and leaders in the industry in terms of comprehensibility.

In addition, to assess the risk of turnover, two scales are applied. One is the Organisational Commitment Scale (Mowday et al., 1979), based on the hypothesis that highly committed employees are less likely to leave their employer. For the underlying study, the short version was used to avoid confusion about reversed formulated items and as well the items were adapted linguistically to make sure canal recipients would understand them. To examine the different hypotheses and research questions, three different models will be developed to analyse

1. the impact of specific HRM measures during the pandemic on individual resilience,
2. the impact of specific HRM measures during the pandemic on organisational commitment,
3. the impact of specific HRM measure during the pandemic on turnover intentions

In addition, it will be analysed how these constructs relate to each other, especially whether resilience is a mediator variable in the model 2 and 3.

As for turnover intentions, three items were taken from the study by Demirović Bajrami (2020), and slightly reworded, which are "I am planning to look for a new job during the next 12 months outside of the industry", "Because of the pandemic, I don't find working in the tourism industry attractive anymore" and "If I resigned with my employer, I would only change the employer, but stay in the industry".

The survey is conducted online via LimeSurvey, and the questionnaire can be filled within approximately eight to ten minutes. Questionnaires are distributed using both snowball sampling through multiplicators of each subindustry (like hotel and restaurant association, the destination management organizations etc.) and convenience sampling using different social media channels. To date, N=409 questionnaires have been returned and are currently analyzed. At the conference, we aim to firstly present the results of the regression models.

Prior qualitative results

In this section, results of the qualitative study are presented as to this date the quantitative study is still ongoing.

Most of the tourism, hotel and catering businesses, travel agencies and airlines were forced to close during the two multiple-week lockdowns imposed in Germany beginning in March 2020 and December 2020. Different regulations were compulsory to control social contacts and to regulate the pandemic.

The impacts on the employees of the industry have been extensive. Most of the employees in the tourism industry lost their work tasks and uncertainty and fear spread. Numerous employees suffered from financial bottlenecks, and some were even afraid of losing their existence. As the majority of employees was not challenged enough, the few employees who were left behind in the companies worked considerably overtime. The senior management together with employees of the HR department and apprentices were responsible to keep up the business left including the organization of short-term work, maintenance procedures, and the implementation of hygiene standards. Some staff members with important positions were able to work from home, however they faced problems concerning dwindling boundaries while they felt commitments for their job and the family.

In the end, some employees felt treated inequitably as the staff members who stayed back at the company were not or only partly concerned by the short time work and were able to keep up an everyday life.

To keep and support the employees, companies who were able paid extra money, so the short time allowance was restocked. However, it partly caused employees to be less motivated to return to work as they learned to enjoy their leisure time. Anyway, a lot of employees were burdened with vague outlooks which led to voluntary terminations.

In addition, impacts of the COVID-19 pandemic on mental and physical health are not to be underestimated. Especially apprentices, single employees or single parents or employees with mental health problems were reliant on support of their company such as personal measures. Examples therefore are virtual offers such as social events or a crisis hotline.

Finally, regular communication played an important role for employees as it enabled the placement of the situation and the connection to the employees was kept up by the employers.

Considering the impacts on employees altogether, it can clearly be stated that requirements regarding Human Resources Management have changed. Regular duties and responsibilities altered. Recruiting has been more difficult as there is a shortage of manpower and a bigger focus must be put on employer branding, hidden labor forces and digitalization. Concerning staff assignment, there have been challenges such as employees with reduced working hours, the preparation of the duty roster was more complex, employees are deployed in different areas of operations and home office needed to be organized. Retaining staff was getting more and more important but even more and more difficult as there was only little budget for incentives and the requirements of employees changed. Regarding Human Resource

Development, the biggest problem companies were facing were that trainings could not be conducted in presence anymore to protect the employees from COVID-19. There was an offer for trainings online, but employees were not able to interact socially as they would have done in on-site trainings. The personnel layoff was due to cost savings and the already mentioned voluntary terminations.

The qualitative results show the far-reaching impacts of the crisis on employees. Regarding the initial situation, it becomes increasingly clear that the resilience topic is gaining importance as the mental and physical health of employees was influences by the crisis. Therefore, the following resilience factors have been identified in the qualitative study: peace of mind, ability for self-reflection, ability for self-organisation and the coordination of duties and responsibilities as well as flexibility and agility.

Consequently, implications which can be deduced for HRM, comprise human resources development with a focus on conflict management, leadership in crises, resilience trainings and personal further development for example. It is important that communication through the management and HR is suitable for all target groups and cares for the mental and physical health of the employees. Alternative modes of working must be enabled and there is a need for the capability of restructuring and innovations. Very important is to be fast with the implementation of measures in times of crisis.

Preliminary Conclusion and Discussion

The results based on the collected data so far allow to draw first preliminary conclusions, that need to be validated by the quantitative study. The impact of the COVID-19 pandemic is far-reaching, and it became clear again that the employees are the most important resources of companies in the tourism industry. Consequently, the HRM is an important component concerning operational crisis management. With the crisis, new fields of HRM-action fields emerge, and requirements change. Regarding the topic of resilience, the literature review and the interviews and focus groups conducted revealed that HRM itself becomes a factor that increases resilience. Companies which have practiced professional and strategic HRM in the past are able to cope better with the crisis. The biggest problem which can be determined so far is the loss of qualified employees and their migration to other industries. Problems which have been faced before in HRM are intensified. In Bavaria, there are only few strategic approaches to solving the challenge, especially on a regional level. Therefore, the relationship between crisis management and resilience as well as fostering the resilience of employees needs further research. The crisis is not overcome yet and the extent of the outcomes is not foreseeable.

Anticipated contribution

As the beginning of the COVID-19 pandemic dates to 2020, more and more contributions concerning the crisis in the tourism industry are published. However, we have found no contributions that take into account all the subsectors of the tourism industry, such as tour operators, tourism associations, transport, accommodation, restaurants and leisure providers. Furthermore, the focus in the available literature is mainly put on the impacts of the COVID-19 pandemic on companies and employers respectively. The employee perspective has not been considered sufficiently so far. This paper aims to give insights regarding the impacts of the COVID-19 pandemic on employees and the role of HRM measures on individual resilience and turnover intentions. Up to now there is hardly any knowledge about key implications to fostering resilience of employees in the tourism industry in times of crises.

Looking at the contribution for the industry, this paper will give recommendations on which HRM measures will be beneficial for crisis management. Thus, the paper will specify measures that strengthen individual resilience and organisational commitment and reduce turnover intentions. This is important in terms of the strained situation concerning skilled employees which has gotten even worse since the pandemic.

The result of the paper also contributes to both further education of leaders as well as HR professionals and knowledge can also be integrated in future education of tourism students and apprentices. An awareness of resilience factors and specific trainings for building resilience can help students and apprentices to develop individual resilience at an early stage in their career and as well to keep the topic of resilience in mind when working in the industry.

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