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Preface

We would like to welcome you to Volterra, Tuscany. You will be immersed in a very historic and strategic former very important Roman City. Service industry is the biggest industry in the world as OECD data supports it. Global Conference on Services Management aims to produce research in this important industry. We are delighted that you are taking part in this important conversation.

Services Output as a Share of GDP (\$1987)

	1960	1970	1980	1985	1990
	(percent)				
Canada		46.2	52.4	53.5	55.8
Germany	45.8	45.6	49.4	50.6	53.7
France	49.0	50.3	52.4	54.2	56.8
United Kingdom		54.9	57.0	59.9	63.1
Italy		59.4	57.5	58.0	58.8
Japan		57.8	59.7	58.5	59.4
United States	57.2	58.0	61.4	62.2	63.2

Source: OECD, 1994 International Sectoral Database.

In addition to the outstanding presentations, wonderful networking with colleagues from all over the world and the unrivalled Tuscan cuisine and world famous wines – take the time to walk around the historic town and visit the museums and see the 3,000 year old Etruscan and Roman ruins and artefacts found throughout our Gem - Volterra.

The SIAF campus is known as the first international residential executive campus in Italy that provides a wide range of tailor-made learning resources and cultural itineraries. Since 2006 SIAF has successfully carried out different graduate and post-graduate short-term courses involving students from all over the world, mainly: USA, China, and Russian Federation, recruiting a top and elite faculty. Idyllically situated in the Tuscan countryside offering a panoramic view of the sea, just a short distance from the historical hilltop town of Volterra, SIAF provides a congenial environment for intensive study courses, events, seminars, workshops and conferences.

The learning village was ideated and founded by the Scuola Superiore San'Anna in Pisa, one of the top graduate Schools in Italy, in collaboration with the Saving Bank and the Bank Foundation of Volterra and the support of the Regional Government, with the aim to provide high-level education in the fields of management and advanced technologies, contributing to the competitiveness of various types of organizations. SIAF's activities are carried out in partnership with local, national and international institutions and corporations.

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Table of Contents

Business Development

Understanding the Nature of Motivations of Rural Tourism Entrepreneurs: Social, Commercial, Irrational or Mix?	1
Ainur Kenebayeva¹ and Zhang Xiaotian²	1
Albergo Diffuso and Customers Satisfaction: A New Sustainable Model of Hospitality for the Italian Tourism Sector.....	4
Vallone Cinzia¹ and Veglio Valerio²	4
Exploring Cross-cultural Adjustment and Training Challenges: The Influence of Human Resource Development on Taiwan New Southbound Policy	5
Li-Chieh Wei	5
Enhancing Small and Medium Enterprises Performance Through Innovation in Indonesia: A Framework for Creative Industry.....	16
Ratni Prima Lita, Ranny Fitriana Faisal and Meuthia	16
Tweets Talk: Sentiment Analysis in Tourism.....	32
Alevtina Vladimirova	32
Assessing the Commercial Chances of Machine Tool Builders to Supply Advanced Services Among Their Industrial Clients: A Transaction Cost Economics Perspective ..	41
Bart Kamp	41
The Relationship Between Gender and Career Advancement in the Hospitality and Tourism Industry.....	45
Jennifer R. Calhoun	45
Hotel Growth and Tourism Trends to Over the Italy Past Decade: The Role of International Hotel Chains.....	47
Fred DeMicco¹ and Alessandro Capocchi²	47
“Ship-space” – Managing Talent on Cruise Ships: A Hospitality Perspective	48
Adam Dennett	48

Creating Value in Delivering and Managing Services

Evaluation the Time Management Skills of Undergraduate Students in Health Management Department.....	52
Gamze Bayin and Ilkay Sevinc Turac	52
Opportunities for the Establishment of Partnerships Between International Business Management Consultancy Firms: The Case of Portugal and Germany.....	54
Eva-Maria Kindle¹ and Beatriz Casais²	54
Managing Costs Through Business Model Servitization: A Strategic Management Accounting Perspective on the RESOLVE Project	58
Giannetti Riccardo, Dello Sbarba Andrea, Lanzara Riccardo and Yacoub Basheer	58

Resort Hotel Experience and Tourist Loyalty: Exploring the Moderating Role of Gender	62
Ahmet Usakli and Yuksel Ozturk	62
What Does the 21st Century Hospitality Customer Expect From the Service Delivery? A Case for Sheffield, United Kingdom	65
Saloomeh Tabari and Anne Conneally	65
The Optimal Allocation Strategies on Two-grade Discount Hotel Rooms	68
Baochen Yang, Hongtao Zhang and Zijian Wu	68
Authenticity in Tourism Services: Experiencing Baluchis Hospitality in Iran.....	88
Ahmad Reza Sheikhi¹ and Saloomeh Tabari²	88
Where Hospitality and Healthcare Meet: An Empirical Examination of Pine & Gilmore's Experience Economy	89
Sandra Sydnor¹ and Rhonda Hammond²	89
The Relationship Between 13th Century Turkish Trade Model Ahi Order With Total Quality Management and the Effect of Accommodation Operations on Customer-focused Marketing Understanding	90
Kaplan Ugurlu	90
Emergence of the High Reliability Service Organization.....	91
Morten Olsen and Kristian J. Sund	91
Service Design Within the Public Sector in the Northern Region of Colombia: Governance and Community Challenges.....	97
Marisabella De Castro¹, Michael Biggs² and Sue Halliday³	97
The Effects of Team- and Individual-level Knowledge Sharing on Individual Service Performance: The Moderating Effect of Organizational Service Quality Climate.....	100
Wen-Ching Chang, Ying-Jie Wu, Liang-Chieh Weng and Cheng-Ho Wu	100
Pitfalls in Servitization and Managerial Implications.....	105
Sebastian Kaczor¹, Natalia Kryvinska² and Christine Strauss³	105
Comprehensive Model of Consumer Impulse Purchases of Holidays Goods	110
Po-Ju Chen¹ and Rong-Da Liang²	110
Organizational Learning Processes in Services and Manufacturing: A Quantitative Analysis of Mexican Firms.....	111
Rodrigo Garza Burgos	111
"Role of Digital Media in Airport Brand Management": Conceptual Model Based on Integrated Literature Review	114
S. Rashid Hussain, Shah Sumera Syed and Sajid Nadeem	114
Communicating With Senior Travelers: Respectful Adults or Old Children?	124
Selim Kirova, Burcu Selin Yilmaz, Volkan Bahceci and Humeyra Dogru	124

Ethics and Corporate Social Responsibility

Can Tourism Social Entrepreneurs Contribute to Destination Development in a Resource-constrained Environment? Evidence From Piedmont, Italy 127
Antonella Capriello¹, Levent Altinay² and Andrea Monti³.....127

Ecology, Stakeholder Management and Corporate Social Responsibility 130
Maria Isabel Huerta Viesca130

Evaluating Firm Decisions Within the Scope of Rational Choice Theory: The Volkswagen Case..... 141
Gokce Sinem Erbuga.....141

Relationship Among Loneliness in Workplace and Positive/Negative Affectivity: Is Gender a Determinant? 143
Abdulkadir Corbaci¹, Caner Caliskan² and Bekir Bora Dededeoglu³143

Followership –Related to Leadership 153
Silvena Yordanova.....153

The Visegrad Group’s and Austrian’s Sustainable Tourism: Reflection of the State of the Art in Academic Articles 156
Alena Klapalova and Ema Symonova.....156

Comprehensive Benefit Evaluation and Management of Forest Ecosystem Services— Taking Zhalantun City in Inner Mongolia, China as an Example 159
Zhang Ying and Cainan Zhang.....159

Ageism and Bullying in the Workplace..... 169
Regina Yanson¹, Jessica Doucet² and Alysa Lambert³.....169

Communities As the Avenue for Change: A Case Study of Gili Trawangan, Indonesia 181
Sonya Graci181

Applicability of Alternative Tourism: The Case of Zonguldak Province in Turkey 183
Sermin Senturan and Nese Kokturk.....183

Research Methods

Comparing Servqual and Servperf Methods in Measuring Service Quality: An Implementantion in a Public Hospital..... 186
Beyza Aydin.....186

Multivariate Analysis of Relationship Between Guest Satisfaction and Hotel Room Pricing: Evidence From Croatia..... 188
Irena Palic¹, Petra Palic² and Frane Banic³188

A Scenario-based Case Model to Support Rescue Service..... 189
Han Xing¹, Shuiping Yu², Lin Zhang³, Yi Liu⁴ and Yongqiang Chen⁵189

A Qualitative and Quantitative Analysis of Social Media Data: Case Study on Smartphones	191
Ilusun Rhiu¹ and Myung Hwan Yun²	191
Driving Force of “Accessible Tourism for All”: Researching the Consumer Needs	193
Nil Sonuc	193
The Trajectory Touchpoint Tool: A Deep Dive Methodology Into Service Journeys ...	204
Lynn Sudbury-Riley and Philippa Hunter-Jones	204

Services Design & Innovation

Role of Neo-institutionalism and Organizational Culture in Service Innovation Exploitation and Exploration	215
Syed Aamir Ali Shah	215
Improving Service Quality Through Effective Service Blueprinting: An Empirical Investigation.....	227
Ioannis Kostopoulos¹, Ruya Yuksel², Gozde Erdogan³ and Melisa Mete⁴	227
Key Features of a Positive Hostel Experience: A Net Ethnographic Approach.....	231
Medeia Verissimo and Carlos Costa	231
Reverse Logistics and Its Feedback Function in Service Companies.....	232
Radoslav Skapa	232
Service Innovation in Cultural Heritage Institutions: Towards a Conceptual Framework	236
Alessandra Marasco, Donatella Icolari and Alfonso Morvillo	236
Medical Tourism Coalition Promotes Sustainable Tourism Development	239
Lori Neal, Joyce Eisel and Fara Zakery	239
Combining Quality Management Tools With Quantitative Approaches to Improve e-Banking Operations	242
George Paltayian, Andreas C. Georgiou, Katerina Gotzamani and Andreas Andronikidis	242
Innovation in a Declining Service Industry: Can an Old Game Meet New Needs?.....	248
George H. (Jody) Tompson¹ and Andrea Cardoni²	248
Brand-Driven Service Format Innovation	253
Guenther Botschen, Josef Bernhart and Kurt Promberger	253
Dedicated Recruitment Service Outsourcing and Value of Service Provider – Case Study: SDA Ltd Company in Poland	255
Joanna Kuczevska¹, Joanna Stefaniak² and Piotr Mazur³	255

Services Information Technology & E-Business

The Automation of Service in the Hotel Industry..... 259
Betsy Bender Stringam¹ and John H. Gerdes².....259

First Impressions in the Digital Age: A Comparison of Internet Load Times Between Desktop and Mobile Platforms 262
John H. Gerdes¹ and Betsy Bender Stringam².....262

Use of Information Technology in Nautical Tourism in Croatia: Case Study of e-Charter 265
Ljubica Milanovic Glavan and Vesna Bosilj Vuksic.....265

Balancing High Touch and High Tech in the Service Encounter: A Discussion Based on Service Value Chains 266
Klaus Weiermair.....266

Visitor Center or Buggy Whip? A Qualitative Investigation of Millennial Attitudes 268
Marsha D. Loda268

Meta-analysis of Theory Approaches Genesis to Web Reputation Measurement and Evaluation Applied Toward the Online Travel Agencies (OTA) Research Context..... 276
Olga Akhtanova276

Web 4.0 Promise for Tourism Ecosystem: A Qualitative Research on Tourism Ecosystem Stakeholders’ Awareness 284
Hulya Kurgun, Avsar Kurgun and Erdem Aktas284

What Hoteliers Say in Big Dispute: A Case Study on Banning of Booking.com Website in Turkey 287
Humeyra Dogru, Volkan Bahceci, Burcu Selin Yilmaz and Selim Kirova287

Services Marketing and Branding

Exploratory Study of User Commitment on Social Network: A Typology Proposal..... 290
Jamil Hebali290

A Comparative Study on Brand Image Measurements..... 291
Melisa Mete and Gary Davies.....291

A Research on Authentic Practices and Authentic Marketing in Restaurant Enterprises: Sample of Istanbul 293
Seda Yetimoglu and Umit Sormaz293

A Qualitative Research Approach for Developing a Trust Model of P2P Accommodations for Chinese Travelers 294
Wenjing Cui¹, Po-Ju Chen² and Tingting Zhang³294

Doctor-Patient Interactions in Cancer Treatment: For an Innovative Marketing Approach to Client Relationships in Services With High Client Involvement 304
Pascal Brassier and Patrick Ralet304

Evolution of Customers' Quality Expectations: Who Tends to Be the Satisfied in the Long Run?	308
Gila E. Fruchter¹ and Thomas Reutterer²	308
The Effect of Service Failure on Emotions, Word-of-Mouth and Repurchase Intentions: A Case of Failure in a Tattoo Parlour	309
Cansu Yildirim.....	309
Ego involvement, Service Performance and Customer Satisfaction	311
Po-Ju Chen	311
Historical, Archaeological and Mythological Elements in Destination Promotion at Hotel Websites in Foca	322
Sevdiye Koksal and Nil Sonuc	322
A Research on the Development of Perceived Service Quality Scale for Coffeeshops (CoffeePerf)	333
Ibrahim Giritlioglu and Harun Resit Gundogan.....	333
The Role of Creative Tourism in Place Marketing: Evidences from Scotland and Azerbaijan	334
Lachin Namaz	334
Food Waste in All-inclusive Resort Hotels in Turkey	339
Bendegul Okumus¹ and Ibrahim Giritlioglu²	339

Understanding the Nature of Motivations of Rural Tourism Entrepreneurs: Social, Commercial, Irrational or Mix?

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Abstract

This paper aims to investigate business motivations of various categories of rural tourism entrepreneurs, particularly highlighting the differences between Opportunity, Necessity and Irrational entrepreneurs with a deep focus on commercial, social, irrational as well as mixed intrinsic motives in start-up initiatives.

Keywords: entrepreneurial motivations, rural tourism, opportunity entrepreneurs, necessity entrepreneurs, irrational entrepreneurs

Introduction

Entrepreneurial motivation has not yet been sufficiently considered through the prism of a typology of entrepreneurs. An overview of prior research shows that the distinctive features of motivations of specific categories of rural entrepreneurs are remaining under-researched and have not been comparatively analyzed. In particular, this issue has not been appropriately investigated within the rural hospitality and tourism context. In the business and management literature the “entrepreneurship” is known as a well-studied phenomenon. Various aspects of an entrepreneurial process including opportunity identification (Peiris, Akoorie, & Sinha, 2013; Shepherd & DeTienne, 2005; Smith, Matthews & Schenkel, 2009) and exploitation (Ucbasaran, Westhead & Wright, 2008; Plummer, Haymie & Godesiabo, 2007) risk taking, information search, innovativeness (Swami & Porwal, 2005; Ndubisi & Iftikhar, 2012; Hjalager, 2010), motivation (Carsrud & Brännback, 2011; Mathews, 2008) and intention (Bird, 1988; Mazzarol *et al.*, 1999; Kobia & Sikalieh, 2009; Gurel, Altinay & Daniele, 2010; Ferreira *et al.*, 2012) have been comprehensively discussed by a significant number of conceptual as well as methodological studies. A majority of research works have reflected monetary motivations of a commercial type of entrepreneurs that is widely discussed from economic, social, management and entrepreneurship theories perspectives.

There is general agreement that the limited research attention devoted to social entrepreneurship motivations (Austin, Stevenson & Wei-Skillern, 2006; Yitshaki & Kropp, 2016), particularly with regard to the field of tourism and hospitality studies (Mottiar, 2016). However, there is a lack of research on how do motivational dimensions vary across specific typologies of rural tourism entrepreneurs. Therefore, in this paper we argue that opportunity entrepreneurs (OE), necessity entrepreneurs (NE) and irrational entrepreneurs (IRE), identified by the research findings as specific categories of rural tourism providers, have different motivations with different dominance degrees. In this regard, this qualitative exploratory paper aims to answer following research questions:

- 1) *What are the main motivating dimensions for rural tourism and hospitality entrepreneurs?*

- 2) *How the motivation of IRE differs in nature from commercial and social motivations?*
- 3) *How do motivations of OE, NE and IRE differ from each other in a dominance degree in social, commercial and mixed interest orientations?*

Methodology

Primary data has been systematically gained through semi-structured interviews. Totally 25 interviews have been conducted with providers of various rural tourism offerings functioning in rural areas. The interviews have been conducted with rural tourism service providers operating in rural areas which are located in different regions of Kazakhstan. According to the method suggested by Altinay and Paraskevas analysis of the data collected by an interview took place in two stages as:

- 1) Familiarization with the data
- 2) Cording, conceptualization and ordering (Altinay & Paraskevas, 2008).

Conclusion

Generally, this study aims to contribute in several ways. First, this research extends existing theories on entrepreneurial motivations and fulfills a current gap in rural tourism and hospitality context, deeply focusing on differences between 3 types of rural tourism entrepreneurs. Second, in this paper we have formulated research questions which may contribute to conceptual theory building through a suggested “Dominant Motivation Degrees” model.

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Albergo Diffuso and Customers Satisfaction: A New Sustainable Model of Hospitality for the Italian Tourism Sector

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Abstract

This research introduces an innovative model of sustainable tourism, called *Albergo Diffuso*. It is a made in Italy concept of hospitality which aims at the exploitation of tangible and intangible local resources, oriented to the revitalisation and recovery of existing heritage. This paper aim to identify which services improve the total quality of an *Albergo Diffuso* through an sentiment analysis of customer reviews. 102 customers reviews' have been analysed in order to understand the opinion of customers in terms of services' satisfaction offered by an AD. In particular, through a manual opinion mining analysis, we have detected the services with positive polarity as well as with negative polarity promoted by an Italian AD located in the North Italy. First evidences, as shown by Table 1, highlight that the concept of AD is very appreciate by tourists, emphasizing how this innovative model is leading a reversal of the current tourism business logics. In particular, on the one hand, the high quality of the services provide refers to “innovative” services such as friendly staff, integration between guests and local community, cultural and artistic events, original management, traditional rooms, and local wine and food. Instead, on the other side the research identified some negative services, such as “inadequate rooms” (insufficient natural light, insufficient ventilation, dampness, mostly smelly and small bathrooms), “inadequate breakfast” (small room, spread-out location, and homemade foods), administrative problems (long check-in procedure, booking problems, assigned to rooms different from those booked, misleading web advertising, and having to pay before the stay).

Table 1. Services Customers Perceptions: Sentiment Analysis

Positive Customers Perception	Percentage	Negative Customers Perception	Percentage
Friendly Staff	19,43%	Inadequate Room Facilities	21,05%
Beautiful Rooms	12,57%	Inadequate Breakfast Facilities	10,53%
Good Breakfast	6,86%	Administrative Problems	9,21%
Comfortable Rooms	6,29%	Expensive Hotel	5,26%
Excellent Breakfast	5,71%	Small Rooms	5,26%
Magnificent Location	5,14%	Ratio Quality/Price	5,26%
Beautiful Village	5,14%	Noisy Rooms	5,26%
Original Rooms	4,57%	General Bad Smell	5,26%
		Uncomfortable Parking	3,95%

Summing up, the research highlights how this new model of hospitality is leading to a deep change within the Italian tourism sector. Tourists look for authentic simple solutions far from everyday life, giving up more comfort in terms of facilities. For instance, peace, tradition, serenity and tranquillity are becoming the main drivers that characterize the desires of customers during their holiday time, radically changing the Italian tourism sector paradigm.

Keywords: Albergo Diffuso, customer satisfaction, innovation, sentiment analysis, sustainability, and tourism sector

Exploring Cross-cultural Adjustment and Training Challenges: The Influence of Human Resource Development on Taiwan New Southbound Policy

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Abstract

In response to the trend of regional economic integration, Taiwan launched New Southbound Policy, deepening cooperation with ASEAN, South Asia and Australasia. In the area of human resources development planning, the plan combined with Taiwan's new residents and their new generation, to break the shortage of talent bottleneck, ample the talent pool. However, the multicultural impact under the diverse racial labor management issues, as enterprises in the assignment of personnel to form a cross-border human resources management challenges. In this study, we plan to construct the model for overseas dispatch, cross-cultural training, return plan, cross-cultural adaptation and organizational involvement, which are ever recommended in the past, and deploy the information from "the talent platform", "Taiwan business and information platform", just built by the New Southbound Policy Sector, and refer the database of employment service platform of the Ministry of Labor, for statistical analysis through interviews and questionnaires. The research approach will refer to the two-step (1) measurement model (2) structural model proposed by Anderson and Gerbing (1988) for structural equation model analysis. By September 2017, the New Southbound Policy was launched for only one year, and the collection of analytical data was still ongoing. Based on the cross-cultural theory, this study will validate the effectiveness of the development of human resources under the policy objectives and will be used as a basis for policy assessment and provision of overseas dispatch.

Keywords: expatriation, cross-cultural adjustment, cross-cultural training, repatriation, organizational involvement

Introduction

The New Southbound Policy is the initiative of Taiwan, ROC to enhance cooperation and exchanges with 18 countries in Southeast Asia, South Asia and Australasia. This Policy calls for the development of comprehensive relations with those countries while promoting regional exchanges and collaborations. It also aims to build a new model of economic development for Taiwan, reposition the country as an important player in Asia's growth and create new value going forward.

With the advent of the era of globalization, many Taiwanese companies are constantly moving away to avoid high land, labor costs and labor shortages. In this process of internationalization, in order to avoid the loss of talents due to incompatibility in the assignment process, enterprises need to provide a set of perfect assignment plan to provide expatriates to enable them to complete their duties overseas.

According to the World Bank, "globalization" refers to the integration of the world's growing economic and social activities. While there is still much debate about the benefits

of globalization in different countries, this trend has become one of the main drivers of world development. It is because of this international competition and cooperation has become an important challenge of contemporary organizations.

Over the past decade, Southeast Asia and South Asian countries, the rapid economic development, significantly enhance the spending power, coupled with its active participation in the global regional economic integration and expand market advantages, domestic market demand is huge, has become the highlight of global economic growth. At present, the total GDP of the ten countries of ASEAN is 2.4 trillion US dollars and the population is 620 million. The GDP of the six countries of South Asia is 2.7 trillion dollars and the population is nearly 1.7 billion. According to Global Insight estimates, the average annual economic growth rate for the next five years (2017-2021) in the 10 countries of the Association of Southeast Asian Nations (ASEAN) and South Asia is 4.9% and 7.4% respectively, which is much higher than the global economic growth rate of 3.1%. ASEAN and South Asian countries gradually produce a group of strong consumption of the emerging middle class, the formation of a huge business opportunities in the domestic market.

In order to seek new direction and kinetic energy, the "New Southbound Policy" has reoriented Taiwan's important role in the development of Asia, and through extensive consultation and dialogue between countries such as ASEAN, South Asia and Australasia, we hope to establish close cooperation and create regional development and prosperity. Therefore, with the development of human resources, we will strengthen the exchanges and cooperation with the ASEAN and the South Asian countries in education and industry, and combine the manpower of Taiwan's new residents and the second generation in Taiwan to enhance the complementarity and cooperation of bilateral human resources.

The key to the success of the "New Southbound Policy" is to break through the bottleneck of the new southward talent shortage, the future from the full short-term talent and cultivate long-term talent two-pronged approach, abundant new south to the talent pool. At present, there are about 590,000 blue-collar laborers in Taiwan and 150,000 foreign spouses. If they are properly used, they will be the key to operating the new southward market. As a link to the "new southward policy", The second generation became the new south seed. (Excerpt from the "New South Policy Reference", Office of Economic and Trade Negotiations, 105/12/28)

Research Purposes

When the transnational labor force is moved in different cultures, living habits and working environment, cross-cultural adaptation and cross-cultural training are the basis for the success of the task. This involves the development of human resources for adult learning and organizational learning. A complete selection, training, training, and even extension to the process of resignation or resignation is an important issue for the organization and an important factor in maintaining the success or failure of the policy.

The "New Southbound Policy" was launched on September 5, 2016, and the work was carried out as follows:

1. Training young people in the new southward country with "Taiwan experience", "technical implementation" and "Chinese communication" ability, and through the organization to strengthen the contact, the formation of my backbone.
2. To cultivate the domestic youth with "economic management", "cultural understanding" and "Eastern Conference language" ability to strengthen the understanding of the new south to the country and understanding.
3. To assist Taiwan businessmen to train domestic cadres, to enhance the new south to the enterprise human resources, the development of important industries and enhance competitiveness.
4. To make use of foreign labor and overseas students, to cultivate the talents required for Taiwan's industry, and to stationed in Taiwanese enterprises in Southeast Asia.
5. To encourage the promotion and participation of new residents in Southeast Asia, to promote the cultural exchanges between the whole people and the new residents of Southeast Asia, and to the friendly and social capital of the new countries.

In the case of cross-cultural adaptation and training, it is necessary to discuss the interculturalization of the personnel in the home country, Training, return planning, organizational input and other aspects of the effectiveness and differences, through specific data observation and records, as a comparative analysis of the policy assessment and reference.

This study aims to understand the intercultural adaptation and organization of overseas dispatch and assignment of selected industries through the way of literature review. Secondly, the cross-cultural training and return plan of overseas dispatch personnel is analyzed and analyzed to discuss the changes in the adaptability of overseas dispatchers in the landlord countries, and further understand the influencing factors of the overseas dispatched personnel and compare the differences among the different overseas sending countries. It is expected that through the empirical study, the effectiveness of the development of human resources in the new southward policy will be verified and the reference for overseas dispatch activities will be provided. For the analysis of the results of the implementation of the "new southward policy" countries and regions, it is expected that the following objectives will be met:

- (i) understand the actual situation of obstacles and setbacks encountered in policy implementation.
- (ii) to understand the actual situation of the support system for target personnel adaptation and training.

To further understand its impact on the overseas dispatch staff organizational involvement, and compare the difference between the sending countries and the factors. we hope that through empirical research to provide domestic enterprises to overseas dispatch activities based on the principles and guidelines.

Literature Review

We discuss the intercultural adaptation, cross-cultural training, return plan, organizational input and the relationship among overseas dispatchers, as the reference for the analysis.

Cross-cultural Adjustment

Labor migration is a worldwide wave of labor migration due to the need for labor and production, coupled with the exchange of information and control of technological revolution, to change the global distribution of labor, causing new international migration (Cai Mingtian et al., 1998). The main motivation for international labor movement is to achieve better economic benefits and to pursue better job opportunities and higher job benefits.

The transnational labor force is placed in a strange environment that is familiar to the usual, customary environment, because of fear of violating taboo or behavior does not meet the local culture and anxiety, sensitive or psychological discomfort, Oberg (1960) called this phenomenon "cultural shock (Cultural shock), the process of adjusting the cultural impact of this different cultural context is "cross-cultural adjustment" (Cai Mingtian et al., 1998).

Cui et al. (1992) proposed multidimensional aspects of cross-cultural adaptability, including: personal background characteristics (patience, flexibility, inclusiveness, emotional intercourse), interpersonal skills (build relationships, maintain relationships, active conversations, language skills) (The ability to understand the degree of policy, the degree of economic understanding, the expression of hope, the appropriate behavior), management ability (motivation, home country's success, creativity), cultural identity (previous experience, cultural attention, work style tolerance The factors of injustice).

In the study of cross-cultural adaptation, the most commonly cited is the U-curve Theory of Adjustment proposed by Lysgaard in 1995, which is a measure of the overall adaptation of foreign workers at different dwellings basis. Black & Mendenhall (1991) divides into four stages: honeymoon, disillusionment, or cultural shock, adjustment, and familiarity.

Aycan (1997) defines cross-cultural adaptation as a degree of adaptation between a foreigner and a new environment, work or non-work, including psychological adaptation, socio-cultural adaptation, and job adaptation. This degree of adaptation will vary significantly as the conflict and pressure diminish and the efficiency increases.

Companies expect better staff to have a good level of adaptation, or even higher organizational input and a high degree of performance, the enterprise should be regarded as the same as in the parent company services to the same treatment; pressure. The enterprise should also take into account the appropriateness of the family members of the dispatched personnel (Harris, 1989; Harvey, 1989).

Cross-Cultural Training (CCT)

With the international task and the increasingly popular cultural environment, international capacity has become the impact of organizational service quality and sustainable development is an important key. As a result of the intensification of international interaction and competition, since 1992, the Organization for Economic Co-operation and Development (OECD) has launched a study on "Core competency selection and definition", combined with professionals from different countries to explore the international environment, Citizens need those abilities to build a successful personal life and contribute to society.

(Rychen & Salganik 2003), including the use of interacting with different tools, the act of autonomy, and the heterogeneity of the heterogeneity of the population. Interactive ability (interact in heterogeneous groups). Among them, "the ability to interact in heterogeneous groups" means that in an increasingly international and diverse society, with people from different cultural backgrounds and cooperation. In the face of such needs of the organization, the training of international talent training has also been paid more and more attention.

In practice, cross-cultural training is seen as an important way to develop international competencies (John & Jean, 2011) and can be applied to foreign workers and international workers. Training is generally divided into two ways: "cultural general" (cultural general) and "cultural specific" (cultural) (Zakaria, 2000). The so-called "general" training emphasizes the promotion of participants' awareness and awareness of culture, as well as the overall promotion of cultural sensitivity. The "culture-specific" approach is to lock in a specific culture and help international people understand the knowledge, language and behavior of the country (or the culture of the culture) that they want to visit.

Both have strengths in the application. In the multicultural work environment, the general culture is the most commonly used to cultivate the overall cultural awareness and awareness of international personnel. On the other hand, when targeting an international task for a particular culture, cultural specific approaches are used. In addition to the training path, international competency training is usually divided into five types of practice (Littrell, et al., 2006): (a) language training (two training) (didactic training) (three) Cultural awareness training (iv) attribution training (v) behavioral training (behavior modification training) (6) interactive training (interaction training) (7) experiential training (experiential training). Among them, interactive training can be shared with colleagues who have similar work experience, sharing of practical experience, to achieve the purpose of knowledge transfer. The experiential training emphasizes "doing secondary school", commonly used methods include situational simulation and role play, case studies, and field visits, interactive internships, etc., through the creation of experience and learning.

Cross-cultural training is the most important part of foreign training, with the aim of reducing the "cultural impact" brought overseas, and many literatures have found that cross-cultural training for cross-cultural skills development, cross-cultural adaptation, cross-cultural work performance Has a positive impact (Harrison, 1994); the study points out that pre-school training has a positive impact on organizational commitment (Gregersen and Black, 1992).

The Relationship Between Cross-cultural Adjustment and Cross-cultural Training

Cross-cultural adaptation is generally defined as the process of personal adaptation to foreign cultural life and work. It is the degree of psychological comfort and familiarity with the new culture (Black et al, 1991). According to Black (1988), there are three aspects of assignment: (a) job adjustment, including supervision, accountability and performance (b) relationship adjustment, including interaction with the host country members and communities (c) general adjustment, including living abroad conditions of.

The purpose of cross-cultural training is to educate a cultural member to interact effectively with members of another culture and to adapt quickly to new positions (Waxin & Panaccio,

2005). Brislin (1979) points out that the three techniques that can be used for cross-cultural training are cognition, emotion and behavior. The cognitive approach corresponds to the dissemination of information and the use of non-participatory proceedings in foreign cultural environments (Waxin & Panaccio, 2005). The purpose of emotional means is to stimulate personal reactions, so students can learn to deal with key cultural events and the culture associated with him. The behavioral approach focuses on improving the trainee's ability to adapt to the host country's communication and establishing a positive relationship with another cultural member.

Gertsen (1990) argues that cross-cultural training can be divided into two broad categories: (1) conventional training, where information is transmitted through one-way communication, just as universities, communicated by universities and management development centers (2) experimental training, Simulate real life, so that students participate in the practice of the situation. Gertsen identified two other possible training directions, focusing on cultural concepts, aimed at improving participants' awareness of cultural ideas, or focusing on a specific special culture designed to make students more specialized in their culture. Gertsen argues that the two dimensions reveal four types of training, as shown in Figure 1.

The Return Plan (Repatriation)

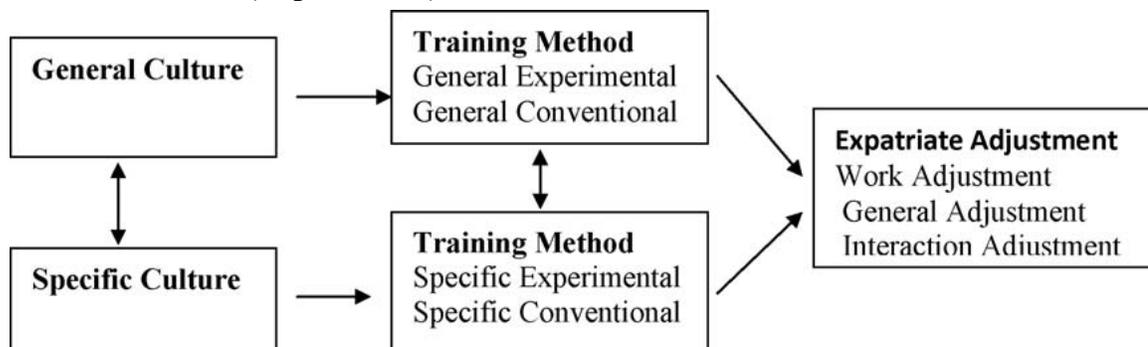


Figure 1: The return plan

The gap between the expectations of the dispatched personnel and the actual treatment after their return is worthy of the importance of human resource management. Many studies divide the program into four parts:

(1) career planning and development (Career planning and development)

The development of personal long-term potential should be the goal pursued by multinational companies. If overseas missions can be a process of career development, senders will increase satisfaction, commitment and input (Naumann, 1992).

(2) Pre-return preparation and training (Pre-return preparing and training)

(Harvey, 1989); training before the completion of a foreign mission, representing the company's dependability, which benefits the employee's commitment to the organization's commitment to the organization's commitment to the organization (Gregersen and Black, 1996).

(3) task assignment and performance evaluation (Reassignment and performance appraisal)

Whether multinational companies can pay attention to the performance of foreign dispatch, and for the return of staff eager planning and select the appropriate work

tasks, rather than a completely unrelated to the experience of foreign affairs, then it can enhance the organization's commitment to send outsiders (Gregersen and Black , 1996).
(4) salary compensation (Financial compensation)

After the return of personnel, the loss of the allowance granted by the foreigners, suddenly pressure on the standard of living; the parent company should give appropriate assistance to reduce the financial pressure after the return of foreigners (Tung, 1998). Can give more pay after the return, send the staff for the parent company to show more organizational commitment (Gregersen, 1992).

Organizational Involvement

Organizational input research is the focus of organizational behavior, organizational input should be one of the goals pursued by the organization. Organizational investment refers to a degree of willingness to contribute to a considerable degree of contribution to the organization (Ferris & Aranya, 1983); AlKahtani (2000) argues that employees who are willing to invest in additional efforts for organizational success are a High level of staff.

Employees of the company's organization into a high level, you can clearly reflect the staff's centripetal force on the company. There is a positive relationship between the salaries of the pay satisfaction and the organizational structure. Where work input refers to the psychological recognition of the work, and job performance as a reflection of personal values. Work input is affected by two factors: one is personal characteristics, personal characteristics, including demographic variables and personality traits; demographic variables are age, gender, marital status, age or education level. Second, work input, will be affected by the personal working environment. Job situational factors include leadership style, organizational climate, or job characteristics (Robinowitz & Hall, 1977).

Work input is not only caused by individual traits or work situations alone, but the result of the interaction between the two. The main causes of work input are: job characteristics (autonomy, skill diversity, task orientation, importance, etc.), management behavior (care, participation), individual differences (intrinsic motivation) (Leigh & Brown, 1996).

The empirical study found that the company was able to provide training on "business knowledge" for the dispatched staff, "career planning and development" in the assignment plan, and to provide sufficient salary and benefits for their cross Cultural adaptation and investment in the organization will be quite helpful. Therefore, it is necessary for the organization to maintain the success of the localization and internationalization of the competition, hiring or retaining a considerable degree of investment to the organization, after all, keep a low sense of the organization of employees, Is also a considerable burden to the organization (AlKahtani, 2000).

Cross Cultural Management

In the context of globalization, international talent is divided into overseas dispatched personnel, as well as international affairs workers. As the workplace and the nature of the two different, send foreign personnel and domestic international affairs staff also have different needs. Practically, it was found that the cultural impact of the dispatched personnel was more obvious than that of the foreigners, and there was a need for re-adaptation in terms of life and work. Therefore, there was a clear purpose and motivation

for the training. In contrast, domestic and international affairs staff, because of their own culture, for the cultural impact and adaptation feelings are not as urgent as sending people. According to adult learning theory, if the training can not be directly linked to the needs of adult learners work or life, often can not produce enough learning motivation. Due to the differences in the international human nature of both (foreign and domestic), it is necessary to achieve the actual training results according to the content of the work, the use of different curriculum structures and the work needs of the trainees.

In addition, it is also important to establish a supportive organizational system and related measures. According to the training transfer theory, the key factor that can not produce substantial change is often "lack of supportive working environment". If there is no systematic support (including the higher units, directly under the competent, cooperation departments), back to their jobs, often return to the old mode of work. Therefore, if you want international training to play a real effect, the organization should be the systematic development of global thinking. Because the training of international competencies involves cognitive and attitudinal, behavioral learning and transformation.

In the process of globalization, the culture of the country where the overseas company is located is managed in an inclusive manner, and it can overcome the conflict of any heterogeneous culture in cross-cultural conditions, so as to create a unique culture of the enterprise and thus form an effective management process. The purpose of this paper is to design a practical organizational structure and management mechanism in different forms of cultural atmosphere and to find business goals that transcend cultural conflicts in the process of management so as to maintain the common code of conduct of employees with different cultural backgrounds so as to maximize the Control and use the potential and value of the organization.

Research Design and Methodology

New South policy to start, a year of personnel exchanges and nurturing (human resources development) and other objectives of the implementation of the situation as follows:

1. Talent training: (1) integration and expansion of scholarships to attract overseas students (2) to encourage overseas study and the South Asia (3) to build the platform, the implementation of Taiwan link.
2. subsidy internship program (3) to absorb senior foreign technical staff (4) to build Taiwan business and talent platform for information. (1) to apply for industry cooperation, technical training courses (2)
3. New Residents cultivation: the second generation of new residents of the "Southeast Asian language and industry learning" to provide internship opportunities; subsidies with the East Asian or South Asian countries language expertise of the new second generation, to assist the work of media and so on.

This study is based on the study of the overseas dispatch of the past literature, the cross-cultural training, the return plan, the cross-cultural adaptability, and the organizational input. The Correlation and Difference of Facets. Will refer to Anderson and Gerbing (1988) proposed two-stage (two-step) structural equation model analysis: Cronbach's α reliability analysis and confirmatory factor analysis (CFA) were used to understand the reliability, convergence validity and discriminant validity of each facet, and the measurement the model.

(2) Phase II reduces the number of questionnaires into a few or a single measure, and then uses the structural equation model to analyze the hypothesis of the study, that is, the structural model.

This study proposes the following research proposition, and according to the above proposition, set the research hypothesis:

- H-1: Does the intercultural training of dispatched personnel have a significant impact on their cross-cultural adaptation?
- H-2: Is there any significant impact on the degree of cross-cultural adaptation of the staffing program?
- H-3: Does the intercultural training of dispatched personnel have a significant impact on their organizational input?
- H-4: Is there any significant impact on the organization's investment in the staffing program?
- H-5: Does the intercultural adaptation of dispatched personnel have a significant impact on their organizational input?
- H-6: Are there any significant differences in human resource activities, cross-cultural adaptation, and organizational input from foreigners from different landlords?

Discussion

Cross-cultural training has a significant impact on cross-cultural adaptation and organizational involvement, however, the idea of the importance of cross-cultural training is the same whether it is sent to any country; and in the case of business knowledge Training "is the most influential in cross-cultural training for those stationed in the Asia.

All the factors of the return plan have a significant impact on cross-cultural adaptation and organizational input, and the return plan as a whole also has a significant impact on cross-cultural adaptation and organizational input. Among them, "career planning and development" factors, for cross-cultural adaptation and organizational input has an important impact, especially for the assignment to the mainland to send personnel; and "task assignment and performance evaluation" factors for cross-cultural adaptation Also has a significant impact. However, there is no significant difference between the returnees of the different landlords, so that, regardless of where the dispatched personnel are assigned, the emphasis on the personal career development and value of the future return Non-material acquisition or training.

In this study, cross-cultural adaptation is a very important factor for organizational input. Therefore, this study suggests that the parent company should pay special attention to the cross-cultural situation of the dispatched personnel. In particular, the return plan is an important key factor for cross-cultural adaptation, so as long as the parent company can promise to give the dispatched staff, one day after they return to the country can have an appropriate and perfect return arrangements

During the relatively easy to have a better adaptation, but also the natural will have a higher degree of investment in the organization; As for the details of the details of the program, send people are not so concerned about what time point to inform. As a result, the parent

company should give a sense of trust to the dispatched personnel, that is, to let the foreigners believe that the parent company is "a word out, Sima difficult to recover", and let them believe that the parent company's high-level for this group of personnel is quite concerned about.

As a result of the start of the new southward policy so far (106) in August, the analysis of the information has yet to be carried out and supplemented. Public policy effectiveness assessment to take a certain period of time for the benefit of observation and verification, will use the new south of the policy sector has been building the platform and business platform for Taiwan business and information platform, refer to the economic and trade units of foreign investment enterprise business directory information-based The sample of the study of the mother, select the new south to the country as a research object, the issue of questionnaires, according to the actual number of investment for the proportion of sampling by the Ministry of Labor employment service platform, the selection of employment opportunities development staff (Ministry of Labor Development of the functional benchmark, code BHR3333- 006), through interviews and questionnaires to collect data for statistical data, analysis and comparison.

The new southward policy is full for one year. In this study, the survey data will be cross-sectional, and only a certain point of time is collected. Therefore, the impact of the performance of time evolution must still be considered. The longitudinal profile of the longitudinal profile, and the use of transnational surveys, for more in-depth and clear inference. In order to further understand the real cause and effect before and after the change between the inference.

The literature confirms that cross-cultural training has a significant impact on cross-cultural adaptation and organizational input, however, regardless of whether the idea of sending more than one country to the importance of cross-cultural training is the same; Training in business knowledge "has the greatest impact on cross-cultural adaptation in the context of cross-cultural training.

All the factors of the return plan have a significant impact on cross-cultural adaptation and organizational input. Among them, "career planning and development" factors, whether it is assigned to the dispatched personnel, it is important to the future after the return of personal career development and value, rather than the real access or training. In addition, the time point for the return plan is an important factor in the assignment plan and should be spent on the design of the details of the return plan. All the facets in the research structure have a direct or indirect effect on cross-cultural adaptation. The better the cross-cultural adaptation, the higher the organizational input will be.

In this study, we use the questionnaire to collect the empirical data, which should be used as a reference for the future research and management of the researcher and the operator. However, it involves the upstream, middle and lower reaches of the industry. In the equation model, if the sample object involves multiple samples, such as different types of employees, different levels, different groups, may have to do the identity of the detection.

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Enhancing Small and Medium Enterprises Performance Through Innovation in Indonesia: A Framework for Creative Industry

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Abstract

In this era, change is one of the crucial things in the organizations which will affect all organizations and managers activities. In particular, many Small and Medium Enterprises (SMEs) are implementing innovation development in order to improve their position. A sustainable competitive advantage is generally measured as a critical factor in improving economic security of a country and value of life of its citizens. The importance on innovations has been recognized as a central trend in modern economies, and innovations and creativity are already accepted as principal drivers of economic growth, productivity and living standards. In academic view, the topic of innovations has been one of the most interesting topics to discuss during the last decade. Minangkabau culture in West Sumatra, Indonesia, encourages people to create unique products that can be offered as regional superior products. The potential of creative industry can be seen from the variety of opportunities that build up. One of the factors that influence of the development on creative industry is the increasing number of middle class in Indonesia. This kind of society can be possible as prospective consumers of creative products. In addition, socio-cultural diversity such as entrepreneurial orientation and natural resources especially culture of Indonesia can inspire creative industries to continue to innovate and after that can lead them to improve their performance. The aim of this article is to identify the effect of entrepreneurial orientation and organizational culture on organizational innovation and organizational performance among Small and Medium Enterprises (SMEs) on creative industry in West Sumatra, Indonesia. The research method was quantitative analysis using SmartPLS. Data are obtained using questionnaires that distributed by purposive sampling technique method. The sample consists of 183 SMEs' owners of creative industry that produce and trade the products directly to the customers. The findings showed that entrepreneurial orientation and organizational culture have significant effect on organizational innovation; and entrepreneurial orientation and organizational culture have significant effect to organizational performance. Even though previous study showed there is significant effect of organizational innovation to organizational performance, but in this study was not accepted. Lastly, the result found that the organizational innovation has partial mediation influence between entrepreneurial orientation and organizational performance.

Keywords: small and medium enterprises (SMEs), creative industry, entrepreneurial orientation, organizational culture, organizational innovation, organizational performance

Introduction

SMEs play an important role in any country, which contribute to economic development, employment and reduction of poverty (Ayyagari et al., 2007). These are some reasons why SMEs are measured as an instrument of growth, especially in the developing countries. One of the reasons includes the support of entrepreneurship and innovation activities which enhance competition and productivity growth. SMEs are more creative due to more flexible

and can adapt to the changes in the market. Moreover, they contribute mostly to employment growth, although both, the rate of establishment and failure of SMEs are high (Tambunan, 2007). Innovation activities are about initiating new ways for administration, products, services, production, marketing, technology and which are difficult to replicate (Konsti-Laakso et al., 2012).

Indonesia has been recognized as one of the most exciting and fast-growing emerging economies (Britishcouncil, 2017). Indonesia consists of over 13,000 islands and hundreds of diverse ethnics and languages; this cultural heritage and diversity alongside a huge domestic market (240 million) can lead to giving some opportunities for the creative industries to develop. Despite the Indonesian government has supported the development of creative industry but still many problems faced by creative industry entrepreneurs in West Sumatra. West Sumatra is one of a province in Indonesia practically developing creative industries. Fashion and culinary are still dominated and become the icon of creative industry in the province.

The dominant role of the government in developing this sector is expected to motivate SME's owners and leaders to improve their business performance. Because this research focuses on the SME of creative industry, the sensitivity of innovation becomes higher. Nevertheless, the preliminary survey results of this study indicate that SMEs in West Sumatera in general are still less innovative, thus, competitiveness tends to be low at the national level. The limitation of innovation is caused by the lack of entrepreneurs' ability to develop products and technologies, such as marketed products that tend to be monotonous (not varied) and the number of handicraft products that emulate competitors. In addition, the lack of training conducted on employees affects the ability of employees to modify the product is also limited.

Regarding the organizational culture, employees who have not been able to understand what they have to accomplish, generally still depend on the desire of the owner or the leader of the company. This resulted in the creativity of employees to be hampered, which in the end the company's mission ahead also becomes unclear. The results of research in several countries show the importance of business development based on innovation. McAdam et al. (2010) finds companies both small and large to enter the global market requiring innovation and innovation implementation to be influenced by products and processes, knowledge and information, while products and processes will be influenced by innovation leadership, people and culture.

Furthermore, the development of creative industries in West Sumatra is also influenced by the character and culture of the Minang people that prefer to be self-employed (become an entrepreneur) rather than work for other (sumbar.antaraneews.com, 2017). In line with this phenomenon, Semiarty and Fanany (2017) have investigated the role of Minangkabau local culture which has remained strong in the traditional model of leadership in the local community. Related to the concept of organizational culture, there are still many opinions from SME's owners who think that if the business they do is enough to meet their daily needs, so no longer need to do innovative efforts and lead to improved company performance.

The desire to make fundamental changes related to the management system is also low, such as the making of financial statements manually is still entrenched among SMEs of West Sumatra. In fact, according to the preliminary survey in 2016, the management of less professional companies has an impact on organizational innovation and performance. Hence, the novelty of this research addressed on the SMEs culture and innovation has not been rigorously studied in Indonesia. In spite of the increasing understanding of the need of innovation activities within SMEs, few types of research have examined its effectiveness to strengthen organizational performance. To fill this gap, the research aims to explore and understand the impact of organizational culture and entrepreneurial orientation to organizational innovation and organizational performance in SMEs.

Literature Review

Entrepreneurial Orientation

In the previous study, different researchers have defined entrepreneurship in various ways, but all of them have a similar meaning. According to Hashi and Krasniqi (2010), an entrepreneur is a person who creates a business, they described entrepreneur as a person who initiates innovation, new products, new processes, and discovers a new market. Entrepreneurship is explained in terms of creativity, innovation, risk-taking, flexibility, and growth. It is similar to the study of Morris et al. (2008), the study found that the most common themes of entrepreneurship include: the creation of enterprise, wealth, change, innovation, employment, growth, and value.

This explanation does not only for the kind of organizations in which entrepreneurial activities may appear. Indeed, entrepreneurial behavior is not only possible in new firms, but also in firms regardless of their age and size (Kraus et al. 2011). The entrepreneurial activities of existing and established organizations have been described as corporate entrepreneurship (Zahra 1993), entrepreneurial orientation (Wiklund 1999), or intrapreneurship (Antoncic and Hisrich, 2001). Nowadays, researchers defined the entrepreneurial activities of an established firm will be referred to as its Entrepreneurial Orientation. Entrepreneurial orientation relates to behaviours, practices, the decision-making styles, and processes that effect the organizations to entry into markets with new or existing products or services (Wiklund & Shepherd 2003; Walter et al. 2006).

According to Wiklund (1999), previous study showed that entrepreneurial orientation has three dimensions: innovativeness, proactiveness and risk-taking. The entrepreneurial orientation dimension of innovativeness is about practicing and providing support to innovation, creative processes and the improvement of new ideas through experimentation (Lumpkin and Dess 1996). The second dimension is proactiveness. Proactiveness refers to processes, how we seek and get the opportunities which may not be really connected to our present organizational operations. It is also related with the introduction of new products and brands, and how to remove the products that in mature and declining stages of life cycles (Venkatraman, 1989). This dimension concerns the significance of initiative in the entrepreneurship. An organization can create a competitive improvement by predicting changes in the future demand (Lumpkin and Dess, 1996) and be an active participant in shaping their own environment (Kraus et al., 2011).

The third dimension, risk-taking, is used to explain the uncertainty that follows the entrepreneurial behavior. Entrepreneurial behavior involves how to provide a significant proportion of resources to achieve the goals of the projects. The focus is on moderate and calculated risk-taking as a replacement for extreme and uncontrolled risk-taking behavior (Morris et al. 2008) but the importance of the risk-taking dimension is that it learns about how the organizations can absorb of uncertainty and how to manage it.

Organizational Culture

Uttal (1983) defined organizational culture as a system of what is important (shared values) and how things work (beliefs) that interrelate with a people in organization, the structure of organizations and control systems to produce behavioural norms in organizations. In addition, Sun (2008) describes organizational culture as the set of theory of important values, beliefs, and understandings that all the organization elements share in common, which accommodate managers to create decision and organize activities of the organization. Brown (1998) explained organizational culture as the pattern of beliefs, values and learned ways of dealing with an experience that has developed based on an organization's history, and which tend to be practiced in activities and in the behaviors of its members.

Hofstede (1997) said that culture affects how people behave and to think, so, it is important to recognize culture within an organization; whereas Grieses (2000) strongly supported that organizational development can encourage humanistic values. Deal and Kennedy (1982) mentioned that organization development should be matched with organizational culture effectively, with the purpose of making people work efficiently. Martins and Terblanche (2003) showed there are two perspectives when we want to describe the role of organizational culture in an organization, the functions of organizational culture and the influence that organizational culture.

A founder of literature on organizational culture, Hofstede, proposes a four model approach to explained organizational culture (Hofstede, 1997). First is culture as a learned entity. In this model, Hofstede explained organizational culture as a thing developed by the people of the organization, and then it will be able to transfer to new people of the organizations. Second is culture as a belief system. Hofsted described organizational culture is viewed as the traditions of beliefs and values sharing by the people in the organizations, which gives the understanding of an institution meaning, and offered them with the regulations of behavior in their organization (Davis, 1984; Sun, 2008). On the other words, organizational culture is viewed as a basic perspective to belief. The third is culture as a strategy. Bate (2010) argued that culture is a strategic phenomenon and strategy is a cultural phenomenon. According to that, strategy formulation can be viewed as a cultural activity and cultural stands should be presented as strategic decisions (Sun, 2008, Hofstede, 1980). Fourth is culture as mental programming: Hofstede (1980) argues that organizational culture is described as the collective programming of the mind, which decides the members of one category of people from another. Standing on Hofstede's argument, Brown (1988) proposes that values form the foundation of culture, and are intimately related to moral and ethical codes, thus defining “like” and “dislikes” for people in an organization.

Organizational Innovation

According to Hashi and Krasniqi (2010), entrepreneurship defined five types of innovation, such as creating organizational changes by developing new products, or changes in the existing one; finding new methods to reduce costs; budding organizational innovations; identifying a role for market; and increasing productivity. North and Smallbone (2000) emphasized that innovation means new developments that are done within an industry, or new changes within a firm, regardless whether they exist within other firms of the same industry. Porter (1990) defined innovation as an attempt to create competitive advantage by perceiving or discovering new and better ways of competing in an industry and bringing them to market (Rexhepi, 2014).

There was a belief that the core source of innovation is large enterprises during the early post-war period. The increase of organizational size leads to higher innovation capabilities. Nevertheless, many studies have explained that SMEs are the major contributors in innovation activities (Kalantaridis and Pheby, 1999). Previous studies did not analyze the degree of innovation performed within a product. As long as a new product was introduced, it was considered an innovation. Nevertheless, the latest research differentiates product innovation by implementing incremental or radical changes (Salavou & Lioukas, 2003).

Some literatures have concluded that internal characteristics are essential on achieving high organizational performance through innovation. It depends whether the organization builds up a radical or incremental innovation, for which different strategies and structures are needed. According to Pullen *et al.*, (2009), the internal characteristics, which involve strategy, process and organization, play a significant role to make decision on the development of innovation types. Conventional strategy is focused more on incremental innovation through development or improvement of existing products and services, while technology strategy encourages radical innovation by focusing on emerging trend.

An additional internal characteristic of SMEs consist of process made up of formalization and marketing-R&D integration. A formal process is needed when creating incremental innovation, while less formalized process is used for radical product innovation. Another internal characteristic is organization, which comprises climate, culture and team structure. The organizational climate is related to organizational regulations, practices and procedures, and to the employees' attitudes, such as trust, conflict, rewards equity and resistance to change. Organizational culture has to do with the beliefs and values rooted in the organization, by inheriting innovation within employees.

Moreover, team structure means the cross-functional teams, composed of individuals with various skills and capabilities. It can be completed that incremental innovation involved an entrepreneurial climate, hierarchical culture, and a lightweight team structure, while radical innovation is achieved when there is entrepreneurial climate with adhocracy culture and autonomous team structure (Pullen *et al.*, 2009). Additionally, Mahemba and Bruijn (2003) showed the organization can either produce or adopt innovations based on the internal abilities and strategic orientation.

Organizational Performance

Growth is considered as an indicator of organizational performance and it is associated with the achievement of financial goals. The turnover of the firm is the most frequent

measure of growth, which addresses taxation concerns, whereas the number of employees is another measure of growth, which addresses the job concerns. There is interconnection between these two growth indicators within the context of SMEs, and they are used due to their visibility and simplicity to obtain within organizations (Fadahunsi, 2012). There are many definitions of SMEs from different authors; however, the common criteria include the number of employees, sales and investment level. Most sources categorize SMEs based on the number of employees, which comprise those that have no more than 250 employees (Ayyagari *et al.*, 2007).

Over the years, there have been many theories of organizational performance in the strategic management literature. Two significant aspects of organizational performance perspectives in strategic management are the constituencies for whom the organization performs, and the dimensions which should be calculated. Fadahunsi (2012) categorized three factors that will influence SMEs organizational performance.

The first factor is entrepreneurs' characteristics, which has to do with the attributes of the person who establishes the SMEs and the main resources presented for SMEs creation. Personal characteristics of the SMEs owners may contribute to the growth of the firm, such as motivation, education, ownership/ management experience, number of founders, ethnicity/race, age and gender. For example, motivation can persuade on the strategic choices made by the SMEs owners. Educated and experienced SMEs owners usually establish an organization in the discipline they have been educated and are likely to find better growth-related opportunities. Furthermore, when there is more than one SMEs owner, it leads to a diversity of experience, skills and resources which match each other (Fadahunsi, 2012).

The second important factor to growth in SMEs is organizations' characteristics, which is connected to the decisions made when starting a business. Some factors include age, sector, location, size and ownership form. Business operating in one sector may grow faster than others. There are benefits and restrictions for organizations located in urban and rural areas (Fadahunsi, 2012). The third influential factor that contributed is business management practices/strategies, which is correlated to the managerial actions within organization.

Most important factors involve training program for workforce, training for managers, marketing strategy, internationalization, technical resources, planning, external advice and facility, as well as financial resources. Analysis should be done to evaluate how much training the organization can afford to give to its employees in relation to the organizations' tendency to grow (Fadahunsi, 2012).

Conceptual Framework and Hypotheses

Entrepreneurial Orientation can foster innovation process. So many pieces of literatures have stressed upon the effect and relationship between entrepreneurial orientation and innovation (Miller, 1983; Covin and Slevin, 1989; Schafer, 1990; Barringer and Bluedorn, 1999; Wicklund and Shepherd, 2003; Harms *et al.*, 2009; Hafeez *et al.*, 2012). According to Lumpkin and Dess (1996, 2001) entrepreneurial orientation refers to the trend of a firm to indulge in innovative, proactive and risk prone ventures. From the literature it can be argued that innovation is a function of entrepreneurial orientation. Similarly, the literature

asserts a significant relationship between entrepreneurial orientation and organizational performance (Wicklund et al., 2009).

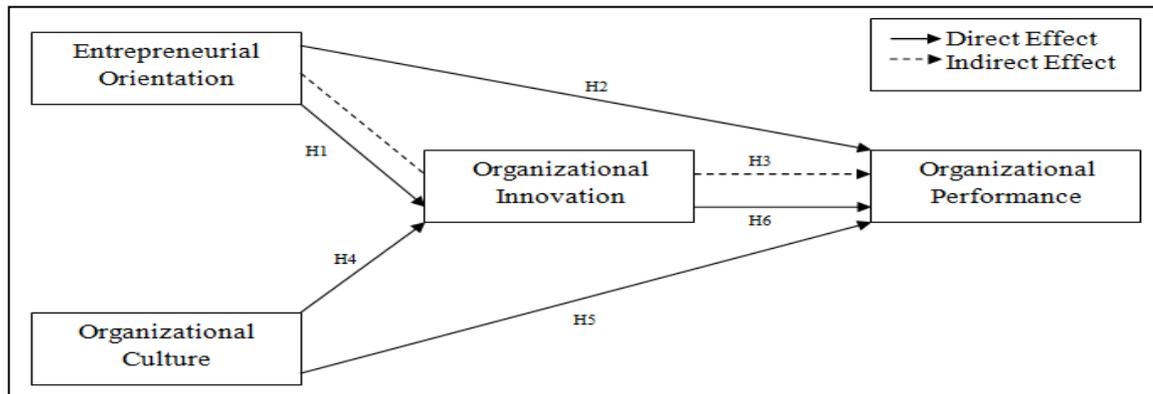


Figure 1: Conceptual framework

Entrepreneurial Orientation is measured as a behavioral procedure that operates at firm level. If entrepreneurial orientation is prone towards innovation, the firm would follow and manage innovation in their activities as compared to those firms where entrepreneurs are less innovative and risk averse; and perform better than the competitors. Hafeez et al. (2012) found organizational innovation can be as mediating factors that will influence the effect of entrepreneurial orientation and organizational performance. Based on the previous study, we proposed:

- H1 Entrepreneurial Orientation significantly influences organizational innovation
- H2 Entrepreneurial Orientation significantly influences organizational performance
- H3 Organizational innovation mediates the effect between entrepreneurial orientation and organizational performance

Organizational culture can effectively encourage cooperation, sharing of knowledge, experience and ideas. Open culture, persuade the participation of all team people in the organizations to involve in the creative process, will be increased the degree of participation in organization. In addition, it will lead the employees to develop their creativity and innovation. Cultures aimed at rising innovation and creating suitable conditions and it characterized by dynamism, flexibility, fast adaptation to changing conditions, and non-stereotypical solutions (Szczepańska-Woszczyzna, 2014).

Brown (1995) explained the effect of the organizational culture and performance. In this study, the organizational culture describes as a powerful tool for improving organizational performance. Some advantages of organizational culture is leading to enhance organizational performance, individual satisfaction, the higher skill of problem-solving, etc (Hellriegel, 2001). Sun (2008), hypothesizes that organizational culture will be able as a tool of management control and direct the people in the organization, thus it will lead to increase the degree of individual commitment to the organizations and its goals (Motilewa et al., 2015). According to literature, the proposed hypotheses are:

- H4 Organizational culture significantly influences organizational innovation
- H5 Organizational culture significantly influences organizational performance

Numerous studies have been exhibited the relationship between innovation and organizational performance (Calantone, 2002; Klomp and Van Leeuwen, 2001, Hafeez et al., 2012). Innovation is observed as a vital element for business growth and a critical factor to reach long serving differential advantage (Dess and Picken, 2000; Marchese, 2009) In the perspective of SMEs innovation refers to looking for new ways of doing business, seeking introduction of differentiated products to facilitate grasp the marketing and economic benefits such as higher returns, market share and sustainable competitive advantage (Hafeez et al., 2012).

H6 Organizational innovation significantly influences organizational performance

Methodology

According to the sampling technique applied by Hair et. al (2014), the target of the survey is 183 SME owners of creative industry in West Sumatera, Indonesia. 183 owners were chosen based on path of the hypotheses multiply by 10 (Hair, et. al, 2014). The unit of analysis is the organization. To ensure that the collected data accurately represent the organization, all the owners who have to trade the products directly to the market were asked to answer the survey. A questionnaire was used for data collection and distributed directly to the owners.

Entrepreneurial Orientation scale by Covin and Slevin (1989) cited in Morgan et al. (2015). Entrepreneurial Orientation was measured based on three dimensions: innovativeness, proactiveness and risk taking. Innovativeness dimension of entrepreneurial orientation described how the firms do the R&D, technological leadership and innovation in the organizations, how many new products have been produced, and how the changes in products/ services applied.

Proactiveness dimensions indicated how the firm dealing with competitors, to respond about the competitor activities, for example, introduce new products/services, administrative technique, operating technology etc. Risk taking dimensions mentioned how the organization will catch the risk of the tasks/ activities, uncertainty of the environment, and actively to seek the opportunities. Respondents rate each statement on a Likert-type scales ranging from 1 to 5, with 1 indicating strongly disagree and 5 indicating *strongly agree*.

Organizational culture measurement was adopted from Al-Swidi and Mahmoud (2012) and replicated by Shehu and Mahmoud (2014). There are 17 items that explained organizational culture. The items included employees understanding of what need to completed, good mission that gives direction and meaning, systemic organization of jobs, capabilities are treated as a source of competitive values, changes in marketing practices, customers decisions are very important, excitement and motivation for employees are the result of vision development, acceptable code of conduct, emphasis on team work, clear set of values, employee involvement in work, respond to competitor actions, information sharing, invention and risk taking encouraged, disappointment as a chance for learning and improvement, encourage direct contact with customers.

In order to measure the frequency of organizational innovation, we replicated an organizational innovation scale based on the study of Widiartanto and Suhadak (2013).

Organizational innovation scale reflects the respondents' assessment for how the innovation has been implemented at the organization they are owned. There are six items that distributed to explain this variable: improving working practices, training employees routinely, creating new products, creating modification of products, developing new ideas, encouraging initiatives. Organizational innovation is a Likert-type scale with score ranging from 1 to 5, with 1 indicating *strongly disagree* and 5 indicating *strongly agree*.

Organizational performance was measured by four items based on Brewer and Selden's (2000) scale. Items related to service quality, customer satisfaction, as well as commitment to cost reduction were included. The measurement is also adapted by Im, Campbell and Jeong (2016). Organizational performance is using a Likert-type scale with score ranging from 1 to 5, with 1 indicating *strongly disagree* and 5 indicating *strongly agree*. After measurement model was verified, the theoretical model was tested using structural equation modeling (SEM) with Partial Least Square software.

Result

Validity Testing of First Order Reflective and Second Order formative

Convergent validity was used to test whether the indicator of the variables actually measures the research variables. In this study, convergent validity is seen through the value of outer loading. According to Hair et al. (2014), the outer loading value must be greater than 0.70. However, according to Jogiyanto and Abdillah (2009), the value of outer loading greater than 0.50 can also be considered.

Table 1: Outer Loading

	Initial Outer Loading	Outer Loading Reestimation 1	Outer Reestimation 2	Loading
CULT1	0,616267	0,669961	0,649848	
CULT10	0,470289	Deleted	Deleted	
CULT11	0,660941	0,663659	0,684978	
CULT12	0,66807	0,672211	0,702295	
CULT13	0,473567	Deleted	Deleted	
CULT14	0,4171	Deleted	Deleted	
CULT15	0,342515	Deleted	Deleted	
CULT16	0,542114	0,536619	0,520751	
CULT17	0,638072	0,659488	0,633247	
CULT2	0,712692	0,782994	0,752124	
CULT3	0,535468	0,590051	0,574815	
CULT4	0,518716	0,524666	0,508852	
CULT5	0,110972	Deleted	Deleted	
CULT6	0,642589	0,644331	0,650201	
CULT7	0,528252	0,496239	Deleted	
CULT8	0,339831	Deleted	Deleted	
CULT9	0,53723	0,519951	0,558643	
INV1	0,708782	0,646999	0,624728	
INV2	0,423994	Deleted	Deleted	
INV3	0,709208	0,722887	0,721117	
INV4	0,659014	0,711207	0,729191	
ORG_INV1	0,424192	Deleted	Deleted	
ORG_INV2	0,547047	0,478204	Deleted	
ORG_INV3	0,859024	0,5912	0,659353	
ORG_INV4	0,883056	0,850196	0,93559	
ORG_INV5	0,865673	0,843821	0,894903	
ORG_INV6	0,613846	0,632621	0,722042	

	Initial Outer Loading	Outer Loading Reestimation 1	Outer Reestimation 2	Loading
PERF1	0,401776	0,409118	Deleted	
PERF2	0,755534	0,746026	0,808399	
PERF3	0,797833	0,801592	0,80065	
PERF4	0,728182	0,728683	0,754578	
PRO1	0,79197	0,809994	0,913607	
PRO2	0,697945	0,722044	0,843637	
PRO3	0,612653	0,575636	0,575659	
RISK1	0,815282	0,816001	0,81439	
RISK2	0,81768	0,818359	0,821941	
RISK3	0,765971	0,764329	0,761595	

Furthermore, discriminant validity used to identify whether the indicator's correlation score to its own variable is greater than other variables. In this study, discriminant validity is seen from the output latent variable correlations. The value should be greater in the diagonal line. The value in the diagonal line is obtained by rooting the AVE ($\sqrt{\text{AVE}}$) value. Table 2 below shows the value in the diagonal line which all the value is already greater than the other value.

Table 2: Latent Variable Correlations

	Culture	Innovativeness	Inovation	Performance	Proactiveness	Risk-Taking
Culture	0,61927					
Innovativeness	0,060929	0,693304				
Inovation	0,496133	0,158226	0,838834			
Performance	0,422578	0,35302	0,316471	0,788234		
Proactiveness	0,295635	0,12354	0,58332	0,277474	0,879318	
Risk-Taking	0,224808	0,393106	0,193034	0,356419	0,175838	0,799759

Besides using reflective constructs, this study also used a second order formative construct (testing the validity of indicators on each dimension in the entrepreneurial innovation variable). The validity test in the formative construct is seen from the significance of weight and collinearity (Hair et al., 2014). The outer weight parameter is fulfilled if the value of T-statistics is greater than the t-table value. This study used the test with $\alpha = 5\%$, then t-table is used as reference = 1.96. Table 3 below shows the outer weight value of formative constructs.

Table 3: Suter Weight (mean, st-dev, t-values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ((O/STERR))
INV1 -> EO	0,095836	0,092076	0,043758	0,043758	2,190125
INV2 -> EO	-0,01767	-0,01663	0,025426	0,025426	0,694898
INV3 -> EO	0,085187	0,081047	0,05384	0,05384	1,582207
INV4 -> EO	0,104921	0,091644	0,061084	0,061084	1,717639
PRO1 -> EO	0,525953	0,522232	0,042013	0,042013	12,51893
PRO2 -> EO	0,377018	0,37804	0,047059	0,047059	8,011542
PRO3 -> EO	0,052962	0,053622	0,018389	0,018389	2,880008
RISK1 -> EO	0,101889	0,100277	0,03175	0,03175	3,209131
RISK2 -> EO	0,258061	0,255027	0,045343	0,045343	5,691283
RISK3 -> EO	-0,00287	-0,00595	0,034077	0,034077	0,084059

As displayed in table 3, a number of indicators are not significant which have T-statistic lower than 1.96. From this point of view, we found that the results are statistically weak. We should drop the indicators which have T-statistic lower than 1.96. However, due to the

conceptual and theory applied in this study, these indicators would be kept and analyzed (Hair et al., 2014).

Reliability Testing

Reliability testing in this research is used to observe the consistency of variable used. Table 4 shows the composite reliability of each variable which all the value is greater than 0.60.

Table 4: Composite Reliability

	Composite Reliability
CULTURE	0,859463
EO	0,758723
INNOVATIVENESS	0,734303
INOVATION	0,874574
PERFORMANCE	0,831014
PROACTIVENESS	0,871919
RISK-TAKING	0,841733

Measurement Model (Inner Model)

R-Square

Table 5: R-Square

	R Square
CULTURE	
EO	0,980619
INNOVATIVENESS	
INOVATION	0,350731
PERFORMANCE	0,100154
PROACTIVENESS	
RISK-TAKING	

Table 5 showed the coefficient of determination, R^2 is 0,980619 for the entrepreneurial orientation variable. This means that innovativeness, proactiveness and risk taking explained by 98.06% of the variance in entrepreneurial orientation. R^2 value of organizational innovation is 0,350731. It showed that 35.07% of the variance in organizational innovation explained by entrepreneurial orientation and organizational culture. R^2 value of organizational performance is 0,100154. It means that 10.01% of the variance in organizational performance explained by entrepreneurial orientation, organizational culture and organizational innovation.

Test of Significance (Hypotheses Testing)

Table 6 and 7 below showed the path coefficient values for each hypothesis. This study examines the effect of mediation between independent and dependent variables. The mediation test was performed using a mediation testing stage by Hair et al. (2014), as follows:

1. Conducting testing of significance without including the mediation variable
Results of data processing of this study indicate the direct influence of independent variables on dependent without entering the mediation variable (organizational innovation). Thus, the next stage of testing can be performed.

Table 6: Path Coefficient Without Mediation (mean, st-dev, t-values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T (O/STERR)	Statistics
CULTURE -> PERFORMANCE	0,448777	0,448605	0,034738	0,034738	12,919051	
EO -> PERFORMANCE	0,286667	0,30371	0,042263	0,042263	6,783013	

Table 7: Path Coefficient With Mediation (mean, st-dev, t-values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T (O/STERR)	Statistics	Hypotheses testing
EO -> INNOVATION	0,455152	0,465921	0,040229	0,040229	11,31395		Supported
EO -> PERFORMANCE	0,312009	0,32795	0,065421	0,065421	4,769262		Supported
CULTURE INNOVATION -> INNOVATION	0,360669	0,353452	0,048835	0,048835	7,385436		Supported
CULTURE PERFORMANCE -> PERFORMANCE	0,390155	0,394496	0,059336	0,059336	6,575303		Supported
INNOVATION PERFORMANCE -> PERFORMANCE	-0,08579	-0,10104	0,06492	0,06492	1,321382		Not Supported

2. Testing the significance of indirect effects by including the mediation variable

After the mediation variables are incorporated into the new research model, the results of the path coefficient as shown in Table 7 are obtained.

The table shows that the indirect effect (EO → innovation) * (Innovation → Performance) = 11.31395 * 1.321382 = 14.95005 is significant (> 1.96). Then the test proceeds to the next stage.

3. Calculate the value of VAF (Variance Accounted For) by comparing the indirect effect and total effect.

The results of data processing showed that the value:

$$VAF = [\text{Indirect effect} / \text{total effect}] * 100\%$$

$$VAF = [4.95005 / (14.95005 + 4.769262)] * 100\%$$

$$VAF = (14.95005 / 19.71931) * 100\%$$

$$VAF = 0.758143 * 100\%$$

$$VAF = 75.81 \text{ (Partial Mediation)}$$

According to Hair et al. (2014), if the value of VAF <20% it means that, there is no influence of mediation variables. If the VAF values are between 20 - 80%, then there is a partial mediation effect, whereas if the VAF value is greater than 80%, then there is the effect of full mediation.

Discussion

The entrepreneurial orientation which has innovativeness dimensions will influence to highlight market with R&D, applied technology, and leadership. Proactiveness dimensions in entrepreneurial orientation will lead to anticipate competitors' strategies and activities. Risk taking dimensions in entrepreneurial orientation will be able to drive organizational performance because the firm can adapt the changes and uncertainty. Firms that have an entrepreneurial orientation and have an excellent organizational culture will be able to drive organizational innovation. Entrepreneurs are should be able for determining the culture of their firms by the positive orientation towards innovation that may facilitate them to identify and aim the attractive market opportunities (Stokes, 2000).

The uniqueness of the Minangkabau's culture also applied in the SMEs' organizations will lead to organizational innovation. However, it also can be barriers to imply the innovation to enhance organizational performance. From the result of the study, organizational innovation conducted by the company has not been able to encourage organizational performance. It showed that there are limited training programs to complete by the employees. Hence, it will give the limitation to create the new products and modify the products. It will affect the marketing activities to trade the products because the products tend to be monotone. In this case, the organizational innovation of creative industry in West Sumatra did not affect the organizational performance because they should maintain the Minangkabau traditional motifs and cannot modify the new product based on the customer demand.

On the other hand, to encourage performance, the government must offer required socio-technological support to the entrepreneurs so that they can take innovative method with more confidence. More technology development, business incubation centers, and counseling organizations must be established in the future. Furthermore, entrepreneurs also need to decrease the emphasis on conventional and older ways of running businesses; reliance on existing and type of products should also be reduced. They should embrace new technologies and new methods to improve their business processes and should spend more money in branding activities to promote product innovation (Abimbola, 2001). Moreover, innovation practices should also be practiced in managerial and marketing activities (North and Smallbone, 2000), in order to achieve higher sustainable competitive advantage and superior firm performance.

Conclusions

This study examined the influence of entrepreneurial orientation, organizational culture, organizational innovation and organizational performance on creative industry in West Sumatera, Indonesia. This research uses 183 respondents' questionnaires and SEM/PLS. Four of five hypotheses were significant influences and the rest that is one hypothesis was insignificant, and another hypothesis is partial mediation influence the variables. It means the entrepreneurial orientation and organizational culture give impact on the organizational innovation and organizational performance. In contrast, the organizational innovation is not really affected organizational performance on SME. However, the organizational innovation has partial mediation of the influence of entrepreneurial orientation to organizational performance.

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Tweets Talk: Sentiment Analysis in Tourism

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Abstract

This study was designed to apply sentiment analysis to evaluate the foreign tourists' satisfaction of Moscow, using Twitter data. Moscow was chosen for this study because of its rapid growth as tourist destination. Five attributes were chosen for this study of tourist satisfaction while visiting Moscow namely: sightseeing, restaurants, night life, accommodation and transport. Totally through 5 attributes 676 tweets were gathered and the overall sentiment score was calculated. After sentiment analysis the tweets were manually read and the problems which the tourists face in Moscow during travelling were anticipated.

Keywords: tourism, tourist satisfaction, sentiment analysis

Introduction

Social media marketing has received increasing attention from both academia and practitioners because it can help businesses strengthen their relationships with customers and spread information on products, services and brands. Information diffusion through social networks like Twitter and Facebook has resulted in raising awareness of brands, helping customers form attitudes. (Xiang et al., 2017). In particular, the impact of social media in the hospitality industry is significant because customers are more likely to seek personal suggestions on social media and rely on messages posted by other customers on social media.

Considering the tremendous increase in social media users, social media analytics has become a new method for investigating trends and patterns . (Xiang et al., 2017) Twitter, a popular microblogging service, is used for social media analytics because of its popularity and because data collection is feasible. Launched in 2006 Twitter had an estimated 271 million active users in 2016. Given that customers provide honest opinions on products and service and that information via social media is highly valued by other customers social media analysis using Twitter is important to the hospitality industry. Despite the increasing importance of using social media analytics to predict current trends, few empirical studies analyzing tweets in the hospitality management have been conducted.

This study is designed to apply sentiment analysis, the emerging research method, to evaluate the foreign tourists' satisfaction of Moscow, using Twitter data. Moscow was chosen for this study because of its rapid growth as tourist destination.

Theoretical Background of the Research

Previous studies have shown the importance of Information and Communication Technologies (ICT) (Buhalis and Law, 2008; Law, Qi & Buhalis, 2010; Bieger and Laesser, 2004) and social media marketing (Luo and Zhong, 2015; Ryan, 2015). Most of the studies in tourism and hospitality investigate the users' behavior and fewer of researches use social media analysis (Park, Chang & Ok., 2016). This paper will review

literature about social media analytics, focusing on sentiment analysis, Twitter research publications to clarify how social media analytics can be applicable for Twitter data. Moreover, the literature on tourists' destination perceptions will be analyzed to help to interpret opinions found in tweets.

Social Media Analytics and Sentiment Analysis in Tourism

The development of social media is one of the tendencies that made a huge impact on tourism and hospitality industry, the role and the use of it in tourists decision making process, hotel management and marketing, brand awareness, product or service promotion and as travelers' electronic word of mouth (eWOM) recommendations are widely discussed in tourism and hospitality researches (Jayawardena et al., 2013; Kwok and Yu, 2013; Nunkoo et al., 2013; Leung et al., 2013; Park et al., 2016). Previously hospitality and tourism studies applied user-generated content data in different manners (Park et al., 2016). For example, Ghani S. et al (2014) found out the top vacation spots for Saudi Arabians through geotagged Twitter posts. Xiang et al. (2015) investigated the satisfaction of hotel guests through online reviews. In this study the researchers came to the conclusion that the correlation between hotel experiences and ratings in Expedia.com is extremely high.

One of the growing trends in social media analytics is sentiment analysis as Web crawling, computational linguistics, machine learning, big data analysis are developing very fast nowadays (Xiang et al., 2017). Sentiment analysis (SA) is a type of data mining that measures the inclination of people's opinions (Suardika, 2016). With the help of sentiment analysis Suardika (2016) proved a hypothesis that the lower hotel rating in Tripadvisor is, the more negative sentiments in the reviews it contains. Kim et al. (2017) analyzed 19,835 online reviews on Paris, grouped them in categories and explained the reasons why tourists felt negatively about category "transportation".

Research on Twitter Analysis

The social network site (SNS) Twitter was launched in 2006 and it has become one of the most famous microblogging services in the world. Microblogging could be defined as a form of blogging that allows users post brief texts (less than 200- characters) about their life on the go (Java, Song, Finin & Tseng, 2007). Despite tweet length restrictions, Twitter reached a peak of 319 million active users in the fourth quarter of 2016 with approximately 500 million tweets per day (Xiang, et al., 2017). The big amount of data in Twitter captured attention of researchers worldwide (Boyd et al., 2010; Williams et al., 2013; Park et al., 2016). Unfortunately, the publications on tourism, hospitality management are rare (Park et al., 2016).

Sentiment analysis of tweets on different topics could be an interesting method for assessing emotional satisfaction of users (Mattson, Johnson, Davidson & Fincham 2013; Moniz and de Jong, 2014; Ren and Quan, 2012; Park et al., 2016). It could provide favorable circumstances for predicting society, industry trends and find meaningful issues in Twitter communication (Luo and Zhong, 2015).

Travelers' Satisfaction With Tourist Destinations

Customer satisfaction is one of the most discussed topics in the field of tourism and hospitality investigations due to the fact that customer satisfaction has become much more important than ever (Perunjodi N., 2010).

There are a huge varieties of consumer satisfaction measurement, for instance, disconfirmation theory, the importance performance theory, the equity theory, the attribution theory, the value-percept theory and dissonance theory (Wang, 2016).

Travelers' satisfaction is one of the most discussed topics in the field of tourism and hospitality investigations (Perunjodi, Prabha & Jeynakshi, 2010). Customer satisfaction could be measured through two main approaches (Fallon, 2004). The first one, disconfirmation theory which states that tourist customer satisfaction is the general tourist opinion about the destination gained from comparison of destination expectation to destination performance (Pizam, 1978). However the evaluation of the perception could be problematic especially in tourism sector. Due to the fact that tourist product is intangible; the expectations are inevitably less concrete and less valuable for measurements (Petrick, 2004) especially through sentiment analysis of social networks.

The second, the performance only approach, examines tourist destination through attributes. (Kozak and Rimmington, 2000; Pizam and Milman, 1993). The tourist satisfaction of certain attributes results in overall satisfaction (Danaher, 1996; Hsu, 2003). Kozak (2003) concerns that tourist satisfaction could be measured by summing up the scores for each destination attribute. Due to the fact that from practical point of view destination attributes model is less complicated than disconfirmation model (Wang, 2006) and it predicts better the tourist satisfaction (Fallon, 2004), the author of this paper decided to use destination attributes model in present research.

While using attributes model it is important to choose destination attributes for satisfaction evaluation. Attributes models were presented by many researchers. Rodriguez- Diaz M. and Rodriguez- Espino T.F. (2008) consider that four main factors need to be taken into account: geographical, political, service, strategic.

Kozak (2001) considered that the most important destination attributes for different nationalities are hospitality, clients care, language, price level, local transport, hotel services, cleanliness, and facilities of the airport. Chi and Qu (2008) highlighted 7 most significant attributes of tourist destinations: accommodation, gastronomy, shopping, sites, festivals and events, environment and accessibility.

Methodology of the Research

The present study is going to implement sentiment analysis for evaluating foreign tourist satisfaction on Moscow as a destination for travellers on the basis of Twitter. The following paragraphs will discuss which theoretical model will be used, why only tweets from foreign tourists will be analyzed, why Moscow was chosen as destination and Twitter is the source of data.

First of all Twitter was chosen because several studies have already been based on this social network and the number of applications for tweets analyzes is sufficient. Moreover the format of tweets is appropriate for sentiment analysis. Also the number of tweets is huge and they can be divided on tweets written Russians and from people from other countries.

For this study theoretical as well as empirical methods were used. While discussing theoretical model it is important to mention that these days the cross functional model of evaluating customer satisfaction through sentiment analysis does not exist. This is the reason why the author has decided to modify subsisting theoretical models of customer satisfaction evaluation for sentiment analysis.

Among disconfirmation, performance only approach, SERVQUAL and Kano’s models for evaluation of tourist satisfaction on destination performance only approach was chosen. Firstly, because performance only approach implies evaluation through destination attributes. Data for attributes analysis could be easily found on Twitter with the help of hashtags.

Moreover from practical point of view destination attributes model is less complicated than disconfirmation model (Wang, 2006) and it predicts better the tourist satisfaction (Fallon, 2004). While using attributes model it is important to choose destination attributes for satisfaction evaluation. In the previous chapter several set of attributes were discussed (Rodriguez- Diaz M. and Rodriguez- Espino T.F. model, Kozak’s model, Chi et Qu’s model), however all of these models were designed for questionnaires not for machine analysis of tweets this is the reason why the author has decided to propose own set of attributes based on the existing models.

Period: 01.03 - 10.03		
Sightseeing	1979 tweets	#RedSquare, #stbasilcatherdral, #bolshoitheatre, #bolshoimoscw, #gorkypark, #moscowcatherdral, #catherdralmoscow, #christsaviorscatherdral, #stalinskyscraper, #arbatstreet, #Kremlin, #Moscowsights, #tverskayastreet, #victorypark, #sightseeinginmoscow #moscowsightseeing
Restaurants	268 tweets	#moscowrestaurant #moscowrestaurants #moscowcafe #tryingrussianfoosinmoscow #russianffodinmoscow #cafepoushkin #drzhivago #restaurantwhiterabbit #moscowpancakes #moscowborsh #moscowfood #breakfastinmoscow #dinnerinmoscow
Transport	150 tweets	#Moscowtraffic #Moscowmetro #Moscowtraffijams #Moscowtransport #moscowtaxi #Moscowbus #moscowtram #moscowbusstop
Accomodation	123 tweets	#moscowhotel #moscowairbnb #moscowapartment #moscowflat #moscowhilton #moscowmarriot #moscowhayatt #moscowfourseasons #hotelinmoscow #apartmentinmoscow
Night life	80 tweets	#moscowclub #clubinmoscow #moscownightout #moscowbar #barinmoscow #moscowgipsy #moscowicon #moscowclubs

Figure 1: Number of tweets posted online 01.03-10.03 using the following key words including tweets of russian users. Probation check for destination attributes.

Originally the author was going to analyze overall satisfaction through attributes presented in the paper of Kim et all (2017): sights, overview, restaurants, things to do, transportation, shopping, warnings and danger, tourist traps, what to pack, off the beaten path, transportation, sporting and outdoors, night life, favorites. However for many attributes

from this list were found too small number of tweets, so they were deleted from the final list version. This can be easily explained by noting that Kim et al looked for data in online platform not Twitter.

Therefore the probation data mining for identifying the most mentioned attributes in Twitter was run:

Consequently, practical performance only analysis will be run on the basis of 5 following attributes: sightseeing, restaurants, transport, accommodation, nightlife. The overall tourist satisfaction will be calculated as a universe mean between this attributes. The empirical research process can be presented as Fig.2.

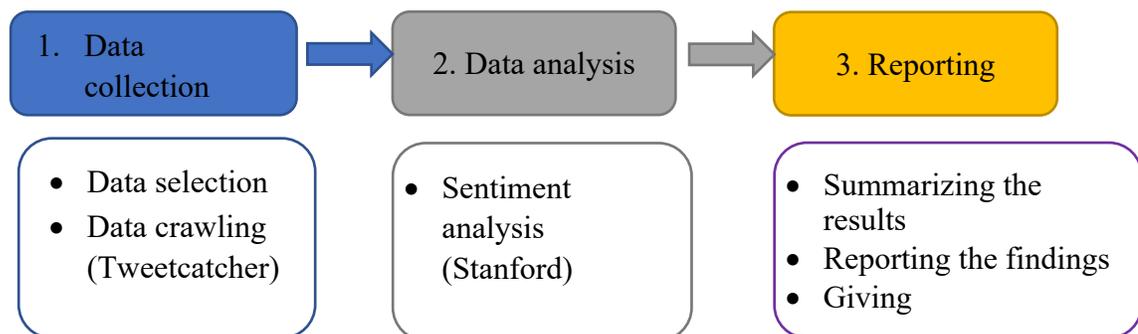


Figure 2: Research process

Data Collection and Analysis

Using the application Tweetcatcher1.3. this study will collect travellers' opinions about their experience in Moscow from social network Twitter. The author consider that Tweetcatcher is an appropriate application for this research as it not only download tweets containing requested words and phrases but also monitors the country of the permanent residency of the tweet's author. This is quite important for setting aside tweets about Moscow but written by Moscow residents. The author selected Moscow for this study because of the large volume of tweets written about the city and also because of its rapid growth as tourist destination for foreign travellers.

Nowadays sentiment analysis is quite widespread tool for analyzing big amounts of data as sentiments are one of crucial indicators of consumer behavior. In recent time several computer algorithms for sentiment analysis were developed. In this study the deep-learning based on the MonkeyLearn sentiment analysis was used as latest and appropriate algorithm.

The pull for the sentiment analysis was created by saving tweets connected with 5 destination attributes (sights, transport, restaurants, night life, accommodation). 676 tweets were collected and analyzed by the MonkeyLearn sentiment analysis tool based on JAVA 1.7.0_65 with the scores from 0 to 1 (0- very negative, 0,5- neutral, 1- very positive).

Findings

The present chapter will be structured as follows: first of all, each attribute results will be discussed then the overall satisfaction from the destination will be calculated. Totally 676 tweets were analyzed, but the number for each attribute was different.

The biggest amount of data was gathered for attribute “sightseeing” with the number of 313 from 01/03 to 30/04. The tweets were selected from the pull of content on the basis of following word combinations: Red Square, St Basil Cathedral, Bolshoi Theatre, Bolshoi Moscow, Gorky Park, Soviet Park, VDNKh, Moscow cathedral, Arbat Street and others. Moreover only tweets written by not Russians were taken into the account.

306	Friday Mai Visting Re	86238346	siena	Germany	/positive/	positive	0.416
307	Friday Mai Amazing e	86238324	petejohn	usa	/positive/	positive	0.788
308	Friday Mai Kremlin w	86238375	Pete Moss	Mexico	/neutral/	neutral	0.601
309	Friday Mai souvenirs	86238327	Mike LeBl	Saudi Arab	/negative/	negative	0.572
310	Friday Mai Soviet Par	86238328	Jack	Germany	/positive/	positive	0.52
311	Friday Mai I'd love to	86238321	Summer	Canada	/positive/	positive	0.887
312	Friday Mai This is the	86238323	Lisa Pers	Italy	/negative/	negative	0.355
313	Friday Mai Sunny and	86238322	Yossaria	India	/positive/	positive	0.843
314							
315	Overall satisfaction for attribute "sights"						0,764

Figure 3: Sentiment analysis for attribute “sights”

In comparison to other attributes overall mean score for the attribute “sights” reaches the peak of 0,764, meaning that the sentiment of tweets posted is more positive than negative. The minimum score was 0,279 and the highest 0,954.

For the second attribute “Restaurants” was possible to gather 150 tweets selected on the key words: restaurant in Moscow, Café in Moscow, trying Russian food, Moscow food and other. Also the names of the famous among foreign tourists cafes and restaurants were testified like Dr. Zhivago, café Pushkin, Turandot and others. The universe mean for this attribute is 0,712 with minimum score at 0,312 and the highest 0,965.

The third attribute “Transport” was analyzed through 101 tweet and gained the lowest mean score among other attributes. The key words Moscow traffic, Moscow metro, Moscow transport and others were used for distinguishing tweets about this attribute. The mean score was 0,403 which is more negative than positive. The maximum score was 0,876 and the minimum 0,167.

94	Friday Ap	Moscow r	86238332	barbara f	USA	/positive,	positive	0.577
95	Friday Ap	look how	86238367	lucas	Germany	/positive,	positive	0.844
96	Friday Ap	moscow t	86238215	Niko Rivie	Columbia	/negative	negative	0.576
97	Friday Ap	taxi drive	86238300	Adam	france	/negative	negative	0.395
98	Friday Ap	Bus stop	86238313	Syan Kim	South Kor	/neutral/	neutral	0.521
99	Friday Ap	Taxi drive	86238343	Ali	Marocco	/negative	negative	0.357
100	Friday Ap	Standing	86238398	Pablo	Spain	/neutral/	neutral	0.401
101	Friday Ap	don't use	86238377	Ana Sand	Brazil	/negative	negative	0.494
102								
103	Overall sentiment score for attribute "transport"						0,403	

Figure 4: Overall sentiment score for attribute “transport”

For the attribute “accommodation” tweets were found under following key words: hotel in Moscow, apartment in Moscow, AIRBNB in Moscow and others. Also famous brand like Moscow Marriot, Moscow Hilton, Moscow Hyatt, Moscow Four Seasons and others were mentioned. 80 tweets were analyzed and positive mean sentiment score 0,689 was received. The maximum score in this category was 0,847 and the minimum 0,396.

And for the last but not the least attribute “Night life” 65 opinions in Twitter were gathered. They were found under key words: Moscow clubs, clubbing in Moscow, Moscow night out, bar in Moscow and others. The overall mean score is positive 0,647. The maximum score for this attribute was 0, 847 and the lowest 0,456.

Totally through 5 attributes 676 tweets were gathered and the overall sentiment score among all attributes (Sights- 0,764 Transport- 0,403; Accommodation- 0,689; Night Life- 0,647) is 0,643 which means that tourists are generally satisfied with Moscow as a destination for tourists.

After sentiment analysis the tweets were manually read by other and the following problems were anticipated. First of all in several tweets the problem of written Russian language which is of current interest throughout Russia was mentioned. As Russian has a Cyrillic alphabet and most of the European languages use Latin one it is highly complicated for tourists, who do not know the reading Russian rules, to navigate in streets and Moscow metro. Moreover Moscow government has not yet developed a unified standard transliteration, there is no consistency about writing street names uppercase or lowercase letters, translation of the classifier (street, avenue, lane) which accompanies the name of the street, and it's not the only problem in Moscow.

Moreover under attribute “transport” the following problems were recognized: Moscow drivers are impolite and do not respect uniform traffic Code. Frequently taxi drivers do not have counters and ask for higher price at the destination point. As for metro, except transliteration, the fact that speaker does not announce stations in English also cause dissatisfaction.

Moreover under hashtag #touristinmoscow was determined that the tourists were dissatisfied with visa procedure. One of the most relevant tourism issues, not only in Moscow but also in Russia and other countries is the problem of visa restrictions, which have been the subject of several articles of Chinese researchers: [Li and Song \(2013\)](#); [Liu and McKercher \(2016\)](#) where the authors concluded that the liberalization of visa requirements leads to an increase in the number of travels.

Conclusion

Though a lot of attention is paid nowadays on machine analyses in different research fields, the number of such studies based on it in hospitality and tourism falls behind. Taking into account the science knowledge gap, this study explored the travel experience tweets of foreign tourists in Moscow through sentiment analysis. This is a tool which uses artificial intelligence for analyzing opinions of tourists on destination tourism without avoiding time consuming method of gathering information in the field through surveys and interviews.

As theoretical models for sentiment analysis of touristic destinations are rare and mostly could be applied for specific researches the author proposed own theoretical model based on the performance only attributive approach. Five attributes were chosen for this study of tourist satisfaction while visiting Moscow namely: sightseeing, restaurants, night life, accommodation and transport. These attributes were chosen on the basis of number of tweets according to key words.

The sentiment analysis of the attributes showed the result that tourists who visit Moscow are positive about 4 attributes (sightseeing, restaurants, night life, accommodation) except transport. The total score was calculated from 676 tweets is 0,643 out of 1 (positive). The highest score is for attribute sightseeing that might be explained by tourist Internet behavior, especially by their comment on the photo posted. The lowest score of 0,403 which is negative belongs to the attribute “transport”. For identifying the reasons manual analysis was run by the author which released that the tourist are dissatisfied with lack of English language in metro and the work of taxis.

The research carries a high level of scientific and practical significance and is interesting for further research. In particular, the machine analysis of online platforms like Tripadvisor, Booking could be run for identifying not only satisfaction but also the reason for the sentiments of online reviews.

Practical and Theoretical Implications

The research carries a high level of scientific and practical significance. It is supposed that the results of the research will be useful for travel agencies for promoting Moscow as destination for foreign tourists and for those who is developing Moscow’s tourist brand. Moreover it could be a subject to further researches. In particular, the machine analysis of online platforms like Tripadvisor, Booking or social network Facebook could be run for identifying not only satisfaction but also the reason for the sentiments of online reviews.

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Assessing the Commercial Chances of Machine Tool Builders to Supply Advanced Services Among Their Industrial Clients: A Transaction Cost Economics Perspective

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Introduction

The concept of Industry 4.0 (referring to a family of activities and technologies that entail the use and coordination of information, automation, and computation, software, and (remote) sensing technologies (PCAST, 2011)) is gaining an increased interest among manufacturing communities.

The deployment of this concept unlocks new ways to manufacture existing products and to manufacture new products (PCAST, 2011). Similarly, it allows making products and manufacturing processes smarter (Davies et al., 2012). In parallel, it can act as a catalyzer for the design and delivery of knowledge-intensive or advanced services (Acatech, 2015). I.e., when making assets smart and connected by endowing them with sensors, suppliers of goods obtain an improved understanding of the use of their offering by their clients, and which attributes and functionalities they value. This kind of information can be used to come up with new product functionalities, but also with (on-line) support services (Porter and Heppelmann, 2014). Similarly, digital data gathering provides a basis from which firms may move from providing base services that support goods to advanced services that assist clients in their own value-creating processes. The former can give way, among others, to the following types of smart services: predictive maintenance solutions, corrective intervention and repair mechanisms, life cycle management schemes, productivity/output performance management tools, energy/material consumption and idle time vigilance.

In comparison to traditional or base services (like repair and spare part delivery), smart services tend to have a stronger (positive) impact on the performance of their users (Porter and Heppelmann, 2014).

At the same time, they tend to have a more pervasive impact on the relationship between the provider and user of such services. I.e., they tend to foster bonding and interdependence between buyers and suppliers as the connectivity between assets and actors induces a stronger mutual orientation among them in regard to value creation processes that span the boundaries of individual firms (Kamp and Parry, 2017).

Whether the subsequent “embeddedness” is experienced as something positive and desirable, particularly on the user side, is debatable and forms the subject of the present presentation. More precisely: whether its appreciation helps explaining the chances of marketing advanced services to industrial users of machine tools.

Literature Review

In function of the theoretical lens that is adopted, the appreciation of embedded governance arrangements between industrial counterparts will be more or less favourable.

On the positive side one finds the Network and Interaction (N&I) approach (see e.g. Håkansson, 1987; Johanson and Mattsson, 1987; Laage-Hellman, 1997; Jaakkola and Hakanen, 2013), which aligns fairly well with dominant thoughts among servitization scholars. See for instance Mathieu (2001), who portrays servitization as a distinct way to conceive inter-firm relationships; more in partnership style and more tending towards long term cooperation.

A more reserved viewpoint on bonding between business-to-business (B2B) partners comes from the school on Transaction Cost Economics (TCE). It exhales a more cautious, or held back, sound with regard to the attitudes of firms in buyer-supplier relationships and their commitment to counterparts (Williamson, 1975, 1985). Among others, this is attributed to fear for opportunism on behalf of the counterpart in case one enters into too tight relationships (Williamson, 1985).

Whereas the N&I approach views mutual orientation and partnership development between B2B actors as logical, TCE scholars view such commitment as less natural. When using TCE terminology, a buyer-supplier relationship built on mutual interests would be equivalent to what is called a “network governance arrangement”. This arrangement has traditionally been portrayed as second best to the other governance modes TCE distinguishes: market (purchasing without further involvement of the supplier) or hierarchy (full integration of an external vendor’s activities). In addition, hybrid governance structures like networks have often been presented as temporary organizational forms that will eventually be replaced by a hierarchy or market arrangements (Williamson, 1975, 1985, 1991; Powell, 1990).

Since the TCE framework has not yet (or if; highly rarely) been used to explain processes of servitization, and the uptake of advanced services clearly depends on the receptiveness of industrial buyers towards these services, the present presentation explores the suitability of TCE concepts for assessing whether and when industrial buyers are keen to adopt advanced services.

Research Methods and Framework for Analysis

The empirical research context of the present paper is set in the machine tool industry. This choice is invoked by the observation that this industry is witnessing:

- (A) an increasing demand after flexible and intelligent production lines in order to be fit for the Industry 4.0 era (Acatech, 2013).
- (B) an increasing importance of providing services to customers (Acatech, 2013; Lay, 2014). Particularly for SME-sized machine tool companies, the development of advanced services that can be rendered to clients can be of relevance (Gebauer, Paiola and Edvardsson, 2010; Kamp, Ochoa and Diaz, 2016).

In order to explore the applicability of Transaction Cost Economics concepts for assessing whether goods suppliers can expect to successfully offer advanced services to industrial clients, a multiple case study approach for the purpose of exploratory research is applied. A total of 4 cases were selected for in-depth analysis. This number is in line with recommendations of Eisenhardt (1989) for explorative research work. The reviewed companies were chosen on the basis of purposeful sampling (Yin, 2009).

To interpret the empirical insights from the multiple case study method, an eclectic transaction cost economics framework is used, based on conceptual building blocks taken from Williamson (1985), Krickx (1991, 2000) and Brouthers and Nakos (2004)

Contribution

While TCE typically uses the former variables to assess whether a specific transaction will or ought to be governed by a market, network or hierarchy arrangement, for the present presentation they are used to assess whether it is likely that a machine tool supplier is able to roll out an advanced services portfolio among its industrial users.

As such, apart from providing practical insights on the chances of advancing service business in a B2B context, the paper builds a bridge between the growing body of literature on servitization and conceptual frameworks from the Transaction Cost Economics school. Hence, the presentation serves a managerial/practical purpose: clarify when industrial clients prefer to enter into network arrangements for advanced services; and the aforementioned conceptual/theory development mission.

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The Relationship Between Gender and Career Advancement in the Hospitality and Tourism Industry

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Abstract

This study identified and analyzed current factors that might facilitate or constrain women from advancing in their careers in the new millennium. According to the United Nations Development Fund for Women (UNIFEM), if women's employment rates were raised to the same level as men's, GDP of the United States would be 9% higher. Another noteworthy fact is that currently worldwide, women earn 24% less than men (UN Women, 2015). The travel and tourism industry alone accounted worldwide for 284 million jobs in 2015 (WTTC, 2016) and is important to many nations. However, Ferguson (2011), suggests that tourism employment is highly gendered, and draws on gender inequalities that provide a large global supply of highly flexibilized and low-paid female workers. Research also suggests that female workers' rate of promotion into senior management is lower than that of men and attributes this to a glass ceiling phenomenon (Boone, et al., 2013). The methodology was exploratory and included a comprehensive literature review and an in-depth content analysis of research publications focusing on women and their career advancement in ten leading hospitality and tourism journals published between 2003 and 2013. The first iteration produced two hundred and thirteen articles that were reviewed based upon keywords search, of which 98 articles were selected, categorized, and analyzed to determine the nature of the articles, research methods, and the statistical techniques used for each article. Preliminary findings reveal several themes emerging from the investigation and suggest despite increased numbers of women in the hospitality and tourism industry, women continue to be underrepresented in top management positions even though they have achieved numerical parity with men. One explanation for this occurrence was the existence of "pink-collar ghettos" (Woods & Viehland, 2000), in which career advancement for women is difficult. To address this concern, Clevenger and Singh (2013), recommend the removal of a). internal business structural barriers that affect policies and promotions, b). societal barriers that affect gender-status beliefs, and c). governmental barriers and provide adequate resources for addressing these issues. O'Leary and Deegan (2005) suggest, improved remuneration and suitable working hours. Results also highlight the need for hospitality and tourism education programs to address gender issues and help create a more supportive industry environment for women. Additionally, there is a need for educational organizations to stay informed of new pedagogy available to instructs and/or provide guidance to students to enhance their learning and their careers. The results from the study can be used to inform hospitality and tourism researchers, as well as practitioners, about the current state of the industry, best practices, and may assist them to prevent costly lawsuits brought on by discrimination and employment issues, as well as allow for an innovative and productive work environment (Richard, 2000; Richard et al., 2007).

Keywords: women, gender, pay equity, career advancement, and women in management

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Hotel Growth and Tourism Trends to Over the Italy Past Decade: The Role of International Hotel Chains

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Abstract

In the last two decades tourism in Italy changed its shape even if Italy remains globally one of the leading tourist destinations in the world. The Italian leadership in tourism is based not only on its geographical position, climate and natural beauty, but also on the fact that it has at least 40% of the world's wealth of monumental, historical and artistic works. This paper is based on international literature analysis and it aims to investigate how the presence of International Hotel chain – in particular the focus of the paper is on the western companies – has contributed to change the shape of Italian tourism industry. The object of this paper is based on two dimensions: the first dimension concerns the role of tourism in the Italian economy; the second dimension concerns the recent growing importance that tourism industry globally has acquired. The relevance of tourism for Italy is clear considering some economic evidence: the tourist sector represents a share above 10% of the Italian GDP, and a share above 11% of employment (Source Istat, 2014); both variables steadily display larger values than the world and the European average data. In Italy, the domestic segment of tourism is around 66%, as measured by total overstays. The growing importance of the tourism industry globally has renewed interest in investigating which locational factors attract international hotels to tourism destinations. This stems from the direct and indirect benefits that international hotels confer on the local hotel industry and the local economy in general. As hotels have become more selective in their destination choice due to the recent financial crisis and other economic challenges, one important issue to address is how hotels choose destinations, and the related question of how destinations can make themselves more attractive to international hotels. In this back-ground the paper investigation is based on an empirical research based on the presence of International Hotel Chains in Italy and based on how they changed in the last decade. The empirical research aims to represent an innovative perspective to analyze the new trend in the Italian tourism industry.

Keywords: Italy, tourism trends, international hotel chains

“Ship-space” – Managing Talent on Cruise Ships: A Hospitality Perspective

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Abstract

Academic rigour in the area of cruise ship labour is relatively scarce, with little known of the life / work of cruise ship workers and how they make sense of this semi-closed industry. Through the theory of identity, this exploratory study seeks to investigate the strategies that frontline hospitality workers are able to negotiate and attach meaning to this consumptive work experience. Twenty in-depth qualitative interviews were undertaken with front line hospitality staff (waiters and pursers) and analysed thematically. The findings from the interviews uncovered five main themes which gave some insight into the work and lives of cruise ship workers – this is called ‘Ship-Space’. Ship-space is a term used to describe the attributes that workers related to in order to make sense of themselves in the cruise ship environment. In an under-researched industry, it is hopeful investigations such as this one can make valuable insights for employers, recruiting agencies and potential seafarers.

Introduction

Interest in the well-being of cruise ship labour and the working conditions on-board has grown proportionally with the growth of the cruise ship industry (De Grosbois, 2016). This has somewhat resulted in the increase of awareness and empathetic views towards the consumption of cruise tourism and such consequences (i.e. environmental issues, labour practices, etc.), intensifying pressure for the industry to re-evaluate some of the working and operational practices established. In a semi-closed industry which tactfully uses international law, there is very little known about the how this type of work impacts upon individuals and how this talent is managed. Research which has been conducted in this area acknowledges the unique working conditions (Dennett et al 2014; Gibson and Perkins, 2015; Lee-Ross, 2008; Sehkaran and Sevcikova, 2011), particularly when this is compared to the usual practices on land. Due to the stark differences between the employment on ship and shore, such comparisons are often futile (Gibson, Lim and Holmes, 2016), suggesting any research investigating cruise ship labour must recognise the physical and socio-cultural parameters. Further research has also highlighted a lack of transparency from the cruise ship industry (De Grosbois, 2016) which has created a mismatch between the expectations and reality of life on-board cruise ships (Matuszewski and Blenkinsopp, 2011). One useful route which could provide insight into how individuals make sense of themselves and their work environment is to explore identity.

Cruise Ship Identity

Identity at the outset is a ‘complex’ and ‘multidimensional’ area (Chase, 1992: p.121), and can be applied and discussed depending upon the context in which it is placed (Lawler, 2008). Researchers have conceptualised identity in numerous ways, although mainstream theories suggest that identity encapsulates cognitive and motivational components, while including individual and social processes, suggesting that identity is an on-going activity rather than a static entity (e.g. Tajfel, 1978). In this sense, identity is active, in that its premise involves person/environment interaction. Therefore the self can only be realised

as a reflection of others, although the self and social are distinct, they are very much intertwined

Places where social boundaries are created (i.e. the cruise ship) often form conditions of inclusion/exclusion and sometimes a feeling of threat, which can impact upon how an individual comes to understand themselves within that world (Manzo, 2005). On-board cruise ships there are clear boundaries that separate organisational members from the outside world. The ship itself acts as a boundary – a physical boundary distinct from the natural environment and semi-isolated from society. Once on-board, further boundary devices are imposed that separate organisational members from guests, hiding the backstage from the paying participants. The physical or structural boundaries are not difficult to see or understand their purpose – it is the more cultural or symbolic margins that pose a complex underbelly, particularly with reference to the work and life of a seafarer. Research suggests that to work on a ship is in part sacrificial, yet within the secure and restrictive confines of the ship, a sense of freedom prevails (Dennett et al 2014; Matuszewski and Blenkinsopp, 2011). The ship-space gives the freedom for individuals to create a ship-based identity, but in resistance to this, the ship controls and manipulates this identity via its physical and behavioural (i.e. rules and regulations) boundaries. Furthermore, this type of work is often associated with a higher level of risk (Adams, 2017) which can trigger stronger attachments to the ship, which can act as a secure place, or a ‘home’ (Dennett et al, 2014), and therefore affecting an individual’s identity.

Identity categorises the individual in a given context, defining a set of cognitions and behavioural responses, providing normative guidelines for behaviour. Once in the society of the ship, individuals will derive their identities from the social categories in which they belong. Identity therefore is a fundamental concept, which helps explain what people think about their environment, the way they do things, and why people do what they do in those environments (Ashford et al. 2008). It is an on-going process of self-definition that can be relative to a collective. This can be considered a route for understanding patterns of meaning that are shared among members of a group, and the way this influences the dynamics of the group.

Methodology

Twenty in-depth qualitative interviews were undertaken with front line hospitality staff (waiters and pursers). Due to the difficulty to reach sample (being international and physically working on a cruise ship) these interviews were mainly conducted over the telephone, with one interview via Skype. The interview questions remained relatively general and open, encouraging the participants to “tell their story”, hopeful of giving a realistic account of the work and life on-board. The interviews were analysed thematically, following the steps offered by Braun and Clarke (2006).

Initial Findings

There were a total of five themes that emerged from the data. There were three determinant themes: the ship as a place, time, and the system of the ship. These themes were considered unique to the cruise ship industry, primarily acting as a binding mechanism, promoting a shared experience of belonging and attachment. The final two themes were relational: relationships and occupation. The determinant themes have a significant impact upon the relational themes, affecting the formation of identity and community.

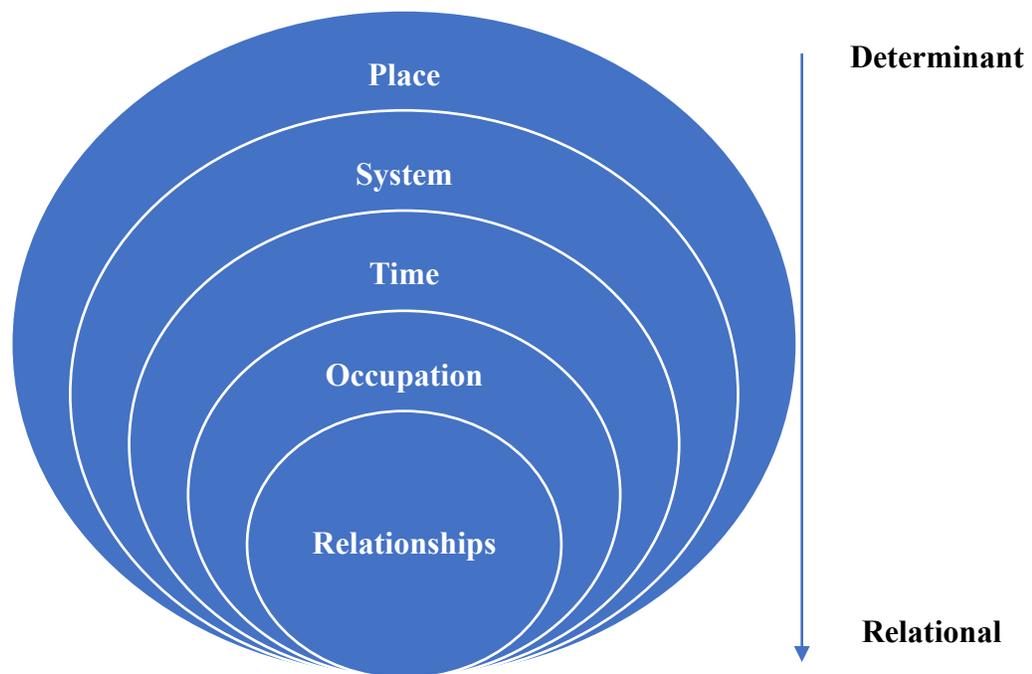


Figure 1: Ship-space

The identity of cruise ship workers is bound by place and context. This would imply that occupation, place and identity are inextricably linked. Individuals come on-board and unless they have worked on a ship before they have little comprehension of the realities of work and life at sea. Their identity before they come on-board, in part, is ineffective, who they are and what they know holds little relevance, which has similar connotations to Goffman's (1961) idea of 'total institution'. The ship acts as a separation from society and "normality", providing a physical and social barrier from the outside (e.g. Goffman, 1961), meaning that all aspects of one's life transpire within one place. Being bound to the ship in a physical and social sense has more of an impact upon an individual's 'life space' (Lewin, 1951). The physical boundaries of the ship limit the range of opportunities to be considered at that time, and social actions and behaviour are imposed by what is socially acceptable and valued within the system and place of the ship, which is furthermore strongly affected by one's occupation.

The cruise ship is a unique working environment - intense, restricted and encapsulated - which requires workers to adjust, adopt and sacrifice "to the way things are", thus through the transitory and active nature of identity salience (LeBoeuf et al. 2010), a ship-based identity is created. The findings in this study suggest that ship-space has significant impacts upon the formation of community and identity. Within this intricacy, a cruise ship worker is able to make sense of their-self and make sense of others, in which an occupation can be a valuable means of expression.

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Evaluation the Time Management Skills of Undergraduate Students in Health Management Department

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Abstract

Time management as the behaviors aiming to provide the effective use of the time while performing the activities for a specific purpose and it is a critical issue for both individuals and institutions. Effective use of time for students of health management means being more successful in the exams by establishing a good balance between work and personal life and preparing themselves for management of health institutions in the future. Health management students having sufficient skill about time management are considered to have a good time management skills and positive contributions to the presentation of health service in their business life after being graduated. Within the scope of this study, it is aimed to determine the department of health management students' time management skills. Therefore, it is thought that revealing time management skills of the health management students that will work in the health institutions and organizations as middle and senior managers in the future, will provide important contributions to both managerial literature and education literature.

In line with the aim of the research, it has been looked for answers for the following questions: "Are the time management skill of the students within the scope of the research high? Does the time management skill differ according to the gender? Does the time management skill differ according to the class levels of the students? Does the time management skill differ according to the grade average of the students? Does the time management skill differ according to the current location of the students? Is there any relationship between the sub-dimensions of time management scale? If available, what is the direction and power of the relationship?"

It is a questionnaire (cross-sectional) study. To measure the time management skills of students, "Time Management Scale" developed by Britton and Tesser (1991) is used. Time management scale consists of three sub-dimensions including "time planning" (16 expressions), "time attitudes" (7 expressions), and the "time wasters" (4 statements) and 27 expressions. 7 of the statements are opposite expressions, and added to the average by reversely scoring. The statements were evaluated by 5 point likert scale and categories were listed as "Always" (5) "Often" (4) "Sometimes" (3) "Rarely" (2) and "No" (1). The questionnaire was applied to the students face to face. The population of the study is 1st, 2nd, 3rd and 4th grade students in health management department of a state university in Ankara. It has tried to reach to all undergraduate students; but a total of 272 (74.5%) students were reached. In order to reveal the descriptive characteristics and time management skills of the students participated in the research, descriptive statistics (frequency, standard deviation, mean, min and max values) were used. In order to analyze the relationship between time management dimensions, Pearson's Correlation analysis was made. In order to determine the differences between descriptive characteristics and time

management, t-test and ANOVA (One-Way Variant Analysis) were applied. The level of significance was taken as $p < 0,05$. The SPSS package program was used to analyze the data.

As a result, 61.8% of the students are female, 27.6% of them are 1st-grader, the grade point average of 41.9% of them is between 2.51 and 2.99 and 43.8% of them live in state dormitories. The total mean score of the students' time management was found 83.00 ± 12.05 . It can be said that this average is moderate. Time planning average from the sub-dimensions of the scale was found to be 47.55 ± 10.67 ; the average time attitude to be 22.48 ± 3.28 and average time wasters to be 12.98 ± 2.79 . When compared time management scores according to sex and grade point average variable, significant differences were found. Female students and students with grade point average over 3.00 have higher time management score. According to the results of correlation analysis, it has been determined that there is a statistically significant difference and a very weak relationship between health management students' time planning and time attitudes and time attitudes and time wasters dimensions. Additionally, there are also a significant, poor relation between student's average grades and their time planning and time wasters skills.

Based on the study results, it is suggested enhancing awareness of health management students about time management. Because in the future, these students will work management departments of health services, which are particularly sensitive to time. In this sense, the preparation of suitable conditions to gain awareness in the students and supporting the students are important. Taking place of the courses in teaching programs to gain awareness to the students, forming projects in which time planning is important, encouraging students to team work, giving place to the simulation applications emphasizing the importance of time in health services and to raise awareness of students about time wasters that have no benefits are advisable. In addition, for the studies to be performed thereafter, it can be suggested to reveal the factors affecting health management students' time management skills, to compare the time management skills of the departmental students who have and have not time management course in their training programs and to reveal the relationship between some variables that are frequently available in the international literature such as stress, anxiety and learning and time management skill.

Keywords: time management, time management skill, health management, healthcare management education, undergraduate students

Opportunities for the Establishment of Partnerships Between International Business Management Consultancy Firms: The Case of Portugal and Germany

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Abstract

This study is about the use of international partnerships in the consulting sector to enable international trade relations and therefore internationalisation. Nowadays it is crucial for a company to think and to operate in a broader scale than just within its home country's borders. When properly established and regulated, partnerships offer the opportunity to enhance profitability (Back et al., 2014; Buono, 1997). The service sector is gaining importance worldwide and the consulting-sector to international trade has been developing partnerships to overcome the problems regarding cultural differences and the entry modes of internationalisation. The existing literature does not draw a connection between the topics of international trade, partnerships and the service industry, which means that the current literature does not inform about the availability of consultancies establishing border-crossing partnerships with the purpose of internationally enlarging the business.

To contribute to existing knowledge, the subject of this study is to find out whether partnerships in the service industry can serve as a tool to expand internationally. Therefore, the availability and consequently the opportunities for partnerships between international business management consultancy firms are investigated. The purpose of these partnerships is to establish an international network, which helps to develop international trade relations (Adams & Zanzi, 2005; Buono, 1997)

To make this work more specific, it is limited on partnerships between consultancies of two different countries, Germany and Portugal, substantially differ from each other. Being one of the largest importers in the world with a dominating service sector, Germany is an interesting country to have a partnership with. For Portugal international trade would be an efficient method to recover from its crisis (Amorim & Kipping, 1999).

The methodology applied within this research are exploratory interviews and qualitative semi-structured interviews. Additionally, propositions were implemented in the section of the literature research, to directly connect the literature with the investigation.

To find out about the availability of Portuguese consultancies to establish a partnership with a German consultancy, exploratory interviews with the decision makers in internationalisation of two Portuguese consultancies were conducted.

The results of those interviews, strongly supported the assumption suggested by the literature, which was that Portuguese companies see opportunities and are available for partnerships with German companies since they are attracted by the possibility of

increasing their network and opportunities on the market of such a strong economy. The German market seems especially interesting to them, as their customers show high interest into the establishment of trade relations on this market, but Portuguese companies lack in networks and relations with Germany. As both companies interviewed showed really strong interest into a partnership with a German consultancy, the saturation of data was reached. Also the size of the Portuguese consultancy market, in comparison to the German consultancy market, justified the amount of interviews.

To continue, the focus of this investigation from then onwards was to find out, whether the reverse is applicable too and whether there are possibilities for Portuguese companies to have a partnership with a German consultancy.

To find out about the motivation of German companies to commit into this kind of partnership, fifty-four German consultancy companies were approached with qualitative semi-structured interviews. Thirteen companies were available to give answers about their attitude towards a Portuguese partner, which corresponds to a response rate of 24.07%. Four companies, or 30.78% of the interviewees responded positively and were available for a partnership with a Portuguese company. The same percentage of companies answered the question, whether they would like to establish a Portuguese partner with “rather not” and five companies, which corresponds to a percentage of 38.46%, said that they do not need a Portuguese partner.

The factors influencing whether a German company is interested into a partnership are its current level of international experience, its experience with other countries and international connections of a company. Those factors were mentioned by six companies out of thirteen. Another six companies said it is important that the business strategy of the companies is compatible. Further six companies added, that they are sceptical towards this kind of partnership, as they only have little knowledge about the Portuguese market.

Five companies claimed that Portugal is not present on the German market and Portuguese companies should attract more attention and present itself on trade fairs, in journals, in industry related search engines and use search engine marketing to push the popularity of the country. German companies said that even Brazil, which is geographically further away is more present on the German market than Portugal.

Another five companies would be interested in working with Brazil and one company with Mozambique. Due to Portugal’s good relationship with its former colonies, this could indicate an opportunity for a Portuguese consultancy. According to four companies it seems important that the partner speaks English when establishing a partnership. Three companies said that the knowledge in terms of culture and language should increase within a partnership, and according to two companies an increase in knowledge in terms of business, mutual benefits and the economic situation of the country are important in a partnership.

If German companies refused to work with a Portuguese partner the reason therefore was that they already specialize into a certain area/country, there is a misfit in their business model concerning the establishment of the partnership, by reason of the economic situation

of the Portuguese market, by the cause of not seeing a possibility to do so, because of negative past experience, or due to the lack of knowledge about the Portuguese market.

Mainly, the discovered problem is that German companies lack in knowledge about the Portuguese market and are not aware of the existence of Portugal as a profitable business partner. One suggestion to improve that would be to better market Portugal and be more present on the German market. It is essential that Portugal establishes and communicates its own reputation and position, to be perceived as an individual country. German companies therefore should get informed about the opportunities and the potential of the Portuguese market, like the main industries, governmental programs, the close relationship with former colonies and that English is widely spoken.

Keywords: internationalisation, business-to-business service, international business consultancy firm, opportunities, partnerships, entry barriers, internationalisation barriers

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Managing Costs Through Business Model Servitization: A Strategic Management Accounting Perspective on the RESOLVE Project

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Abstract

The purpose of this research is to discuss how strategic management accounting can support business model (BM) servitization in tackling cost barriers regarding products and/or technologies which because of their production costs do not provide satisfying profits for the manufacturers. The empirical domain of this research is the dynamic and complex electric mobility scenario. The focus is on the Range of Electric SOLUTIONS for L-Category VEHICLES (RESOLVE) project (by under Horizon 2020 European Green Vehicles initiative - GV5 2014 - Grant Agreement nr. 653511 - <http://www.resolve-project.eu>), which is funded by the European Community and innovation program. It is well known that the congestion in European cities, caused by the demand and usage of motor vehicles of the growing urban populations, produces noise and emission levels that pollute the urban environment and negatively affect the quality of life and health of local populations. Electric light vehicles (ELVs) may represent a solution to these problems. There are many actors involved within this dynamic and complex setting (electric vehicle makers and their suppliers, municipalities, energy companies, final users) and several marketing and technological aspects are still unclear. Four main factors prevent the diffusion of ELVs: cost (and consequently the price for end-users), energy efficiency, attractiveness, and willingness to use (Weiller, Shang, Neely and Shi, 2015). To foster a wide diffusion of ELVs, the RESOLVE project aims to develop a range of cost-effective, energy efficient and comfortable ELVs that will primarily attract car drivers to switch to ELVs for daily urban commutes. The project has thus been developing components and systems that meet the very low cost requirements for ELVs market segment. At the same time, the project plans to deliver an exciting and attractive vehicle driving experience by proposing new concepts (tilting & narrow track), while keeping the vehicle energy consumption at a very low level. These factors could induce internal combustion engine car drivers to switch to ELVs for their daily urban mobility needs. This is particularly true, if ELVs manage to be a cost-effective solution not only in terms of the purchase cost but also in terms of the total cost of ownership (TCO) – including the cost of purchase, energy and maintenance costs, resale and government subsidies. These new concepts will be exhibited in two fully electric tilting four wheeler demonstrators (L2e and L6e) although many new features will also be applicable to the complete range of ELVs (including powered-two wheelers). One of the most important constraint that has delayed the wide diffusion of e-vehicles is the high cost of the battery system because it makes the development and production of e-vehicles not economically convenient. Furthermore, the battery system involves a high degree of technological uncertainty (Kley, Lerch and Dallinger, 2011). However, no significant technological improvements are foreseen in the near future to make it economically sustainable for manufacturers and end-users. The RESOLVE project is thus developing an innovative electrified powertrain and it will tackle cost reductions by: a modular and scalable design of the components (i.e. battery pack and inverter); functional integration for drivetrain electronics, which includes an inverter, DC/DC-converter, battery charger

and vehicle management unit; and finally using existing low-cost devices. However, a further way of boosting demand could be to tackle the cost issues by identifying alternative business models (BMs) for the widespread diffusion of RESOLVE's vehicle concept. In the literature a shared definition of "business model" (Zott, Amit and Massa, 2011) is still lacking. The research refers to Osterwalder's ontology (2004), which lists and connects the nine typical components of a BM (capability, partnership, value configuration, value proposition, channel, relationship, customer, cost and revenue). Changes to existing BMs can make the difference between successfully commercialized innovations and those that are not economically sustainable (Chesbrough and Rosenbloom, 2002; Teece, 2010; Weiller et al. 2015). BM innovation can be a valuable way of moderating and modulating the influence of cost drivers on the product and service production cost (Bernstein Research, 2011; Giannetti, Risso and Cinquini, 2016). In the electric vehicle sector, very diverse BMs are emerging to respond to the major barriers to electric vehicle adoption, such as limited driving range, limited availability of charging infrastructure, long recharging times, and high costs (Khoo and Gallagher, 2012; Weiller et al., 2015; Hall, Moutak and Lutsey, 2017). Each BM is characterized by one or more different elements, such as value proposition, target customers and distribution channels, customers and supplier relationships, ways of performing "key activities" and using "key resources", cost structure and revenue streams. Specifically, alternative BMs could be differentiated by elements such as: i) direct selling; ii) pay per use; iii) vehicle leasing; iv) battery leasing. The design of alternative BMs could also have a significant impact both on the purchase cost and on TCO for the end users. Formulas other than direct selling could provide a competitive TCO for ELVs compared to conventional internal combustion engine vehicles. Customers could thus save money through lower acquisition and usage costs. These formulas need to be taken into account jointly with product development strategies, since they contribute in determining both actual costs and possible levers for cost reduction. In this wide range of BMs alternatives, one possible innovation could be to add services or to revise the BM according to a service dominant logic (Baines, Lightfoot and Benedettini, 2009; Giannetti et al., 2016; Weiller et al., 2015; Tenucci and Supino, 2017). Weiller et al. (2015), for instance, analyze four cases: Build Your Dreams (BYD), Wanxiang, Tesla and Autolib'. Each case exploits different BMs: BYD is characterised by electric vehicle (EV) sales + fast charging; Wanxiang by EV leasing and sales + battery swapping; Tesla by High-end EV sales + fast charging; Autolib' by EV car sharing. Each BM is examined by a framework including 11 criteria. The first five criteria look at how the BM addresses the barriers to electric vehicle adoption from a consumer perspective. The remaining criteria are related to value creation and capture from the supply side. Within the latter group of criteria, the servitization of BM is considered as one way of creating and capturing value from the business. Hall et al. (2017) pinpointed the significance of a service approach within the e-vehicle domain by studying ten new e-mobility BMs that can link three important sectors i.e. the automotive industry, energy systems and transport infrastructure. Each BM archetype is analysed to highlight implications for users, regulations, technology, and city systems. For the purpose of this research it is important to recall that according to Hall et al. (2017), some BM archetypes seem to have the greatest capacity to fulfill the BM innovation needs across the three industries. Without going into detail, these promising BMs are characterized by an important integrated service approach to mobility. To sum up, it seems that services play a significant role in overcoming barriers to e-vehicle diffusion. However, the magnitude of value creation of different BMs is not clear (Weiller et al., 2015; Hall et al., 2017), and consequently whether these BMs are economically

sustainable. The research aims to examine the BM servitization of ELVs through the cost driver analysis approach developed within the strategic management accounting (SMA) field. The topic of cost driver analysis is widely treated in the SMA literature (Shank and Govindarajan, 1991); however, it does not consider BM as a subject of investigation and servitization as a way to manage cost and value drivers (Banker and Johnston, 2007). In some contexts, selecting relevant cost drivers and managing their impacts on production costs is not a problem, since there are clear possible solutions. However, within other contexts (i.e. ELVs), it may be difficult to select relevant cost drivers and to manage their impacts because, for instance, of the complex relationships among cost drivers and entities (i.e. different organizations as in the electric vehicle domain) involved in the provision of products/services to the final consumer (Banker and Johnston, 2007). In this setting, cost driver analysis can help in identifying the main cost drivers of specific BMs and in modeling their impact on costs through the servitization of the BM. This approach leads to a better understanding of both the strategic positioning of private companies involved in a specific BM and whether the BM is economically sustainable. Giannetti et al. (2016) proposed the analysis of cost drivers by adopting a service-dominant logic perspective (Vargo and Lusch, 2004), and applying it to “Better Place” case study, another well-known case history within the electric mobility scenario. However, this framework should be tested considering different contexts and cases. In this research, the framework proposed by Giannetti et al (2016) is adopted in a new context i.e. the RESOLVE project. The research uses an exploratory approach and investigates the RESOLVE project through the case study method (Yin, 2003; Eisenhardt and Graebner, 2007). The originality of this research lies in the context investigated (RESOLVE project) and the cost driver analysis applied regarding the servitization of BM. The expected outputs include: 1) insights for designing suitable BMs in order to boost the diffusion of vehicles developed by the RESOLVE project; and 2) a refinement of the cost driver analysis within a servitized BM context.

Keywords: business model (BM), servitization, strategic management accounting (SMA), electric light vehicles (ELVs), RESOLVE project.

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Resort Hotel Experience and Tourist Loyalty: Exploring the Moderating Role of Gender

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Abstract

In recent years, research on consumer experience in hospitality and tourism have gained considerable attention. Several studies investigated the impact of tourist experience on behavioral intentions (e.g., Bigné, Andreu & Gnoth, 2005; Hosany & Witham, 2010; Ali, Amin & Cobanoglu, 2016). Although this relationship is now quite apparent, the specific role of gender in understanding tourist experience remains unclear. Gender has always attracted both researchers and marketers since it is an important determinant of consumer behavior. Therefore, the present study argues that gender plays an important role in tourist experience perceptions. However, no empirical study in hospitality and tourism has yet examined how gender affects the relationship between consumer experience and behavioral outcomes (e.g., satisfaction, revisit intention, word-of-mouth recommendation, etc.). To fill this gap, the present study aims to investigate the moderating effect of gender on the relationship between resort hotel experiences and tourist loyalty. The rationale behind investigating guest experiences at resort hotels is that holiday vacations are consumed primarily for hedonic purposes and resort hotels provide services that are rich in terms of experiential attributes.

This study applied a survey research design. A self-administered questionnaire was developed based on the extant hospitality and tourism research. The resort hotel experience was captured by adapting the 16-item tourist experience scale developed by Oh, Fiore and Jeoung (2007). The scale consists of four dimensions (i.e., education, esthetics, entertainment, and escapism) which taps the four realms of consumer experiences proposed by Pine and Gilmore (1999). Tourist loyalty was measured by three behavioral intentions (i.e., intention to return, intention to recommend, and willingness to pay more) that are frequently used in previous research. All items were measured on a five-point Likert type scale ranging from (1) *strongly disagree* to (5) *strongly agree*. To provide additional background on the respondents, demographic (e.g., gender, age, nationality, level of education, household income, and marital status) and travel-related questions (e.g., previous visit, length of stay, purpose of travel, party size, travel companions, and information sources used in holiday decision making) were also asked. Using initial survey draft, a pilot study was undertaken with a sample of 40 resort hotel guests in order to ensure that the wording, format and sequencing of questions were appropriate.

The target population of this study comprised guests staying at five-star resort hotels in Antalya province of Turkey. Antalya is one of the top tourism destinations in the Mediterranean region hosting more than 11 million international tourists per year (Turkish Ministry of Culture and Tourism, 2016). The study included only the five-star resort hotels with the argument that the higher the star rating of a hotel, the greater the amount of experiential attributes provided. To increase the diversity of resort hotels in the sampling frame, the maximum number of respondents from each property was intentionally limited

to 20 guests. A convenience sampling method was used in the research process. The questionnaires were distributed to the guests immediately after the check-out, while they were waiting for the airport transfer. Respondents were approached randomly rather than approaching all available guests in a systematic way. The data were collected in the months of May and June 2017. Out of 542 questionnaires collected, 22 questionnaires were unusable due to excessive missing data and two questionnaires included outliers. Thus, a total of 518 questionnaires were used to analyze the data.

A measurement model consisting of four-dimensional resort hotel experience scale (*education, esthetics, entertainment, escapism*) and one-dimensional loyalty scale was estimated using confirmatory factor analysis in order to establish convergent and discriminant validity of the constructs. An examination of the model indicated a good fit ($\chi^2/df < 3$, RMSEA < 5 , CFI, GFI, and NFI > 0.95). Convergent validity was assessed by examining the average variance extracted (AVE) for each construct. All AVE estimates exceed the recommended 0.50 threshold level (Hair et al., 2005). Thus, the convergent validity of the constructs was confirmed. Following Fornell and Larcker's (1981) suggestion, the discriminant validity of the constructs were tested by comparing AVE estimates with the squared correlations between pairs of constructs. All squared correlations between any pairs of constructs were less than the AVEs, indicating that discriminant validity was achieved. Additionally, the composite reliabilities were all above 0.80; showing evidence of strong internal consistency for each dimension of the resort hotel experience scale as well as the loyalty scale. The potential problem of common method bias (CMB) was tested using both Harman's single-factor and unmeasured latent method factor (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) approaches. The results indicated that common method variance does not appear to be present.

The structural model was tested using multiple group analysis. Respondents were divided into two groups based on their gender – female (n=262) and male (n=256). Before testing the moderation effects, Hair et al. (2005) suggest that metric invariance should be examined. Thus, a partial metric invariance model was employed and supported ($p > 0.05$). Additionally, a series of chi-square tests was applied in order to investigate whether or not there were any significant relationships between female and male respondents in terms of demographic and travel-related profiles. No significant differences were found between the two groups. In other words, both female and male respondents were found to be similar in terms of demographic and travel-related profiles.

The results of the moderation test indicated that the effects of *escapism* and *entertainment* on loyalty are significantly different according to guests' gender. More specifically, the impact of *escapism* on loyalty was found to be stronger for female guests ($p < 0.05$), whereas the impact of *entertainment* on loyalty was found to be stronger for male guests ($p < 0.05$). No other moderation effects were found between *education* and *esthetics* dimensions, and loyalty ($p > 0.05$). In other words, the effects of *education* and *esthetics* on loyalty were similar for both female and male guests.

The results of the present study make important theoretical and practical contributions. From a theoretical standpoint, this study contributes to the extant research on consumer experience in hospitality and tourism by finding empirical evidence regarding the moderating role of gender on the relationship between tourist experience and behavioral

intentions. From a practical standpoint, the findings of the study are important, as they indicate that the impact of experience on loyalty can vary systematically based on tourist's gender. In this study, escapist experiences at resort hotels proved to be a more important factor for female guests in developing positive behavioral intentions, while entertainment experiences were found to be more important for male guests. Thus, it is crucial for resort hotel operators and tourism marketers to take these gender differences into account when developing the experiential attributes of their products to increase customer loyalty.

Keywords: tourist experience, experience economy, loyalty, gender

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What Does the 21st Century Hospitality Customer Expect From the Service Delivery? A Case for Sheffield, United Kingdom

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Abstract

The 21st century consumer of a service delivery has access now, more than ever before, to a shorter delivery service timeline; a faster paced environment and at times a service delivery, which is less reliant on human contact. Consumers, exercising a vast amount of autonomy in deciding on how their service delivery might be managed and controlled, can decide quite rapidly as to whether they will opt in or out of a service delivery. As service delivery expectations increase, the hospitality industry is also experiencing many additional internal and external pressures and “wowing” the guest is becoming increasingly difficult. As consumer desirables and expectations change, as well as the global hospitality industry changing, the question now needs to be asked: what does the hospitality consumer now expect from the service delivery? This paper will endeavor to answer just that. The paper will be specific to hospitality consumers in Sheffield, South Yorkshire, United Kingdom.

Keywords: service delivery, customer, expectations, hospitality, Sheffield

Introduction

For the 21st century consumer of a service delivery a mirage of change is occurring. These changes - financial change; political change, economic change, technological change and societal change bring with them excitement, unrest, expectations and at times unfavourable outcomes. Currently the global financial market continues to borrow hand over fist, adding nearly \$60 trillion since 2007 in the process of pushing the world debt load to \$200 trillion, or nearly three times the size of the entire global economy. Economically the global world has been hit with many changes particularly the manner in which consumers are now allowed to “engage” with service delivery - long lines and crowded shopping malls are almost a thing of the past and with the popularity of e-commerce, consumers can once again avail of products and services in a completely different manner to consumers of the past. Consumers are now used to operating, engaging with and experiencing the “now” culture. Immediate access and immediate outcomes epitomises the “now” culture. Societal changes have also brought about changes where the service delivery is engaged with; consumers have now access to employees who are being sought out on the basis of their soft skills; an element of a caring, hospitable personality is overriding the necessity for hard skills.

These imminent changes dramatically impact customer expectations and as rapid change and growth occurs; extortionate pressures are experienced from service providers to provide and deliver on time every time. The service delivery timeline is now shorter and more condensed than ever before; creating friction between the customer and the delivery of service. This story is well lived out in the hospitality industry. The industry is catering for and delivering a service to a society who are well-travelled, well educated and confident as consumers of a service delivery. They are not afraid to complain, they are not afraid to

remain and they are not afraid to change if and when their expectations of a service delivery are not met if not, exceeded. In the 21st century and specific to the hospitality industry it is now not enough to just meet the guests expectations; the educated, the confidants and the travellers are quick to say no and want more for *their* engaging with the service delivery. It is thus of vital importance to the hospitality industry to do their utmost to understand and provide for what it is that the 21st century hospitality customer wants and needs from the service delivery.

Service Delivery and the Hospitality Industry

The essence of a service delivery is very much associated with the employees: “everything a service organisation does for its customers is first perceived by its employees” (Gronroos, 2000, p. 331). If employees do not understand the wants of the customers and how the service offering can fulfil these wants, they will not be effective in their interaction with the customers. Additionally, it is fundamental that organisations understands what the service delivery entails and how this should be managed. The service delivery can occur at two different levels - there are those who adopt an expertise-based strategy, by controlling the delivery process and expecting clients to adapt to their needs and style. Additionally and in contrast to the former, there are those who essentially become partners with their clients and collaborate in solving the client’s complex problems. Service delivery involves items such as: service quality and customer satisfaction, which can occur at multiple levels in an organization, for example, satisfaction with the contact person, satisfaction with the core service and satisfaction with the organization and its offerings as a whole (Shemwell, 2001). Given the importance of the customer in deciding what a service deliver should entail, Gummesson (1991) notes how the customer can help the organization organize around the customer. He notes that the customer seeks a seamless service delivery experience and the organization must find a way to provide it through the organizing strategy. A focus on understanding what the customer wants from a service delivery is of great importance. This can be achieved through feedback as well as a greater understanding of the sector where the service delivery occurs and for the context of this paper - the hospitality industry.

Hospitality in Context

The Oxford English Dictionary (2002) defines hospitality as the ‘friendly and generous reception of guests or strangers’, while the Chambers English Dictionary (2001) defines it as, ‘entertaining strangers and guests kindly and without reward: showing kindness: generous: bountiful’. Many definitions exist as well as opinions but one thing is for sure - it is about people engaging with people - which is different to the concept of serving people. It is not difficult in the 21st century to experience hospitality yet not engage with the human interaction. For example, a customer can overnight in a hotel without engaging with a human during the experience. On the other hand, Heal (1984) cited Wheler that “hospitality is an excellent Christian Practice”. In addition to this the institution of a Gentleman insists, “good housekeeping is a thing in all Gentleman required” and the fact that the traditional link between gentility and generosity must be well maintained. American heritage dictionary (2001) defines the hospitality as “someone with whom one has shared duties of hospitality”.

Methodology

The primary purpose of this exploratory study is to examine what are the 21st century customers expecting from a service delivery, specific to small businesses. A five-point scale ranking from 1 (very important) to 5 (least important) was used to gather data. In order to manage the logistics of obtaining responses from diverse group, 4 independent cafés in city of Sheffield in United Kingdom were identified for conducting the survey. These cafes were selected based on their area (mainly in city centre) and also being independent organisations (small businesses). The data collection occurred over a two week timeframe. 100 questionnaires were distributed of which 35 were deemed appropriate for the sample.

Responses (n=35 currently) were coded and analysed using SPSS software (version 22.0 for windows). Mean and standard deviation scores were obtained to identify the highest factors based on customers opinion.

The Optimal Allocation Strategies on Two-grade Discount Hotel Rooms

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Abstract

It is a common promotion way for hotel to offer discount rooms during the off-season. This paper studies the problems for optimal hotel room allocations with original price and multistage discount price. The two models of the optimal allocation for first-grade and second-grade discount hotel rooms are established respectively. It is assumed that the customers can reserve rooms at a discount before a certain deadline, meanwhile, they are allowed to cancel their reservations for some reasons. The expected total revenue function of hotel rooms is established under a certain cancellation rate and the optimal solution of the first-grade discount model is derived. Finally, under various parameters, the numerical analyses of the first-grade and second-grade discount models are given to demonstrate the validity of this model. It is shown that with the raise of volatility and elasticity of the market demand, optimal allocation amount of the discount rooms increases gradually. While with the raise of market demand, the optimal allocation amount of the discount rooms gradually decrease. When the cancellation rate of original rooms and the discount rooms have the synchronous change, the cancellation rate has little effect on the allocation proportion of hotel rooms. Based on the results, hotel managers can dynamically adjust hotel rooms allocation strategies.

Keywords: hotel, discount, expected revenue, allocation strategy, revenue management

Introduction

Revenue management research which originates airline industry has made great achievement in different industries (Chiang, Chen and Xu, 2006; Anderson and Xie, 2010; Gönsch, Koch and Steinhardt, 2014; Erdem, Erdem and Jiang et al., 2016). Revenue management (RM) which is called yield management in the early days is an essential instrument for matching supply and demand by dividing customers into different segments based on their purchase intentions and allocating capacity to the different segments in a way that maximizes a particular firm's revenues. Kimes(1989) defines RM as the application of information systems and pricing strategies to allocate the right capacity to the right customer at the right price at the right time. The application features of revenue management are as follows: the storage of perishable goods, limited capacity, demand uncertainty, advance bookings, high fixed costs and low variable cost. The perishable goods, which include air seats, hotel rooms, car rental, golf courses, casino and gambling facilities, and so on, are the main application objects of revenue management.

Capacity management is one of the most important methods of revenue management, and capacity management of the perishable goods has attracted many scholars attention (Savin, Cohen, and Gans et al., 2005; Feng and Xiao, 2006; Kocabiyıkoğlu, Popescu, and Stefanescu, 2013; Ovchinnikov, Boulu Reshef and Pfeifer, 2014). Because flexibility of the perishable goods capacity is limited, the optimization allocation of perishable goods is very important in practice. For example, Chew, Lee and Liu (2009) developed a discrete

time dynamic programming model to obtain the optimal prices and the optimal inventory allocations for the product with a two period lifetime to maximize the expected revenue.

RM is widely used in hotel industry, and it has been shown to provide revenue gains of 4 to 5 percent (Weatherford, 1995). Overbooking and capacity management have caught the interest of many scholars in hotel revenue management (Karaesmen and van Ryzin, 2004; Pullman and Rodgers, 2010; Steinhardt and Gönsch, 2012). When there is sufficient market demand, overbooking should be considered, otherwise, hotel rooms should be at a discount (Lee, 2016). Overbooking is based on the assumption that some of the customers that have booked rooms will not appear for check-in (so called “no show”), others will cancel or amend their bookings last minute, while third will prematurely break their stay in the hotel, due to illness, personal reasons, traffic, bad weather, force majeure or other reasons (Chen, 2016; Antonio, Almeida and Nunes, 2017). In order to protect itself from losses, the hotel confirms more rooms than its available capacity with the expectation that the number of overbooked rooms will match the number of no shows, last minute cancellations and amendments (Noone and Lee, 2011; Ivanov and Zhechev, 2012; Fasone and Faldetta, 2013).

Capacity management of hotel rooms is similar to capacity management of air seats. Optimal distribution and optimal control are the main content of capacity management of air seats, which has a certain reference to capacity management of hotel rooms (Zhao, 2001; Feng, 2001; Feng and Xiao, 2006). Feng (2001) considers an airline seat inventory control problem with multiple origins, one hub, and one destination. This study presents a stochastic control model and develops optimal control rules. Zhao (2001) studies a two-class dynamic seat allocation model, which has two distinctive features. The model explains why airlines close discount fares as the departure time approaches and shows a close relationship between the optimal policy and the policies suggested by the existing static models.

Hotel rooms are common perishable goods, and allocation of hotel rooms has been the focus of academic discussion (Jerath, Netessine, and Veeraraghavan, 2010; Chen and Lin, 2013; Heo, Lee and Mattila et al., 2013). Ladany(1976) studies allocation problem of different types of hotel rooms to maximize the expected contribution to profit per rental day. Steinhardt and Gönsch(2012) improve the traditional decomposition model and construct two dynamic programming model in order to research capacity management.

Demand season changes have great influence to hotel revenue management decisions. In the off-season, discount pricing should be applied to maximize total expected return in hotel revenue management (Tang and Jang, 2010). Discount pricing is commonly used in hotel dynamic pricing, and optimal allocation of discount rooms is an important content of hotel room capacity management (Pan, 2007; Levin, Nediak, and Bazhanov, 2014). Koidea and Ishii (2005) study the optimal allocation and overbooking of discount rooms without numerical analysis, and they only analyze the optimal allocation strategy without cancellation and overbooking. In practice, customers can reserve hotel rooms at discount price for some time, and are allowed to cancel the reservation after booking for some reasons (Romero Morales and Wang, 2010). Profit maximization is the purpose of hotel revenue management, so the expected return model is commonly used in the field (Kimes, 1989; Feng and Xiao, 2000; Topaloglu, Birbil, and Frenk et al., 2012). This paper studies

the problems for optimal hotel room allocations with original price and multistage discount price. The two models of the optimal allocation for first-grade and second-grade discount hotel rooms are established respectively. It is assumed that the customers can reserve rooms at a discount before a certain deadline, meanwhile, they are allowed to cancel their reservations for some reasons. The expected total revenue function of hotel rooms is established under a certain cancellation rate and the optimal solution of the first-grade discount model is derived. Finally, under various parameters, the numerical analyses of the first-grade and second-grade discount model are given to demonstrate the validity of the model. It is shown that with the raise of volatility and elasticity of the market demand, optimal allocation amount of the discount rooms increases gradually. While with the raise of market demand, the optimal allocation amount of the discount rooms gradually decrease. When the cancellation rate of original rooms and the discount rooms have the synchronous change, the cancellation rate has little effect on the allocation proportion of hotel rooms.

The paper is structured as follows: Section 2 provides the two models of the optimal allocation for first-grade and second-grade discount rooms. In Section 3, the optimal solution of the first-grade discount model is given. In Section 4, the computational results from the numerical analyses of the first-grade and second-grade discount models are discussed, and the optimal allocation strategies and the value of corresponding expected total revenue function are given to demonstrate the validity of this model. At last, the paper concludes with a summary of the key results.

Modeling

Assumptions

Connecting with the practical situation, this paper considers that the customers can reserve rooms at a discount in a certain period. To study the optimal allocation problems for discount hotel rooms, the assumptions are given as follows:

Assumption 1: The accepted booking time for hotels is divided into a total of 3 periods, T_2, T_1, T_0 , which can be expressed as T_j , where $j = 2, 1, 0$. And the beginning of the period T_j is also the start time of level j discount. Only the level T_j discount rooms and normal rooms can be sold in the period of T_j .

Assumption 2: Under the level of j discount, the unsold rooms can only be converted into normal room sale, where $j = 2, 1$;

Notations and Definitions

Better to understand the model and solve process, the mathematical notations and their meanings are given as follows:

- $j = 2, 1, 0$ Second-grade discount rooms, first-grade discount rooms and normal rooms, respectively;
- R_j The price for level j discount rooms, where $j = 2, 1$;
- R_0 Full price;
- b, a Discount coefficient; b is for second-grade discount, a is for first-grade discount respectively where $R_2 = b \times R_0$, $R_1 = a \times R_0$;

y_j	Number of rooms allocated for j discount rooms, where $j = 2, 1$;
y_0	Number of rooms allocated for normal rooms;
y_j^*	Optimal number of rooms allocated for j discount rooms, where $j = 2, 1$;
y_0^*	Optimal number of rooms allocated for normal rooms;
D_j	Random variable for the demands of rooms in booking j discount rooms, where $j = 2, 1$;
D_0	Random variable for the demands of rooms in booking normal rooms;
P_j	Cancellation ratio for booking j discount rooms, where $j = 2, 1$;
P_0	Cancellation ratio for booking normal rooms;
x_j	Random variable for the number of sales for j discount rooms, where $j = 2, 1$;
x_0	Random variable for the number of sales for normal rooms;
$f_j(D_j), F_j(D_j)$	Probability density function and probability distribution function under; level j discount rooms for D_j , where $j = 2, 1$;
$f_0(D_0), F_0(D_0)$	Probability density function and probability distribution function under normal price for D_0 ;
W_1	Expected total revenue for the first-grade discount rooms;
W_2	Expected total revenue for the second-grade discount rooms;
$E(x)$	Expected value of x ;
$[x]$	Rounding x

Model Building

Allocation Model for One-grade Discount

Typically, reservation demand expressed as D_j for hotel rooms are random variables, whose exact value is unknown, where $j = 1, 0$. So, the paper can't determine accurate value of the reservation demand for hotel rooms D_j and allocation number of hotel rooms y_j . Hotel room sale is also a random variable expressed as x_j , which is determined jointly by the number of y_j and D_j . When D_j is lower than y_j , because of a lack of market demand, the distribution of the hotel rooms is relative surplus and x_j is decided by D_j . Conversely, when D_j is higher than y_j , the market demand is bigger and y_j can be assigned to all sales, so x_j is determined by y_j . In the actual situation, after booking rooms customers are allowed to cancel the reservation for some reasons. So the cancellation rate is taken into account in the discount model for hotel rooms. Next, based on the above two assumptions, the formula of x_j is built.

The accepted booking time is divided into two periods, T_1, T_0 . At period T_1 , the hotel can sell discount rooms and full-price rooms, and the sale of discount rooms has a priority. In this period, only when the discount rooms are all sold out, can full-price rooms start to sell. In addition, if the discount rooms are not sold out during this period, the rest of which will be transferred into full-price rooms to be sold at period T_0 . At period T_0 , the rooms can be only

sold at full price, and sales of the full-price rooms consist of two parts, one is y_0 allocated from the initial period T_0 , the other is the unsold discount rooms from period T_1 . In addition, the start of T_j is the beginning of discount j period and the end of T_1 is just the beginning of the period T_0 , where $j = 1, 0$;

Based on the above description, the mathematical expression of random variable for the sale number of discount rooms x_1 is constructed.

$$x_1 = \begin{cases} D_1(1 - p_1), & \text{if } D_1 < y_1 \\ y_1(1 - p_1), & \text{if } D_1 \geq y_1 \end{cases} = \min\{D_1, y_1\}(1 - p_1) \quad (1)$$

In order to clearly express the random variable x_0 for normal rooms, the paper introduces 0-1 variable β .

$$\beta = \begin{cases} 1, & \text{if } D_1 < y_1 \\ 0, & \text{if } D_1 \geq y_1 \end{cases} \quad (2)$$

Based on the above description, the mathematical expression of random variable for the sale number of normal rooms x_0 is constructed.

$$x_0 = \begin{cases} D_0(1 - p_0), & \text{if } D_0 < y_0 + \beta(y_1 - D_1(1 - p_1)) + (1 - \beta)y_1p_1 \\ [y_0 + \beta(y_1 - D_1(1 - p_1)) + (1 - \beta)y_1p_1](1 - p_0), & \text{if } D_0 \geq y_0 + \beta(y_1 - D_1(1 - p_1)) + (1 - \beta)y_1p_1 \\ \min\{D_0, y_0 + \beta(y_1 - D_1(1 - p_1)) + (1 - \beta)y_1p_1\}(1 - p_0) \end{cases} \quad (3)$$

The two random variables for the sales of full-price rooms and discount rooms have been constructed. In the model, the paper introduces the allocation amount of discount rooms y_1 and full-price rooms y_0 , and the value of them determines the total revenue of the hotel rooms. To get the optimal allocation amount, the paper builds a total expected revenue function of hotel rooms.

The total expected revenue function for hotel rooms depends on the sale number and price of hotel rooms. Since the sale volume of hotel rooms is random, the expectation of which needs to be calculated. In the above model, the random variables for the number of discount and full-price rooms are expressed as x_1 and x_0 , respectively, so the mathematical expectation of them represents the sale number of discount and full-price rooms.

The sale number of discount rooms $E(x_1)$ is as follows:

$$E(x_1) = (1 - p_1)(y_1 - \int_0^{y_1} F_1(D_1) dD_1) \quad (4)$$

The sale number of full-price rooms $E(x_0)$ is as follows:

$$E_1(x_0) = (1 - p_0) \int_0^{y_1} f_1(D_1)(Y - D_1(1 - p_1) - \int_0^{Y - D_1(1 - p_1)} F_0(D_0) \mathcal{H}_{D_0} \mathcal{H}_{D_1} \\ + (1 - p_0)(1 - F_1(y_1)) \times (Y - y_1 + y_1 p_1 - \int_0^{Y - y_1 + y_1 p_1} F_0(D_0) \mathcal{H}_{D_0}) \quad (5)$$

In conclusion, when the hotel rooms are only divided into two type of rooms, which are discount rooms and full-price rooms, the total expected revenue function of hotel rooms is expressed as follows:

$$W_1 = \sum_{i=0}^1 E(x_i)R_i = E(x_1)aR_0 + E_1(x_0)R_0 \quad (6)$$

Then, the problem is transferred into the following mathematical model:

$$\max \left\{ \begin{aligned} &aR_0(1 - p_1)(y_1 - \int_0^{y_1} F_1(D_1) \mathcal{H}_{D_1}) + R_0(1 - p_0) \int_0^{y_1} f_1(D_1)(Y - D_1(1 - p_1) - \int_0^{Y - D_1(1 - p_1)} F_0(D_0) \mathcal{H}_{D_0} \mathcal{H}_{D_1} \\ &+ R_0(1 - p_0)(1 - F_1(y_1)) \times (Y - y_1(1 - p_1) - \int_0^{Y - y_1(1 - p_1)} F_0(D_0) \mathcal{H}_{D_0}) \end{aligned} \right\} \\ \text{s.t.} \left\{ \begin{aligned} &y_1 + y_0 = Y \\ &0 \leq y_j \leq Y \\ &y_j \in Z \\ &j = 1, 0 \end{aligned} \right. \quad (7)$$

The above mathematical model reflects the optimal allocation problem when there are only the discount rooms and full-price rooms. In this model, because the total number of hotel rooms is fixed, the model is a univariate function, the paper just need to calculate the optimal solution of the mathematical model, namely the optimal allocation strategy can be got. y_1^* is defined as the optimal solution of the model, and the random variable for reservation demand of discount and full-price rooms is D_j , whose distribution function can be obtained by statistical knowledge. And the discount rate is set to be discount a , the cancellation rate of discount and full-price rooms are p_1, p_0 , respectively, which can be obtained from the actual statistical data of hotels. Then the paper makes y_1^* and y_0^* the optimal allocation amount of discount and full-price rooms respectively, and the optimal allocation strategy of hotel rooms is as follows:

$$\left\{ \begin{aligned} &y_1^* = \min \{ [0.5 + y_1^*], Y \} \\ &y_0^* = Y - y_1^* \end{aligned} \right. \quad (8)$$

Allocation Model for Two-grade Discount

Similar to the one-grade discount room allocation model, the random variable for hotel room sale is x_j , whose value is determined jointly by the number of y_j and D_j , where $j = 2, 1, 0$. The accepted booking time is divided into three periods, T_2, T_1, T_0 . At period T_2 and T_1 , the hotel can sell discount rooms and full-price rooms, and sale of discount rooms has a priority. In this period, only when the discount rooms are all sold out, can full-price rooms start to sell. In addition, if discount rooms are not sold out during the period of time

T_2 and T_1 , the rest, which will be transferred into full-price rooms, will be sold at period T_0 . At period T_0 , the rooms can be only sold at full price, and sales of the full-price rooms consist of two parts, one is y_0 allocated from the initial period T_0 , the other is the unsold discount rooms from period T_2 and T_1 . In addition, the start of T_j is the beginning of discount j period and the end of T_j is just the beginning of the period T_{j-1} , where $j = 2, 1$; In this section, the cancellation rate is also taken into account. Based on the above two description, the formula of x_j is built.

The random variable for the sale number of the second-grade discount rooms x_2 is constructed.

$$x_2 = \begin{cases} D_2(1 - p_2), & \text{if } D_2 < y_2 \\ y_2(1 - p_2), & \text{if } D_2 \geq y_2 \end{cases} = \min\{D_2, y_2\}(1 - p_2) \quad (9)$$

The random variable for the sale number of the first-grade discount rooms x_1 is constructed.

$$x_1 = \begin{cases} D_1(1 - p_1), & \text{if } D_1 < y_1 \\ y_1(1 - p_1), & \text{if } D_1 \geq y_1 \end{cases} = \min\{D_1, y_1\}(1 - p_1) \quad (10)$$

In order to clearly express the random variable x_0 for normal rooms, the paper introduces 0-1 variable α_j .

$$a_j = \begin{cases} 1, & D_j < y_j \\ 0, & D_j \geq y_j \end{cases} \quad j = 1, 2 \quad (11)$$

The expression of random variable for the sale number of normal rooms x_0 is constructed.

$$\text{if } D_0 < y_0 + \alpha_1(y_1 - D_1(1 - p_1)) + (1 - \alpha_1)y_1p_1 + \alpha_2(y_2 - D_2(1 - p_2)) + (1 - \alpha_2)y_2p_2, \\ x_0 = D_0(1 - p_0) \quad (12)$$

$$\text{if } D_0 \geq y_0 + \alpha_1(y_1 - D_1(1 - p_1)) + (1 - \alpha_1)y_1p_1 + \alpha_2(y_2 - D_2(1 - p_2)) + (1 - \alpha_2)y_2p_2, \\ x_0 = [y_0 + \alpha_1(y_1 - D_1(1 - p_1)) + (1 - \alpha_1)y_1p_1 + \alpha_2(y_2 - D_2(1 - p_2)) + (1 - \alpha_2)y_2p_2](1 - p_0) \quad (13)$$

x_0 is expressed as follows:

$$x_0 = \min\{D_0, y_0 + \alpha_1(y_1 - D_1(1 - p_1)) + (1 - \alpha_1)y_1p_1 + \alpha_2(y_2 - D_2(1 - p_2)) + (1 - \alpha_2)y_2p_2\}(1 - p_0) \quad (14)$$

The paper constructs three random variables for the sales of first-grade, second-grade discount and full-price rooms. In the model, the paper introduces the allocation amount of

discount rooms y_2 , y_1 and full-price rooms y_0 , but the value of them determines the total revenue of the hotel rooms. To get the optimal allocation amount, the paper builds a total expected revenue function of hotel rooms. In the above model, the random variables for the number of first-grade, second-grade discount and full-price rooms are expressed as x_2 , x_1 and x_0 , respectively, so the expectation of them represents the sale number of first-grade, second-grade discount and full-price rooms.

The expectation of x_2 and x_1 is expressed as $E(x_2)$ and $E(x_1)$:

$$E(x_2) = (y_2 - \int_0^{y_2} F_2(D_2) dD_2)(1 - p_2) \tag{15}$$

$$E(x_1) = (y_1 - \int_0^{y_1} F_1(D_1) dD_1)(1 - p_1) \tag{16}$$

Because the unsold rooms of the second-grade and the first-grade discount rooms have been transferred into full-price rooms, the mathematical expectation of x_0 is $E_2(x_0)$:

$$\begin{aligned} E_2(x_0) &= \int_0^{y_2} f_2(D_2) dD_2 \int_0^{y_1} f_1(D_1) dD_1 \times (y_0 + \sum_{j=1}^2 (y_j - D_j(1 - p_j))) - \int_0^{y_0 + \sum_{j=1}^2 (y_j - D_j(1 - p_j))} F_0(D_0) dD_0 (1 - p_0) \\ &+ \int_0^{y_2} f_2(D_2) dD_2 (1 - F_1(y_1)) \times (y_0 + (y_2 - D_2(1 - p_2))) - \int_0^{y_0 + (y_2 - D_2(1 - p_2))} F_0(D_0) dD_0 (1 - p_0) \\ &+ (1 - F_2(y_2)) \int_0^{y_1} f_1(D_1) dD_1 \times (y_0 + (y_1 - D_1(1 - p_1))) - \int_0^{y_0 + (y_1 - D_1(1 - p_1))} F_0(D_0) dD_0 (1 - p_0) \\ &+ (1 - F_2(y_2))(1 - F_1(y_1)) \times (y_0 - \int_0^{y_0} F_0(D_0) dD_0) (1 - p_0) \end{aligned} \tag{17}$$

Considering the second-grade, the total expected revenue function of hotel rooms is obtained as follows:

$$W_2 = \sum_{i=0}^2 E(x_i)R_i = E(x_2)bR_0 + E(x_1)aR_0 + E_2(x_0)R_0 \tag{18}$$

In conclusion, the problem is transferred into the following mathematical model:

$$\begin{aligned} \max & \{E(x_2)bR_0 + E(x_1)aR_0 + E_2(x_0)R_0\} \\ \text{s.t.} & \begin{cases} y_2 + y_1 + y_0 = Y \\ 0 \leq y_j \leq Y \\ y_j \in Z \\ j = 2, 1, 0 \end{cases} \end{aligned} \tag{19}$$

The above mathematical model reflects the optimal allocation problem when there are two types of discount rooms and full-price rooms. In this model, because the total number of hotel rooms is fixed, the model is a binary function, the paper just need to calculate the optimal solution of the mathematical model to get the optimal allocation strategy. y_2^{**} and y_1^{**} are defined as the optimal solutions of the model, and the second-grade discount rate is

set to be discount b , similarly discount a is set for first-grade discount. The random variable for reservation demand of discount and full-price rooms is D_j , whose distribution function can be obtained by statistical knowledge. And the cancellation rate of second-grade, first-grade discount and full-price rooms are p_2, p_1, p_0 , respectively, which can be obtained from the actual statistical data of hotels. Then the paper makes y_2^{**}, y_1^{**} and y_0^{**} the optimal allocation amount of discount and full-price rooms respectively, then the optimal allocation strategy of hotel rooms is as follows:

$$\begin{cases} y_2^{**} = \min \{Y, y_2^{**}\} \\ y_1^{**} = \min \{Y, y_1^{**}\} \\ y_0^{**} = Y - y_2^{**} - y_1^{**} \end{cases} \quad (20)$$

Optimal Solution Analysis of One-grade Discount Model

Now the paper analyzes the optimal solution of one grade discount room allocation model. In general, this paper considers the probability density function and distribution function is differentiable (Koide and Ishii, 2005). Based on the existence of cancellation rate, the paper takes the first derivative of $E(x_1)$, which is as follows:

$$\frac{dE(x_1)}{dy_1} = (1 - p_1)(1 - F_1(y_1)) \quad (21)$$

Meanwhile, considering the existence of cancellation rate, the paper takes the first derivative of $E_1(x_0)$, which is as follows

$$\frac{dE_1(x_0)}{dy_1} = (1 - p_1)(1 - p_0)(1 - F_1(y_1))(F_0(Y - y_1 + y_1 p_1) - 1) \quad (22)$$

Then the paper takes the first derivative of expected total revenue for one-grade discount rooms, which is as follows:

$$\begin{aligned} \frac{dW_1}{dy_1} &= \frac{dE(x_1)}{dy_1} R_1 + \frac{dE_1(x_0)}{dy_1} R_0 \\ &= R_0(1 - F_1(y_1))((1 - p_0)F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a)(1 - p_1) \end{aligned} \quad (23)$$

$$\text{If } \frac{dW_1}{dy_1} = 0,$$

$$(1 - F_1(y_1))((1 - p_0)F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a)(1 - p_1) = 0 \quad (24)$$

Consider $1 - F_1(x) > 0$, and in the actual situation, it is a small probability event that all customers cancel all rooms on the same day after booking, so the paper considers the cancellation rate $p_j < 1, j = 1, 0$, namely, $1 - p_j > 0, j = 1, 0$, and $1 - F_1(x) > 0$

$$(1 - p_0) F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a = 0 \quad (25)$$

(1). If $a \geq 1 - p_0$,

$$(1 - p_0) F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a > 0 \quad (26)$$

So

$$\frac{dW_1}{dy_1} > 0 \quad (27)$$

This shows that when $a \geq 1 - p_0$, that is to say, the room discount rate is not lower than $1 - p_0$, the total revenue W_1 will increase along with the raise of allocation amount of the hotel rooms. So in order to realize the maximization of the hotel room revenues, all rooms' amount Y should be allocated to discount a rooms, not to full-price rooms. The optimal allocation strategy for hotel rooms is:

$$\begin{cases} y_1^* = Y \\ y_0^* = 0 \end{cases} \quad (28)$$

(2). If $a < 1 - p_0$,

Solve the equation:

$$(1 - p_0) F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a = 0 \quad (29)$$

The paper denotes that y_1^* and y_0^* are the optimal allocation amount of discount a rooms and full-price rooms respectively, considering $y_j^* \in [0, Y], j = 1, 0$, and $y_0^* + y_1^* = Y$, the optimal allocation strategy for hotel rooms at this time is:

$$\begin{cases} y_1^* = \min\left\{Y, \left(0.5 + \frac{Y - F_0^{-1}\left(1 - \frac{a}{1 - p_0}\right)}{1 - p_1}\right)\right\} \\ y_0^* = Y - y_1^* \end{cases} \quad (30)$$

Numerical analysis

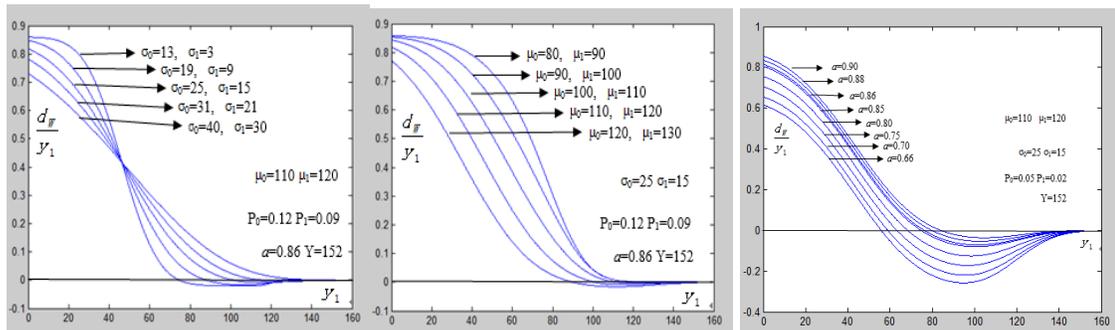
Numerical Analysis of One-grade Discount Allocation Model

Under a variety of different parameters, numerical analyses are applied to study the optimal allocation of discount and full-price hotel rooms and to test the effectiveness in this section.

Some basic assumptions are given, the random variables for the demands of discount and full-price rooms are normally distributed (Ivanov, 2012), the distribution functions are

$F_0(x) \sim N(\mu_0, \sigma_0^2)$, $F_1(x) \sim N(\mu_1, \sigma_1^2)$, respectively. The hotel has a total of 152 rooms, namely $Y = 152$. And other parameters $p_0, p_1, \mu_0, \mu_1, \sigma_0, \sigma_1$ and a are given in numerical analysis.

In order to study the effectiveness of the model, the paper conducts the numerical analysis and studies the optimal allocation quantity of discount rooms from the viewpoints of standard deviation, mean value and the discount rate. With other parameters being the same, combining with the expected total revenue function $W(y_1)$ as well as the map of its derived function, the paper gives multiple standard deviation, mean value, and discount rate respectively, and analyzes the validity of the model to solve the optimal allocation quantity for discount rooms.



a. different parameters (σ_0, σ_1) b. different parameters (μ_0, μ_1) c. different parameters a

Figure 1: The derivative map of expected total revenue function for one-grade discount rooms with different parameters

The Numerical Analysis of Different Standard Deviation σ

The paper considers $\mu_0 = 110, \mu_1 = 120, p_0 = 0.12, p_1 = 0.09, a = 0.86, Y = 152$, and the following five groups of standard deviation are given, namely $\sigma_0 = 13, \sigma_1 = 3$; $\sigma_0 = 19, \sigma_1 = 9$; $\sigma_0 = 25, \sigma_1 = 15$; $\sigma_0 = 31, \sigma_1 = 21$; $\sigma_0 = 40, \sigma_1 = 30$. The paper solves the optimal allocation amount of discount rooms with the five groups of standard deviation. Through numerical calculation, the solution of the corresponding optimal allocation amount of discount rooms are respectively 75, 88, 101, 114, 134, and the optimal allocation amount of normal rooms are respectively 77, 64, 51, 38, 18. In order to test the validity of the calculation results, Figure 1 (a) has shown the derivative map of the above five groups (σ_0, σ_1) corresponding to the total revenue function on the derivative of y_1 .

Firstly, through observation, the intersection of the derived map of the total revenue function and the horizontal axis is the zero point of total revenue function, where point y_1 is the maximum value of the total revenue under the corresponding parameters which is also the optimal allocation amount of discount rooms. Secondly, it is not hard to see that the zero position of corresponding parameters in figure 1 (a) coincide basically with the above numerical analysis results, which indicates the effectiveness of the model; Finally, the paper finds that when other parameters are constant, with the raise of standard deviation, the optimal allocation amount of discount rooms gradually increase, the reason

for which is that when the instability of market demand increases, more discount rooms are taken out to grab market share and lock the hotel revenue in advance.

The Numerical Analysis of Different Average μ

The paper considers $\sigma_0 = 25$, $\sigma_1 = 15$, $p_0 = 0.12$, $p_1 = 0.09$, $a = 0.86$, $Y = 152$, and it solves the optimal allocation amount of discount rooms with the five groups of mean value. Namely, $\mu_0 = 80$, $\mu_1 = 90$; $\mu_0 = 90$, $\mu_1 = 100$; $\mu_0 = 100$, $\mu_1 = 110$; $\mu_0 = 110$, $\mu_1 = 120$; $\mu_0 = 120$, $\mu_1 = 130$. Through calculation, the optimal allocation amount of discount rooms are respectively 134, 123, 112, 101, 90, and the optimal allocation amount of normal rooms are respectively 18, 29, 40, 51, 62. Similarly, in order to test the validity of the calculation results, the paper draws the derivative map of the above five groups (μ_0, μ_1) corresponding to the total revenue function on the derivative of Y_1 , which is shown as Figure1 (b) .

Firstly, through the observation of Figure1 (b) , the total revenue function firstly increases and then decreases. So under corresponding parameters there is Y_1 which makes the total revenue of hotel rooms maximum. This point Y_1 is to make derived function of total revenue function equal zero, whose abscissa point is the optimal allocation amount of discount rooms; Secondly, it is not hard to see that the zero position of corresponding parameters in figure 1 (b) coincide basically with the above numerical analysis results, which indicates the effectiveness of the model; Finally, the paper finds that when other parameters are constant, with the raise of mean value, the optimal allocation amount of discount rooms gradually decreases, and the reason for it is that hotel managers have confidence in the hotel's revenue, and fewer discount rooms are allocated in order to increase the hotel revenue.

The Numerical Analysis of Different Market Demand Elasticity

Eight different markets are built under different discount rate a with common μ and σ , which suggests that the eight different markets have different demand elasticity. In actual situation, chain hotels often choose set up many stores in many areas where the room demand distribution are of similarity. In addition, those areas are located in a large region and have similar distribution of demand without discount. However, they often have different market demand elasticity considering the regional differences. So the paper explores the sensitivity of discount rate corresponding to different market demand elasticity, which is conducive to the further study of the optimal allocation strategy for hotel rooms. In this section, there are eight markets with different demand elasticity, under the different discount rate, and each one just has some common parameters. And then the paper analyzes the optimal allocation amount of different market demand elasticity.

When discount rate of different markets are respectively 0.9, 0.88, 0.86, 0.85, 0.8, 0.75, 0.7, 0.66, Each market has the following common characteristics, $\mu_0 = 110$, $\mu_1 = 120$, $\sigma_0 = 25$, $\sigma_1 = 15$, $p_0 = 0.12$, $p_1 = 0.09$, $Y = 152$. Then the optimal allocation amount of discount rooms is calculated separately, and the corresponding results of model are as follows 84, 80, 76, 75, 68, 63, 59, 56, and the corresponding optimal allocation amount of

normal rooms are 68, 72, 76, 77, 84, 89, 93, 96. To test the validity of the calculation results, the paper draws the derivative map of the total revenue function on the derivative of y_1 for the above eight markets with different demand elasticity, which is shown as Figure 1 (c). Through observation, the derivative function of the total revenue function of different parameters has an intersection point with horizontal axis, which shows that there is extreme value for the total revenue function, and the abscissa corresponding to the extreme value is the optimal allocation amount of discount rooms; In addition, the intersection position of derivative functions of the total revenue function of eight markets with different demand elasticity corresponding to different parameters with horizontal axis in figure 1 (c) coincides basically with the above numerical analysis results, which indicates the effectiveness of the model from the prospect of discount rate. Finally, it shows that with the raise of market demand elasticity, the hotels should allocate more discount rooms to obtain more revenue.

Table 1: The Optimal Allocation Amount of Hotel Rooms Under Different Parameters

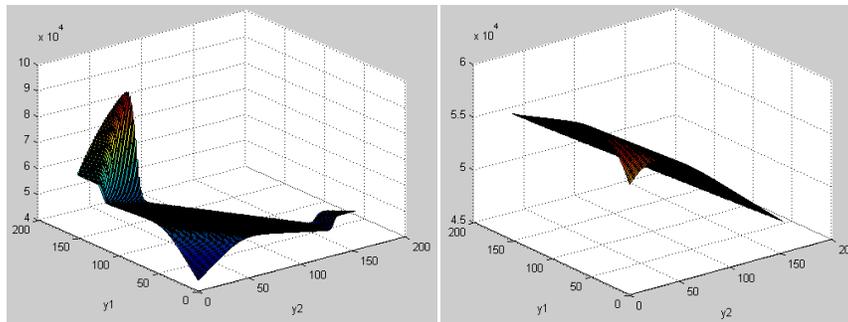
	(σ_0, σ_1)	y_0^*	y_1^*	(μ_0, μ_1)	y_0^*	y_1^*	(a)	y_0^*	y_1^*	(a)	y_0^*	y_1^*
1	(13, 3)	77	75	1 (80, 90)	18	134	1 0.9	68	84	6 0.75	89	63
2	(19, 9)	64	88	2 (90, 100)	29	123	2 0.88	72	80	7 0.7	93	59
3	(25, 15)	51	101	3 (100, 110)	40	112	3 0.86	76	76	8 0.66	96	56
4	(31, 21)	38	114	4 (110, 100)	51	101	4 0.85	77	75			
5	(40, 30)	18	134	5 (120, 130)	62	90	5 0.8	84	68			

Note: Other parameter values refer to the above numerical analysis.

Numerical Analysis of Two-grade Discount Allocation Model

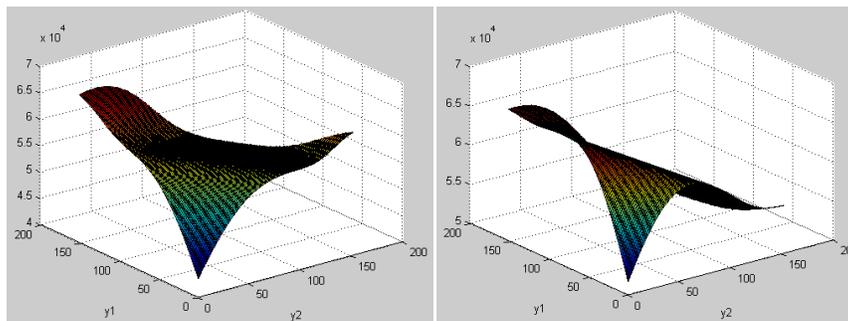
This section will apply numerical analysis to study the optimum allocation problems with second-grade discount (discount b), first-grade discount (discount a) and full-price hotel rooms. Under a variety of different parameters, the paper tests the effectiveness of the model, and calculates the optimal solution. Similarly with the analysis of one-grade model, firstly some basic assumptions are given, the random variables for the demands of second-grade discount (discount b), first-grade discount (discount a) and full-price rooms are normally distributed, and the distribution functions are $F_2(x) \sim N(\mu_2, \sigma_2^2)$, $F_1(x) \sim N(\mu_1, \sigma_1^2)$, $F_0(x) \sim N(\mu_0, \sigma_0^2)$, respectively. The hotel has a total of 152 rooms, namely $Y = 152$, and other parameters $p_0, p_1, p_2, \mu_0, \mu_1, \mu_2, \sigma_0, \sigma_1, \sigma_2, b, a$ will be given in numerical analysis.

In order to study the effectiveness of the model, the paper conducts the numerical analysis and studies the optimal allocation amount and the corresponding expected total revenue of discount rooms from the viewpoints of standard deviation, mean value, the discount rate and cancellation rate. With other parameters being the same, multiple standard deviation, mean value, discount rate and cancellation rate are given respectively, and the paper solves the model to get the optimal allocation strategy.



a. $\sigma_0=13, \sigma_1=3, \sigma_2=2$

b. $\mu_0=150, \mu_1=200, \mu_2=260$



c. $a=0.95, b=0.85$

d. $P_0=0.08, P_1=0.05, P_2=0.03$

Figure 2: The first-grade and second-grade discount rooms allocations and the corresponding expected revenue function value under different parameters

The Numerical Analysis of Different Standard Deviation σ

Assuming $\mu_0 = 110, \mu_1 = 120, \mu_2 = 130, p_0 = 0.20, p_1 = 0.13, p_2 = 0.10, a = 0.86, b = 0.7, Y = 152, R_0 = 500$, the paper solves the optimal allocation amount of discount rooms and total expected revenue function value on the following four groups of standard deviation respectively, $\sigma_0 = 13, \sigma_1 = 3, \sigma_2 = 2; \sigma_0 = 19, \sigma_1 = 9, \sigma_2 = 5;$

$\sigma_0 = 25, \sigma_1 = 15, \sigma_2 = 10; \sigma_0 = 31, \sigma_1 = 21, \sigma_2 = 15$. Through numerical calculation and selection, the paper gets the corresponding optimal allocation quantity and expected revenue function value under different standard deviation, as is shown in table 2, in order to observe the results intuitively. Figure 2 (a) gives the standard deviation respectively $\sigma_0 = 13, \sigma_1 = 3, \sigma_2 = 2$ and the total expected revenue function value corresponding to all kinds of possible combinations between the second-grade discount (discount b) and first-grade discount (discount a) hotel rooms. By observing table 2, the paper can get three conclusions: firstly, when the expectation of the market demand of hotel rooms is smaller, the total number of hotel rooms is more, so the hotel can obtain more profits through discounts, and more sales of discount rooms should be encouraged; Secondly, if other parameters are constant, with the raise of standard deviation, the first-grade discount rooms' allocation amount increases gradually, while second-grade discount rooms' allocation amount decreases, the reason for which is that when the market demand instability of hotel rooms is bigger, the hotel should consider to discount to seek a more optimal decision; Finally, in the case of other parameters constant, with the raise of market demand standard deviation of the hotel rooms, the expected total revenue decreases, the

reason for which is that the greater the demand instability of market is, the greater the impact of the expected total earnings is.

The Numerical Analysis of Different Mean Value μ

The paper assumes $\sigma_0 = 31, \sigma_1 = 21, \sigma_2 = 15, p_0 = 0.20, p_1 = 0.13, p_2 = 0.10, a = 0.86, b = 0.7, Y = 152, R_0 = 500$, and solve the optimal allocation amount of discount rooms and total expected revenue function value on the following ten groups of mean value respectively,

$\mu_0 = 80, \mu_1 = 90, \mu_2 = 100; \mu_0 = 90, \mu_1 = 100, \mu_2 = 110;$
 $\mu_0 = 90, \mu_1 = 140, \mu_2 = 230; \mu_0 = 100, \mu_1 = 110, \mu_1 = 120; \mu_0 = 110, \mu_1 = 120, \mu_2 = 130;$
 $\mu_0 = 120, \mu_1 = 160, \mu_2 = 200; \mu_0 = 140, \mu_1 = 160, \mu_2 = 180; \mu_0 = 145, \mu_1 = 180, \mu_2 = 300;$
 $\mu_0 = 150, \mu_1 = 200, \mu_2 = 260; \mu_0 = 160, \mu_1 = 180, \mu_2 = 200$. Through numerical calculation

and selection, the paper gets the corresponding optimal allocation and expected revenue function value under different mean value, as is shown in table 3, in order to observe the results intuitively. Figure2 (b) gives the mean value $\mu_0 = 150, \mu_1 = 200, \mu_2 = 260$ respectively and the total expected revenue function value corresponding to all kinds of possible combinations between the second-grade discount (discount b) and first-grade discount (discount a) hotel rooms. By observing table 3, the paper can get that when the market demand is inadequate, the hotel should allocate more discount rooms. While the market demand is adequate, less discount rooms should be allocated. Different market demand determines different discount room allocation proportion.

The Numerical Analysis of Different Discount Rates a, b

The paper assumes $\mu_0 = 110, \mu_1 = 120, \mu_2 = 130, \sigma_0 = 31, \sigma_1 = 21, \sigma_2 = 15, Y = 152, R_0 = 500, p_0 = 0.20, p_1 = 0.13, p_2 = 0.10$, and solve the optimal allocation amount of discount rooms and total expected revenue function value on the following four groups of discount rates respectively, $a = 0.98, b = 0.90, a = 0.95, b = 0.85, a = 0.88, b = 0.75, a = 0.86, b = 0.70$. Through numerical calculation and selection, the paper gets the corresponding optimal allocation and expected revenue function value under different discount rates, as is shown in table 4, in order to observe the results intuitively. Figure2

(c) gives the discount rates $a = 0.95, b = 0.85$, respectively and get the total expected revenue function value corresponding to all kinds of possible combinations between the second-grade discount (discount b) and first-grade discount (discount a) hotel rooms. By observing table4, the paper can get two conclusions: firstly, when the market demand is inadequate, the expected revenue got from the normal rooms (0, 152) is far smaller than one of discount rooms, which can refer to figure 2 (c). Therefore, the hotel can gain more benefits through discounting; secondly, if other parameters are constant, as discount rate becomes bigger, the first-grade discount rooms' allocation amount increases gradually, while second-grade discount rooms' allocation amount decreases.

The Numerical Analysis of Different Cancellation Rates p

The paper assumes $\mu_0 = 110, \mu_1 = 120, \mu_2 = 130, \sigma_0 = 31, \sigma_1 = 21, \sigma_2 = 15, a = 0.86, b = 0.7, Y = 152, R_0 = 500$, and solve the optimal allocation amount of discount rooms and total expected revenue function value on the following four groups of cancellation rates respectively $p_0 = 0.05, p_1 = 0.03, p_2 = 0.01; p_0 = 0.08, p_1 = 0.05, p_2 = 0.03;$

$p_0 = 0.12, p_1 = 0.09, p_2 = 0.06; p_0 = 0.20, p_1 = 0.13, p_2 = 0.10$. Through numerical calculation and selection, the paper gets the corresponding optimal allocation and expected revenue function value under different cancellation rates, as is shown in table 5, in order to observe the results intuitively. Figure2 (d) gives the cancellation rates $p_0 = 0.08, p_1 = 0.05, p_2 = 0.03$ respectively, and gets the total expected revenue function value corresponding to all kinds of possible combinations between the second-grade discount (discount b) and first-grade discount (discount a) hotel rooms. By observing table 5, the paper can get that with the raise of cancellation rate, the expected total revenue decreases gradually. In addition, when the cancellation rate of original rooms and the discount rooms have the synchronous change, the cancellation rate has little effect on the allocation proportion of hotel rooms.

Table 2: Optimal Allocation and Expected Revenue Function Value Under Different Standard Deviations

	$(\sigma_0, \sigma_1, \sigma_2)$	y_0^{**}	y_1^{**}	y_2^{**}	W_2
1	(13, 3,2)	0	125	27	19408
2	(19, 9,5)	0	131	21	14227
3	(25, 15,10)	0	135	17	13242
4	(31, 21,15)	0	139	13	12824

Note: Other parameters' values refer to the above numerical analysis

Table 3: Optimal Allocation and Expected Revenue Function Value Under Different Mean Values

	(μ_0, μ_1, μ_2)	y_0^{**}	y_1^{**}	y_2^{**}	W_2
1	(80, 90,100)	0	111	41	13729
2	(90, 100,110)	0	121	31	13430
3	(90, 140,230)	0	152	0	12367
4	(100, 110,120)	0	130	22	13111
5	(110, 120,130)	0	139	13	12824
6	(120, 160,200)	0	152	0	11901
7	(140, 160,180)	0	152	0	11902
8	(145, 180,300)	98	54	0	11810
9	(150, 200,260)	103	49	0	11836
10	(160, 180,200)	113	39	0	11888

Note: Other parameters' values refer to the above numerical analysis.

Table 4: Optimal Allocation and Expected Revenue Function Value Under Different Discount Rates

	(a, b)	y_0^{**}	y_1^{**}	y_2^{**}	W_2
1	(0.86,0.70)	0	139	13	12824
2	(0.88,0.75)	0	137	15	13091
3	(0.95,0.85)	0	135	17	13949
4	(0.98,0.90)	0	133	19	14335

Note: Other parameters' values refer to the above numerical analysis.

Table 5: Optimal Allocation and Expected Revenue Function Value Under Different Cancellation Rates

	(p_0, p_1, p_2)	y_0^{**}	y_1^{**}	y_2^{**}	W_2
1	(0.05,0.03,0.01)	0	139	13	13469
2	(0.08,0.05,0.03)	0	139	13	13366
3	(0.12,0.09,0.06)	0	140	12	13197
4	(0.20,0.13,0.10)	0	139	13	12824

Note: Other parameters' values refer to the above numerical analysis.

Conclusion

The results of this paper have certain reference significance for hotel managers. In the off-season or less developed areas, hotels have to discount rooms for maximum revenue. The paper studies the optimal allocation problems with multistage discount rooms considering the inadequate market demand. Some meaningful results are obtained, which provides suggestions for hotel managers.

The paper finds that with the raise of volatility and elasticity of the market demand, optimal allocation amount of the discount rooms increases gradually. For example, in the season of high market demand volatility, hotel managers can allocate more discount rooms to maximize hotel revenue. While with the raise of market demand, the optimal allocation amount of discount rooms gradually decreases. This study also shows that when the cancellation rate of original rooms and discount rooms have the synchronous change, the cancellation rate has little effect on the allocation proportion of hotel rooms. Based on the result, hotel managers can dynamically adjust hotel room allocation strategies by observing the cancellation rates of original rooms and discount rooms.

The further research will be taken from the following several aspects:

1. It still needs to be discussed that the unsold discount rooms should be transferred into original sales or into other grades of discount sales step by step in multistage discount sales.
2. It is very important for hotel managers to consider that customers may stay for more than one night.
3. Many kinds of hotel rooms and hotel chain need further to be investigated in multistage discount sale.

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Appendix

1. Considering cancellation rates, $E(x_1)$ and $E(x_2)$, the expected value of random variable for the sale number of the first-grade and second-grade discount rooms x_1, x_2 , are proved as follows:

$$\begin{aligned} E(x_1) &= \left(\int_0^{y_1} D_1 f_1(D_1) dD_1 + \int_{y_1}^{\infty} y_1 f_1(D_1) dD_1 \right) (1 - p_1) \\ &= \left((D_1 F_1(D_1))_0^{y_1} - \int_0^{y_1} F_1(D_1) dD_1 + (y_1 F_1(D_1))_{y_1}^{\infty} \right) (1 - p_1) \\ &= \left(y_1 - \int_0^{y_1} F_1(D_1) dD_1 \right) (1 - p_1) \end{aligned} \quad (31)$$

$$\begin{aligned} E(x_2) &= \left(\int_0^{y_2} D_2 f_2(D_2) dD_2 + \int_{y_2}^{\infty} y_2 f_2(D_2) dD_2 \right) (1 - p_2) \\ &= \left((D_2 F_2(D_2))_0^{y_2} - \int_0^{y_2} F_2(D_2) dD_2 + (y_2 F_2(D_2))_{y_2}^{\infty} \right) (1 - p_2) \\ &= \left(y_2 - \int_0^{y_2} F_2(D_2) dD_2 \right) (1 - p_2) \end{aligned} \quad (32)$$

2. Considering cancellation rates, when there are only discount and full-price rooms, $E_1(x_0)$, the expectation of the random variable for sale number of full-price rooms x_0 , is proved as follows:

$$\begin{aligned} E_1(x_0) &= (1 - p_0) \int_0^{y_1} f_1(D_1) \left(\int_0^{y_0 + y_1 - D_1(1-p_1)} D_0 f_0(D_0) dD_0 + \int_{y_0 + y_1 - D_1(1-p_1)}^{\infty} (y_0 + y_1 - D_1(1-p_1)) f_0(D_0) dD_0 \right) \\ &\quad + (1 - p_0) (1 - F_1(y_1)) \left(\int_0^{y_0 + y_1 p_1} D_0 f_0(D_0) dD_0 + \int_{y_0 + y_1 p_1}^{\infty} (y_0 + y_1 p_1) f_0(D_0) dD_0 \right) \\ &= (1 - p_0) \int_0^{y_1} f_1(D_1) (Y - D_1(1 - p_1) - \int_0^{Y - D_1(1-p_1)} F_0(D_0) dD_0) \\ &\quad + (1 - F_1(y_1)) (Y - y_1(1 - p_1) - \int_0^{Y - y_1(1-p_1)} F_0(D_0) dD_0) (1 - p_0) \end{aligned} \quad (33)$$

3. Considering cancellation rates, when there are second-grade discount, first-grade discount and full-price rooms, $E_2(x_0)$, the expectation of the random variable for sale number of full-price rooms x_0 , is proved as follows:

$$\begin{aligned} E_2(x_0) &= \int_0^{y_2} f_2(D_2) dD_2 \int_0^{y_1} f_1(D_1) dD_1 \times \\ &\quad \left(\int_0^{y_0 + \sum_{j=1}^2 (y_j - D_j(1-p_j))} D_0 f_0(D_0) dD_0 + \int_{y_0 + \sum_{j=1}^2 (y_j - D_j(1-p_j))}^{\infty} (y_0 + \sum_{j=1}^2 (y_j - D_j(1-p_j))) f_0(D_0) dD_0 \right) (1 - p_0) \\ &\quad + \int_0^{y_2} f_2(D_2) dD_2 (1 - F_1(y_1)) \times \\ &\quad \left(\int_0^{y_0 + (y_2 - D_2(1-p_2))} D_0 f_0(D_0) dD_0 + \int_{y_0 + (y_2 - D_2(1-p_2))}^{\infty} (y_0 + (y_2 - D_2(1-p_2))) f_0(D_0) dD_0 \right) (1 - p_0) \end{aligned}$$

$$\begin{aligned}
 & + (1 - F_2(y_2)) \int_0^{y_1} f_1(D_1) dD_1 \times \\
 & \left(\int_0^{y_0 + (y_1 - D_1(1-p_1))} D_0 f_0(D_0) dD_0 + \int_{y_0 + (y_1 - D_1(1-p_1))}^{\infty} (y_0 + (y_1 - D_1(1-p_1))) f_0(D_0) dD_0 \right) (1 - p_0) \\
 & + (1 - F_2(y_2)) (1 - F_1(y_1)) \times \left(\int_0^{y_0} D_0 f_0(D_0) dD_0 + \int_{y_0}^{\infty} (y_0 f_0(D_0)) dD_0 \right) (1 - p_0) \\
 = & \int_0^{y_2} f_2(D_2) dD_2 \int_0^{y_1} f_1(D_1) dD_1 \times (y_0 + \sum_{j=1}^2 (y_j - D_j(1-p_j))) - \int_0^{y_0 + \sum_{j=1}^2 (y_j - D_j(1-p_j))} F_0(D_0) dD_0 (1 - p_0) \\
 & + \int_0^{y_2} f_2(D_2) dD_2 (1 - F_1(y_1)) \times (y_0 + (y_2 - D_2(1-p_2))) - \int_0^{y_0 + (y_2 - D_2(1-p_2))} F_0(D_0) dD_0 (1 - p_0) \\
 & + (1 - F_2(y_2)) \int_0^{y_1} f_1(D_1) dD_1 \times (y_0 + (y_1 - D_1(1-p_1))) - \int_0^{y_0 + (y_1 - D_1(1-p_1))} F_0(D_0) dD_0 (1 - p_0) \\
 & + (1 - F_2(y_2)) (1 - F_1(y_1)) \times (y_0 - \int_0^{y_0} F_0(D_0) dD_0) (1 - p_0) \tag{34}
 \end{aligned}$$

4. Considering cancellation rates, when there are only discount and full-price rooms, the first derivative expressions of $E_1(x_0)$ is proved as follows:

$$\begin{aligned}
 \frac{dE_1(x_0)}{y_1} & = f_1(y_1) (Y - y_1(1-p_1) - \int_0^{Y-y_1(1-p_1)} F_0(D_0) dD_0) (1 - p_0) \\
 & - f_1(y_1) (Y - y_1 + y_1 p_1 - \int_0^{Y-y_1+y_1 p_1} F_0(D_0) dD_0) (1 - p_0) \\
 & + (1 - F_1(y_1)) (F_0(Y - y_1 + y_1 p_1) - 1) (1 - p_1) (1 - p_0) \\
 & = (1 - F_1(y_1)) (F_0(Y - y_1 + y_1 p_1) - 1) (1 - p_1) (1 - p_0) \tag{35}
 \end{aligned}$$

5. Considering cancellation rates, when there are only discount and full-price rooms, the first derivative expressions of the total expected revenue of hotel rooms is proved as follows:

$$\begin{aligned}
 \frac{dW_1}{y_1} & = \frac{d_{E(x_1)}}{y_1} R_1 + \frac{d_{E(x_0)}}{y_1} R_0 = \frac{d_{E(x_1)}}{y_1} aR_0 + \frac{d_{E(x_0)}}{y_1} R_0 \\
 & = (1 - F_1(y_1)) (1 - p_1) aR_0 + (1 - F_1(y_1)) (F_0(Y - y_1 + y_1 p_1) - 1) (1 - p_1) (1 - p_0) R_0 \\
 & = R_0 (1 - F_1(y_1)) (1 - p_0) (F_0(Y - y_1 + y_1 p_1) - 1 + p_0 + a) (1 - p_1) \tag{36}
 \end{aligned}$$

Authenticity in Tourism Services: Experiencing Baluchis Hospitality in Iran

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Abstract

Due to increased popularity in culture tourism in Iran, more tourists are venturing in order to visiting different cities and ethnic groups. Iran has been characterised by great ethnic diversity, with over 75 different languages and dialects identified. The major ethnic groups are Persians, Azeris, Kurds, Arabs, Turkmens and Baluchis (Cited in Sheikhi, 2015). While this increased interest is welcome and has many benefits such as greater awareness and economic gains for the ethnic groups. This influx of interest is also bringing a new type of tourist to culture tourism in Iran. As more tourists visit ethnic group's community, the range of experiences they expect to have is widening. Ethnic group's community need to adopt a new management framework that will accommodate the growing range of experiences desired by the tourists while also helping preserve the authentic ethnic tourism services of against tourism pressures to ensure years of continued enjoyment. This study is set in the context of Iran's Baluchistan and aimed to investigate how Baluchistan's ethnic and cultural uniqueness might be preserved and, indeed, integrated with deliberately planned introduction and development of ethnic hospitality and tourism. In the light of this information, the research focuses on opportunities given by ethnic diversity in multi-ethnic societies. The results of the research were gathered through fieldwork as the major methodological frame and during the fieldwork, different specific methods were used to collect empirical data: questionnaires, interviews and participant observation. Moreover, visual data in the form of photography was collected throughout all the stages of the fieldwork.

Keywords: ethnic tourism and hospitality, authenticity, culture, Iran

Where Hospitality and Healthcare Meet: An Empirical Examination of Pine & Gilmore's Experience Economy

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Abstract

The purpose of this research is to report on and discuss linkages between the experience economy, service management, and service design. We do this by applying hospitality approaches in a healthcare setting within the frameworks of Pine & Gilmore's (1999) experience economy theory. We reflect on patients' service experiences through Chase and Dasu's (2014) psychological experience lens, an extension of Pine & Gilmore (1999), and offer service recommendations consistent with Johnston and Kong's (2011) service design framework. The hospitality and tourism industry is a considerable force in the service sector, generating \$1.6 trillion in economic output in the U.S. in 2015 (U.S. Census, 2015), with the most envied firms anticipating and exceeding customer needs (Kinni, 2011) as a means of competitive advantage. Professionals and students-in-training in the field embody the art of hospitality, endeavoring to create customer experiences by exploiting service firms' unique opportunity of simultaneous production and consumption. Six teams of graduating hospitality and tourism management (HTM) seniors, from a Midwestern university capstone course, were invited to participate in service quality improvement teams from a mid-sized university-affiliated hospital. Hospital units, and the student teams assigned to each unit's team, were tasked with designing patient satisfaction-enhancing initiatives to address areas in which patient satisfaction was challenged as revealed by the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) results. Based on HTM student team interviews with service quality teams within the hospital and completed survey results with healthcare patients across the US, student teams offered approaches to hospital service quality teams, with the aim of increasing patient satisfaction. The areas in which patients struggled from a service experience perspective were consistent with those articulated in Chase and Dasu's (2014) experience psychology framework. In particular, patients were challenged with either emotional management or control anxieties. Chase & Dasu (2014) suggest the failure of either leads to a lack of trust. Subsequently, recommendations offered by HTM student teams were incorporated under Johnston and Kong's (2011) service design framework principles.

Keywords: service design, service innovation, service encounters, consumer/patient satisfaction, experience psychology, Pine & Gilmore experience economy theory, HCAPHS

The Relationship Between 13th Century Turkish Trade Model Ahi Order With Total Quality Management and the Effect of Accommodation Operations on Customer-focused Marketing Understanding

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Abstract

Perhaps very few people know that Total Quality Management, which became a part of agenda in the last quarter of the 20th century, was applied by Turks under the name of Ahi Order in the 13th century. The purpose of this research is to compare the concepts that have the philosophy of giving the highest quality service by qualified people and to determine whether the practices of the accommodation enterprises overlap with these two philosophies. Customer-focused businesses are now closely involved with the concept of quality. Businesses are aware that their performance, customer satisfaction and profitability may increase if they allow for quality applications. Production and sale of quality products can maintain the commercial presence of the enterprises and protect the consumers. The philosophy of Ahi Order in the 13th century and the philosophy of Total Quality Management in the 21st century is based on the preservation of the consumers, the continuity of the presence of the enterprises and the prosperity of the society. Ahi Order had a customer focused marketing philosophy and they have importance to the quality. The significance of Ahi Order, which was considered equivalent with Artisan and Commerce Chamber today, is proven by the membership of various Sultans during the Ottoman period. This study aims to emphasize that many factors in Ahi Order constitute significant parts of Total Quality Management concept that we are implementing and focusing on the fact that if a society protects the own values, it will become more appealing and productive. Turkish businesses could have had the values of Ahi order, perhaps today they would be spoken at least as much as Japanese businesses. For this purpose, a detailed literature review was implemented. Furthermore, questionnaires were applied to middle and senior managers of 11 hotels in 4 and 5-star hotels around Sultanahmet, Istanbul to test their applications on the pre-determined Ahi Order, Total Quality Management and Customer Orientation scales. Factors related to the survey participants and the hotel location and their relation to each other were tested by Mann Whitney U and Kruskal Wallis analyzes, and it was understood that there was a significant relationship between the factors. According to the result of correlation analysis, it was found that there is a positive relationship between Ahi Order with Total Quality Management, Ahi Order with Customer Focused Marketing and Customer Focused Marketing with Total Quality Management.

Keywords: ahi, quality, marketing

Emergence of the High Reliability Service Organization

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Introduction

Service organizations today face a more transparent world, in which customers have easy access to information, including other customers' online reviews. Through social media and independent rating websites, customers experiencing poor service quality have the ability to spread negative publicity, resulting in unexpected crisis moments for service providers (Sparks & Browning, 2011; Schivinski & Dabrowski, 2016). Where previously an unhappy customer might simply not return in future, today one unhappy customer can influence many others by sharing their negative experience online. For example, many hotels find themselves having to respond to criticism on websites like Tripadvisor or Expedia, resulting in additional cost and potential lost business.

In this paper, we argue that due to this transparency, parts of the service sector starts to show similarities to sectors traditionally associated with high reliability organizations (HROs), where small moments of crisis can quickly escalate. We explore how service organizations function today in a transparent and insecure world that leads to unexpected events. Interviewing top and middle managers in eight Danish service companies, we investigate their perceptions of service quality as it is conceived, organized and carried out today. We identify six themes related to good contemporary service, as perceived by these managers. We then compare elements from these themes to the High Reliability Organization (HRO), as defined by Weick and Sutcliffe (2007). HROs have been studied over the past 20 years in contexts such as air traffic control, electric utility grid management, emergency services, and the operation of navy aircraft carrier. Such organizations are characterized by an ability to deal with risk and failure, and to remain in operation, i.e. be resilient to crisis moments.

Our findings show a trend towards a new service paradigm in service organization, which we find resembles the HRO, but in a service context. We name this new service organization the High Reliability Service Organization (HRSO). The HRSO has adopted an outside-in perspective of viewing the customer's situation from the customer's point of view as a basis for decision-making. This has led to changes of organization concentrating processes around the service employee who is the chief asset of the HRSO. We discuss these trends and the potential of the HRSO perspective in general, and point to opportunities for further research in this area.

Service Theory and the High Reliability Organization

Multiple recent studies have argued that service theories have not been updated adequately to take account of recent social and market changes (Brant, 2016; Jones, 2016; Pernice 2016). This section of the full paper will highlight the most essential parts of service understanding in a general sense. It includes a presentation of how service theory historically has developed and furthermore how service quality is considered in connection with this. The historical part helps to understand why businesses may be challenged by the

ongoing development that has been in the demands of their outside world and the perception of service quality show that it is not compatible with the prerequisites the customers have today. The overall aim is to argue that a new service paradigm starting to exist.

The challenge of delivering and measuring service has been a controversial element for theorists over time (Grönroos, 1984; Parasuraman et al., 1985; Fitzgerald, 1988; Bowen & Hallway, 2002; Kang, 2006). Simplified, the problem can be considered as the fact that the right level of service will result in a quality that gives value to the customer. If the quality is real and good, it will bring a satisfaction, which is essential in the customer's optic (Kang, 2006). The problem with today's service theory is that the starting point and inspiration for studies has remained stable. There have been no revolutionary changes in the literature that cannot be related to one of the first articles of Parasuraman et al. (1985; 1988). The understanding of service therefore originates in the same conservative optics that service can be understood through "gaps", as discrepancies or misunderstandings in certain areas of the delivery process that can be measured. Another problem is the way service organizations have organized themselves and how the delivery of a service has been conceptualized. Previous theories, with Levitt (1972, 1976) as an inspiration, have led to the fact that service organizations have structured themselves based on efficiency enhancement. The service organization in this view is mechanistically structured, offering a high degree of standardization, with occasional pre-defined personalization touches.

High reliability organizations (HROs) hold a special ability to handle unexpected events and avoid crises by, for example, reducing the amount and size of errors to a minimum (Weick & Sutcliffe, 2007). One of the key features of the HRO is the concept of resilience, which covers the ability of the organization to maintain or return to its original form or position after an impact, error, or accident. Furthermore, they possess the ability to capture dangerous trends and signals at a very early stage, or even to expect a given situation to occur before it has done so, so that they are ready to either handle it or make sure that it cannot occur at all (Roberts & Bea, 2001). This is seen for example in emergency rooms, where staff develop a high sensitivity to emerging crises. Overall, HROs are concerned with the uncertainty on a holistic level, and therefore the entire organization is included in this search as well as attention. (Weick & Sutcliffe, 2007)

HRO theory has been empirically limited to very particular sectors that do not deal with the customer service encounter as the main production unit. Nor are they subject to the same transparency or digitalization pressure as service organizations today. Yet their ability to cope with the unexpected is relevant when it is considered in the context of transparent service organizations based on the situations that exist today. As there is no description of HROs in this service context and the service theory has not been concerned with a modern understanding of the customer meeting and the company's surroundings, it is difficult to say whether the High Reliability Service Organization concept is warranted, a question we will explore in this paper.

Method

This paper intends to investigate the perception of service anno 2016 in a strategic and processual perspective, as well as understanding whether there are trends that can be transferred to the HRO theory. An inductive and exploratory approach was chosen for the

collection of semi-structured interview. This approach enabled us to listen to managers' perceptions of how they think and believe that service is delivered today, and will be in the future, and in detail, explain the considerations and choices behind. We conducted 16 interviews distributed among 8 Danish service organizations. In each organization we have spoken with one top- and one middle manager. Firstly we did a transcription of each interview and then a reading. The analysis included two phases; an inductive thematic content analysis, which presents results in the form of six themes, and then a deductive analysis that searches for the emergence of HRO concepts or elements.

Results

Based on the results we found that it is possible to see tendencies for a new service paradigm. On the basis of the present theory of service, the first and overall major finding is that there have been fundamental changes in the understanding and performance of service. Service is no longer thought and organized from an inside-out perspective. The outside world and the customer are no longer something organizations try to understand and analyze, basing the service design and offering based on what they "see". Instead, service is not a single act, but something more holistic. Therefore, service organizations' strategic decisions and actions are based more directly on specific customer expectations and demands. This has been possible through a new set of external and in-depth perspectives, when service organizations are able to absorb and utilize the inputs they get from customers and turn it into own benefit. By working systematically, searching for, and opening up for input from their outside world, organizations can thereby purposefully design frameworks and guidelines that fit and meet external expectations (Seddon, 2007; Hagen, 2013; Ulrich et al., 2013; Day, 2014).

The most pressing change, which at the same time is one of the biggest uncertainties, is the customers' individuality. These acknowledgments have led to major changes in their strategy, organization, leadership, and culture. It could subsequently be found that 6 emerging themes show and elaborate this movement. They each concern either an acknowledgment or part of the change that has been necessary to counter the limitations of recognition.

Theme 1: External Relations and the Customer Have Changed the Perception of Good Service

Theme 1 shows that, due to the new view of the customer, service organizations are organizing themselves with much greater flexibility concerning the frontline employee and the services they offer. It has become possible to detect diversity on the customer side, and when this happens, the organization can make a form of de-coupling from the current services, and form new ones to meet the needs of the customer. This also shows that service organizations have taken a wider view of the customer. Finally, the leaders tell that it is no longer a cost to focus on the frontline but an investment in customer satisfaction. This contrasts to the traditional mechanistic service structure.

Theme 2: Challenge of Digitalization

Digitalization is an uncertain factor for the service organizations. They have acknowledged that they must try to understand the digital space because customers' expectations and attitudes change simultaneously with new digital opportunities and trends. It is an interesting issue that service organizations are facing an external influence, and are forced

to work innovatively in a long-term perspective, which affects the process of the customer meeting at the same time.

In a theoretical perspective, we do not exactly know how HROs manage to succeed having a two-way focus, although it is known that they have processes that are understood as ambidextrous, which means the organization has the ability to work with a short and long term focus at the same time.

Theme 3: The Frontline Employee is the Most Important Asset of the Service Company

The frontline's way of working is a major change away from the conservative view of service and the mechanistic approach. Providing a standardized service is no longer in focus and a necessity as the service organizations has become aware of the individual demands and needs of the customers. There is a particular awareness that the customer today must be met by a human being, and not an "institution" or a "brand". Personal empathy and personalized service delivery creates a great value in the meeting with the customer, but for the organization the movement away from routine standardization, towards non-routine personalization creates uncertainty for managers. The internal economic performance management approach is being replaced with a more holistic customer focus, which requires that the frontline employee to a greater extent balances between two sets of skills: empathy and technical. This balancing can be understood from the HRO context from the phrase "having the bubble" (Weick, Sutcliffe & Obstfeld, 1999) and an element of personal resilience (Mallak, 1998). As a result of the new requirements, employees must be able to review and handle multiple challenges at the same time. This means that they to a much greater extent have a positive approach to possible challenges in the customer meeting and therefore make use of the opportunities they have at hand.

Theme 4: From Standardization to a Set of Guiding Principles

Among our interviewees there is a broad recognition that the standardized linear approach of the past is incompatible with the situation that service organizations should be able to handle and be part of today. The link to the HRO theory can be understood as organizations being capable of creating flexibility, decoupling, and focusing on the frontline and the actual meeting with the customer.

Theme 5: A Mantra and a Holistic Optic

With a mantra, which is also seen in HROs, the organization creates a more simple way to understand where it has its strategic focus. The culture is more holistic, which means that organizational choices and focus points work when everyone is in common agreement about the goal. A great deal of understanding and being able to do this requires trust in the organization. It is essential to trust each other at all levels, in all processes, in order to focus fully on one's own tasks. This is a significant change from the old thought, where it was the top management that dictated, and the frontline who automatically executed without any reflection on actions.

Theme 6: Knowledge Sharing and Education

Knowledge sharing and education are two factors that are essential for both service organizations, as well as the HRO. Education takes place in a relatively structured and systematic way, whilst knowledge sharing is more undefined and undeclared. It is

important that knowledge is shared throughout the organization and it must be done quickly. How this actually works is difficult to define and we see this as one of the main weaknesses in theory, despite the fact that it is vital for both types of organizations.

Discussion

It is recognized today that service value creation involves not just the value generated by the service in use, but also the co-creation of value in the service interaction (Grönroos & Voima, 2013). Service consumption is no longer the real benefit, but everything around it that creates perceived value. This adds new demands on the organization, but is it a new paradigm? This paper deals with service in a context where the idea of the high reliability organization is applicable to services, and where the customer meeting has become something distinctly different, as all standardization has disappeared, and the frontline employee must solve the situation on the spot. The idea of service in the HRSO perspective is to our knowledge entirely new. We found that the managers we interviewed describe their understanding of modern service in a way that would suggest the emergence of this HRSO, which remains to be defined in more detail. We will finish the full paper by suggesting a range of research questions that could lay the foundation for a thorough definition and description of the HRSO, paving the way for a new potential service paradigm.

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Service Design Within the Public Sector in the Northern Region of Colombia: Governance and Community Challenges

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Abstract

There are two official ways in which poverty is measured in Colombia: the Multidimensional Poverty Index (IPM) that evaluates five different dimensions in which Colombian homes may be in a state of deprivation; and the monetary income, which evaluates the acquisition capacity of homes related to a basic shopping basket. According to the National Statistics Department, in 2016, the IPM showed that 17.8% of the population of Colombia was poor. Additionally, the monetary income indicated that 28% of Colombians were monetary poor with 8.5% of them living under extreme poverty conditions (DANE, 2017). Even though both indexes have seen reductions over the last ten years, the figures still show that many Colombians still require assistance both from government and non-government organizations in order to cope with their situation.

Specifically, this research has focused on the Caribbean Region of Colombia, in which the situation is worse than that of the national average. In 2016, 26.4% of the inhabitants of the Region were living in conditions of poverty. This is the second poorest Region of the country, only exceeded by the Pacific Region with a 33.2% (DANE, 2017). Taking these circumstances into account, this project has focused on how public services aimed at people living under these conditions could be enhanced in order to meet their requirements and be efficient and effective from the provider's perspective.

Owing to the situation described above, the Colombian National government through its local administrations provide services in order to care for its inhabitants necessities, and a special effort has been made into those aimed at people living under deprived conditions. However, delivering public services to underprivileged areas poses a challenge for national and local administrators. The aim of this on-going research is to identify those specific challenges and to propose a method by which the first part of the service design process could be improved in order to conceptualize, develop and evaluate services within the public sector in Colombia.

In the first part of the process, the researchers focused on mapping public services experiences worldwide to analyse the cases of success and/or failure reported by the literature and to identify the similarities and differences in the Colombian case. In particular, the objective was to identify cases with a service design approach, owing to the predominant interest of the researchers in this area. The field of service design developed as an answer to the change of focus of organizations that had evolved from "industrial

design, which was defined by aesthetic and technical skill applied to mass production" (Lovlie, 2009: 38); to service design, in which the end user becomes the centre from which solutions are generated (Zwiers, 2009). Because of this, service design as a discipline has provided governments with tools that have helped them enhance the experience of their users and the engagement of providers. The mapping of cases provided guidance on how to address this issue in Colombia, where it could be argued there is a particular challenge caused by the circumstances mentioned above.

The literature regarding the relationship between design and the public sector showed results from academics and practitioners alike. In particular, the literature review revealed researchers interested in how designers can facilitate processes within the public sector. For instance, Akesson and Edvardsson (2008) analysed how employees perceived the effect of design on an e-government service. Bradwell and Marr (2008) and Hyde and Davies (2008) suggested that co-design and co-production respectively have a high impact on how public services are designed and produced. Regarding this issue Parker and Heapy (2006: p.80) suggest, "...Only if they are applied systematically will service design principles have the potential to transform public services as we know them". This supposes a commitment with a design culture, but also a system that will encompass all of design's principles including a proper evaluation of outcomes. The analysis of cases from public services of countries different than Colombia revealed the challenges found in diverse contexts and pinpointed the issues that could be addressed when approaching the Colombian case.

The first experiences reported by government agencies, directly or through intermediaries, demonstrated the utility of involving users in the conceptualization process of the service, in order to acknowledge their attitudes and expectations towards the service itself. In addition, as the concept of service design has evolved to a systems approach, governments have been able to better understand the implications of conceptualizing, implementing and evaluating public services. Mager and Sung (2011: p.1) included in their definition that "...services are systems that involve many different influential factors, so service design takes a holistic approach in order to get an understanding of the system and the different actors within it". The reported cases of success show how the involvement of all actors in the service system is relevant to re-conceive public services. With the participation of users, government and providers and through a series of iterative processes, a continuous improvement is obtained which is not only reflected in the satisfaction of users' expectations, but also in the perception of efficiency and efficacy from the providers and government's perspectives. The literature also suggests that these changes need to be implemented in an incremental way, especially when dealing with complex contexts (Di Russo, 2015), such as the one in the Caribbean Region of Colombia.

As a result, the researchers have focused on the analysis of local experiences and how they relate to those in other parts of the world. The first outcome that arose from this analysis is the complexity of the context due to the vulnerability of users and their lack of involvement with other actors of the system. The level of vulnerability of the poorest areas of the country inhibits the interaction and communication with other actors within the service system. Therefore new ideas created by the users arise within the communities, which sometimes believe that they truly satisfy not only their functional needs, but also their social needs. The second outcome was that these initiatives create new means of collaboration among

members of the community and frequently become permanent solutions for the users' needs. The challenge arises owing to the lack of knowledge by the government of these types of initiatives, its inability to identify them, and the repeated efforts made to provide solutions from its own perspective. The experience of cases worldwide, has demonstrated the effectiveness of assuming a government design focus that enables the development of public services, which are desirable for users and efficient for providers (Tischner and Verkuijl, 2006).

The third outcome was that in a complex context such as the Colombian one, there are still issues of trust on the part of taxpayers in relation to government's initiatives. Even though local governments are obliged to publish the results of the various projects that are implemented and the amount of resources allocated to each; these reports do not evaluate long-term results. Evidence suggests that the evaluation of public services is only made during government terms, which constrains the implementation of projects over longer periods of time. This, as opposed to successful cases worldwide found in the literature, represents the main challenge that the public service system in Colombia may need to overcome. Finally it is relevant to mention that the research is still in the data collection and analysis stage. The project has now focused on one particular case study, in order to further analyse the issues that have already been identified and to address the challenges mentioned above. Additional findings will be presented in the conference.

Keywords: public, service design, service system, actors

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The Effects of Team- and Individual-level Knowledge Sharing on Individual Service Performance: The Moderating Effect of Organizational Service Quality Climate

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Abstract

Individual workers play an important role in delivering products and services in Catering industry. Their personal performance, thus, is the critical points to the organizational performance. Worker who has professional knowledge is a guarantee for delivering high quality service to customers. Professional knowledge can not only learned or trained via official education or training program, but many of them have to transfer in practice, which is so called learning by doing. The purpose of this study is to explore the effects of knowledge sharing, including team-level and individual-level knowledge sharing, on individual service performance in catering industry and also investigate the moderating effect of employees perceived organizational service quality climate. A matched questionnaire survey was used in this study. A total of 105 valid responses from 12 restaurant groups were employed in the following Hierarchical Linear Modeling analysis. The statistical results indicating that (1) team-level knowledge sharing has significant positive influence on individual-level knowledge sharing; (2) individual-level knowledge sharing has significant positive impact on individual service performance; (3) team-level knowledge sharing has significant positive effect on individual service performance; (4) individual-level knowledge sharing mediates the relationship between team-level knowledge sharing and individual service performance; and (5) the organizational service quality climate moderates the relationship between individual-level knowledge sharing and individual service performance. Further discussion was made to enrich the academic literature and contribute to the practices.

Keywords: knowledge sharing, team, individual, service quality climate

Introduction

Knowledge sharing has been receiving prevailing attention by academic literatures of diversify disciplines over the past decades (e.g., see Agosto, Copeland, & Zach, 2013; Choi, Lee, & Yoo, 2010; Sharp 2003; Kepczyk 2000; Vera-Muñoz, Ho, & Chow, 2006). One of the important findings is that knowledge is an asset which value is increased when it is shared (Takeuchi, 2001). This reveals a developed recognition that sharing knowledge among employees is the main intangible source of sustained competitive advantage and corporate value. Along with this logic, the ability to share and to learn, as well as utilize and apply, what employees have learned could be a major factor influencing individual and organizational performance.

Knowledge is divided into two categories: explicit and tacit. Explicit knowledge can be gladly articulated, codified, accessed, verbalized, and stored in certain media. It can be transmitted via formal and/or systematic language and is therefore easily acquired, transferred, and shared (Nonaka & Takeuchi, 1995). In contrast, tacit knowledge is sometimes referred to as know-how (Brown & Duguid, 1998) and refers to intuitive, which

is deeply rooted in employees' actions, operational procedures, daily routines, organizational commitment, individual or group' ideas and values, personal emotions and employees' involvement in a specific context (Nonaka, 1994). Because of this, tacit knowledge is often context dependent and personal in nature, which is, therefore, hard to articulate in formal language and is usually specific to or inherent in an individual (Nonaka & Takeuchi, 1995).

Guthrie (2001) and Stovel & Bontis (2002) indicate that employees are the major contributors to overall organizational effectiveness. Therefore, Knowledge Sharing is a crucial activity for organizations because it enables them to identify, promote and spread best practice while improving productivity (Hansen, 2002). Knowledge sharing is obtained a lot of attention (e.g., see Agosto, Copeland, & Zach, 2013; Chen, Chen, & Kinshuk, 2009; Choi, Lee, & Yoo, 2010; Davison, Ou, & Martinsons, 2013; Hwang, 2008; Rodríguez Bolívar, 2015; Tee & Karney, 2010), however, knowledge sharing within organization is never been an easy work and is often limited (Nonaka & Takeuchi, 1995).

The benefits of knowledge Sharing including: endorses better learning by individuals (Collison & Cook, 2004), provides an essential mechanism to achieve better decision making (Tschannen-Moran, 2001), and lead to project effectiveness (Eisenhardt & Tabrizi, 1995). Moreover, it can also lead to enhanced absorptive capacity, productivity, performance and other capabilities, and create sustained competitive advantage (Cohen & Levinthal, 1990; Dyer & Nobeoka, 2000; Haas & Hansen, 2007). Knowledge sharing among employees and within and across teams allows organizations to exploit and capitalize on its knowledge-based resources (Cabrera & Cabrera, 2002; Davenport & Prusak, 1998).

Traditionally the tourism industry has been viewed as both service- and product-based. Most enterprises in this industry have been gradually adopted many of the products involved in the knowledge economy (Cooper, Prideaux, & Ruhanen, 2003). Kahle (2002) argues that tourism and catering industry today is a knowledge-based industry. The reason is primarily because of the recent developments in information processing and the production, transfer and sharing of knowledge, which have had implications for its processes and relationships. Therefore, the management of service and customer knowledge should be shared and promoted among managers and employees within a service organization (Yiu & Law, 2014).

The study and practice of knowledge management have grown rapidly in the most industries, with the exception of restaurant, travel, and tourism industries (Cooper, 2006; Grizelj, 2003; Hjalager, 2002; Leszczyński & Zieliński, 2015; Jetter & Chen, 2012). Even though restaurant and tourism is developing into a highly knowledge-based industry as a result of recent advances in information and communications technology that allows for the extensive use of the transfer and sharing, reuse and storage, and production of knowledge. There are few studies on capturing, sharing, and transferring individual knowledge to transform it into an asset which can enhance organizational performance in the tourism and hospitality literature (Yiu & Law, 2014).

A number of prior studies have revealed that knowledge sharing helps organizations promote best practice, reduce redundant learning efforts, facilitate creation and reuse of

knowledge at both individual and organizational levels and enhance effectiveness (Calantone, Cavusgil, & Zhao, 2002; Druskat & Kayes 2000; Hansen, 2002; McDermott & O'Dell, 2001; Payne, 2008; Scarbrough, 2003). In this study, we will focus on individual performance instead of team performance, as it is likely that the performance of individual team members will also benefit from the advice and feedback from their team members (Moye & Langfred 2004; Pearsall & Ellis 2006; Tindale et al. 1991).

Furthermore, individual's behavior is easy to be affected by the team and organization they stayed at (Kenny & Judd, 1996). Considering that employees' performance will be influenced by environmental variables, we also explored whether or not organizational service climate moderates the relationship between individual level knowledge sharing and individual performance.

We develop a multi-level model that describes how team- and individual-level knowledge sharing contributes to individual performance, which in turn moderates by organizational service quality climate. The conceptual model upon which this study is demonstrated in Fig. 1.

The current study adds to our existing knowledge of knowledge sharing in service industry in three ways. First, we extend the service and knowledge management literature by examining the influence of team-level and individual-level knowledge sharing on individual service performance. Second, we test a multi-level mediation framework for understanding whether the influence of team-level knowledge sharing on individual-level knowledge sharing improves individual service performance. Third, utilizing a moderated analysis, we investigate the conditions of organizational service quality climates to more fully understand the value of individual-level knowledge sharing in conjunction with organizational service quality climate on individual service performance.

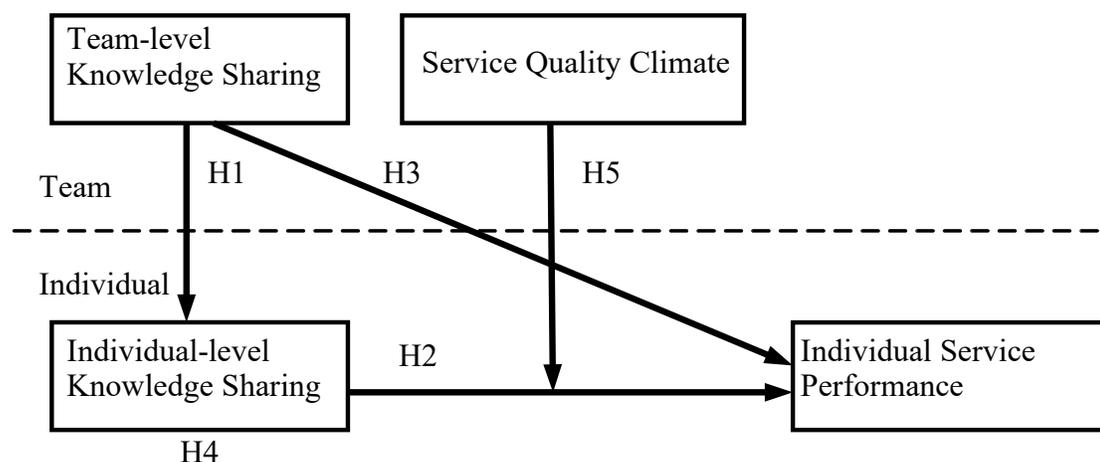


Figure 1. Multi-level model relationships

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Pitfalls in Servitization and Managerial Implications

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Abstract

The concept of servitization provides major benefits both for the applying company and the profiting customer. Consequently, many companies are heading for this direction tempted by expectations, but possibly even not aware of some inherent challenges. Since there are some issues even threatening the existence of companies, and some other rather easy to overcome, it is by all means necessary to consider and deal with this matter. Hence, this paper provides an insight into pitfalls in servitization named “service paradox” and addresses corresponding managerial issues. To operationalize the challenges of servitization, this paper suggests a separation among internal back-end challenges and customer-facing front-end issues, which represents the applied framework for their examination. Besides, the matter of appropriate pricing and the inherent shift of risks towards supplier are discussed. Finally, the last part concludes the analysis outputs and gives suggestions for the future strategies in the enterprise servitization.

Essentially, the task of servitization is a task of implementing a new business model and strategy, which actually is a complex and comprehensive process (Bascavusoglu-Moreau and Tether, 2010; Claes and Martinez, 2010; Davies et al., 2006; Oliva and Kallenberg, 2003; Weeks and Plessis, 2011). Accordingly, Morgan et al. (2008) found that a vast number of expensive, well-intended strategies, finally failed in the execution phase, which actually represents a significant waste of resources that could have been used more profitably elsewhere. The omnipresent rapid change of business environments, which definitely represents a tremendous challenge, characterizes by all means the strategic management process whilst implementing the derived strategies (Brax, 2005; Morgan et al., 2008). Consequently, about 90 % of companies fail to execute their scheduled strategies (Weeks and Plessis, 2011). In fact, two decided issues occur rather frequently manifested on the one hand side by the lack of executive’s knowledge concerning a systematic approach in order to identify and implement the right arrays of actions. On the other hand side, an unmeant overestimation of own capabilities to deal with the inherent changes and challenges of servitization finally results in a lack of implementing the strategy (Morgan et al., 2008).

Another management issue arises from diverging business approaches taken by a goods manufacturer and a service provider. Hence, manufacturers aim to benefit from economies of scale, which therefore demands for standardization of production. Service providers in contrast have to customize their products to meet customer needs entirely to maximize their satisfaction (Mellet, 2008). Accordingly manufacturer and service provider are striving for different goals, which consequently also affect the design of service that is characterized by its diverging nature considering the straight product and fuzzy service (Brax, 2005; Weeks and Plessis, 2011). In fact, the decision on a service-oriented strategy implicates

necessary adaptations concerning organizational structures and processes (Baines et al., 2009; Davies et al., 2006; Oliva and Kallenberg, 2003; Vandermerwe and Rada, 1988).

Actually, the barriers and issues hindering the appropriate implementation and execution of servitization are characterized by versatile origins. Several academic authors elaborated this topic, ultimately revealing related results. Accordingly, the extensive literature review of Niemi and Buren (2012) finally identified five characteristics consisting of organizational culture, pricing, risk absorption, complicated customer demand and close cooperation. Additionally, several other researchers retrieved characteristics of servitization challenges by conducting case studies or interviews. Consequently, there are also classifications of challenges regarding servitization manifested by marketing-, production-, delivery-, product-design-, communication- and relationship challenges (Brax, 2005) as well as embedded product-service culture, delivery of integrated offering, internal processes and capabilities, strategic alignment and supplier relationships (Martinez et al., 2010).

In fact, regarding certain points there is accordance, however still diverging in total. In order to provide a common framework for the subsequent section dealing with challenges, a new classification is suggested to consolidate the related findings. Consequently, the barriers and challenges are separated according to their appearance manifested by front-end and back-end activities. This arrangement stems from the research of Davies et al., (2006), who derived a basic organizational structure for servitizing companies consisting of front-end customer-facing units and back-end units separated into product- and service-units. The overarching strategic centre finally coordinates all these collaborating units. Table 1 illustrates the corresponding allocation of barriers among front-end and back-end activities.

Table 1 reveals two confusions originating from the primary classification regarding the topic of relationships and delivery, since these terms are classified in diverging categories. According to Brax (2005), the relationship challenge draws on a lack of credibility between customer and service provider, whereas Martinez et al. (2010) identified challenges regarding the relationship between the company and its supplier. Finally Brax (2005) engaged on the delivery challenge concerning internal organizational and structural issues, whilst Martinez et al. (2010) considered challenges regarding diverging service/value offering perceptions. Consequently, these comparisons affirm the suggested classification, which finally serves as framework in the subsequent discussion.

Table 1: Various Approaches on Challenges in The Context of Front-end and Back-end Activities

Approach	Front-End Activities	Back-End Activities
Niemi and Buren (2012)	Pricing Risk Absorption Complicated Customer Demand	Organizational Culture Close Cooperation
Brax (2005)	Marketing Challenge Product-Design Challenge Communication Challenge Relationship Challenge	Production Challenge Delivery Challenge
Martinez et al. (2010)	Delivery of integrated offering Strategic Alignment	Embedded P-S Culture Internal Processes & Capabilities Supplier Relationships

Besides the vast advantages arising from the application of an adequate servitization strategy, certain challenges and drawbacks may occur, which by all means have to be taken into consideration and measures are to be applied to diminish undesired effects. Moving along the transition line between the both extremes of a pure manufacturer and a pure service provider offers various opportunities to benefit from higher profit margins on services. Though, many companies fail to take advantage of these opportunities, and therefore are struggling with the so-called “service paradox”, since the added services do not contribute to total revenues.

One of the most distinctive challenges concerning servitization constitutes in managerial issues, since the complex and comprehensive implementation of a new strategy is a challenging managerial task in any case. Complexity is even intensified by diverging beliefs of goods manufacturers and service providers. Hence, manufacturers try to benefit from economies of scale, which demands for standardization of production processes and products per se. Whereas service providers, in contrast, have to customize their products to meet customer needs and maintain a certain level of customers’ satisfaction with the product. Therefore this paper suggests a separation among internal back-end challenges and customer-facing front-end issues in order to bring servitization into use.

Keywords: servitization, management, pitfalls

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Comprehensive Model of Consumer Impulse Purchases of Holidays Goods

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Abstract

This study provides a comprehensive model of impulse purchasing which integrates environmental factors, psychological factors, personal characteristics, and situational factors in the shopping environment of the Chinese Lunar New Year Festival. Questionnaires were collected from three popular metropolitan shopping venues. Seven hundred and fifty questionnaires were distributed to consumers who made at least one purchase in the selected shopping venues. The results of structural equation modeling indicate that positive affect has positive relationships with available time, available money, interaction with sales personnel, and environmental stimuli; negative affect has negative relationships with available time and environmental stimuli; available money positively affects impulse purchase tendency; impulse purchase has positive relationships with available money, positive affect, impulse purchase tendency, and perceived crowdedness; and there is a negative relationship between negative affect and impulse purchase.

Keywords: Impulse purchase, individual affect, situational variables, individual characteristics, environmental variables

Organizational Learning Processes in Services and Manufacturing: A Quantitative Analysis of Mexican Firms

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Abstract

Companies have to create competitive advantages to successfully compete. They must find ways to keep their products and services relevant for their customers and they must do so in an often hostile competitive environment. Organizational learning (OL) may provide a tool to keep companies close to their markets' needs in the long run, not just by offering better products and services, but also by finding ways to do so in a more effective manner. OL may provide a company the capacity to adapt and improve its products or services and, in a service environment, it may help to continually provide the service experience needed to satisfy its customers. As DeGeus (1988) and Stata (1989) stated: "OL may be the only sustainable advantage" (cited in Crossan & Berdrow (2003, p. 24)).

Argote (2012) mentions that most researchers agree that OL may be defined as a change in the organizational knowledge that occurs as a function of experience. Pérez López, Montes Peón, and Vazquez Ordás (2005) go a step further and define OL as "a dynamic process of creation, acquisition, and integration of knowledge aimed at the development of resources and capabilities that contribute to better organizational performance" (p. 228). OL can be considered a capability, a complex capability which is difficult to imitate, replicate, and transfer (Day, 1994; Pérez López et al., 2005).

Any insights on how a company may improve its learning capability would be helpful. Since acquiring a complex capability is no easy task, being able to dissect organizational learning by examining its core processes may help managers to understand it and develop it. Furthermore, services companies in particular have caught the attention of different academic fields. Services firms, compared to manufacturing and primary activities, have increased their participation in developed countries' economies. The uniqueness of their operations, provide a new and complementary background for the OL research field. Understanding how organizational learning processes (OLPs) are different for services companies may provide new insights to help develop such an important capability in services companies. It may also provide non-services firms with insights into differences in OLPs that may help them develop services-like processes that enhance their OL.

This research, which is currently being carried out and whose findings will be presented at the GLOSERV conference in October, will examine the different steps of the OLPs, link those sub-processes to the firms' performance, and examine how those processes and relations may differ for services firms. Research within Mexican companies provides a new and interesting development for the OL literature. As Latin America's second largest economy, with a population of 127 million (Bank, 2017), and a major trading partner of the USA, Mexico represents a relevant country to analyze. According to Mexico's National Statistics and Geography Institute (INEGI, 2015), in the last economic census, the services sector represented 42.5% of the economy and employed 49.5% of the formally employed population (INEGI, 2015).

The initial research question in this study is as follows:

- *Are organizational learning processes (OLPs), and their component sub-processes, more relevant for performance in services companies than in manufacturing companies?*

According to Argote (2012), experience does not automatically drive performance; instead, it is the variance in organizational learning observed in different companies which does. How the heterogeneity of services, where the cumulative experience of repeating a task is not as strong as in manufacturing firms, affects the OLPs and their influence on the firm's performance, deserves further research. The differences in the link between OL and performance for both services firms and manufacturing firms is lacking in empirical research. Even the sub-processes forming the OLP lack empirical investigation, as mentioned by Wang and Ellinger (2011).

Studies on this link between sub-processes may provide a case for enhanced OLPs for services that could be tied to the specific opportunities provided by the services industry. They may also provide a sustainable competitive advantage to manufacturing businesses that have embedded service-enhanced OLPs by developing the service component of their product-service bundle. An enhanced continuous learning capability, found in firms that have OLPs that score highly on a measurement scale, may provide firms the ability to adapt to dynamic markets by acquiring those OLPs that provide the correct flow of cumulative experience, innovation, and strategy implementation (Santos-Vijande, López-Sánchez, & Trespalacios, 2012).

Based on the literature review, this study seeks to examine discrete aspects of the differences in OLPs between services and manufacturing firms:

- Is there a difference between services firms and manufacturing firms in managers' perceptions of OLPs?
- Is there a difference between services firms and manufacturing firms in the sub-processes (intuition, interpretation, integration, and institutionalization) that take place at different organizational levels (individual, group, and organizational)?
- Is there a difference in the feed-forward and feedback learning flows between services firms and manufacturing firms?
- Are managers' perceptions of the relationship between OLPs and organizational performance stronger in services firms than in manufacturing firms?

Data Collection

To answer the research questions and test the hypotheses, a quantitative research method is proposed. The sample will be drawn from the 33,579 alumni of IPADE, the leading business school in Mexico. The IPADE alumni pool represents mostly small- and medium-sized Mexican firms, widely spread around the country. These firms are deemed representative of legally established Mexican firms and provide a large sample that will contribute to the statistical significance of this research.

Methodology

The OLP construct will be assessed using the Strategic Learning Assessment Map (SLAM), proposed and developed by Bontis et al.(2002). The SLAM survey contains five theoretical constructs that include three learning levels (individual, group, organization)

and two learning flows that consist of the 4-I framework developed by Crossan, Lane, and White (1999), including the feed-forward and feedback loops that they propose. ANOVA analysis will be used to test for statistically significant differences between the manufacturing and services firms in the respondent's perceptions of the use of four sub-processes and the feed-forward loop. Finally, to test for the relationship between OLPs and performance, a structural equation model using partial least squares is proposed.

Keywords: organizational learning processes, services, manufacturing, 4I Framework, mexican firms

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"Role of Digital Media in Airport Brand Management": Conceptual Model Based on Integrated Literature Review

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Abstract

Airport services remain important due to the ever increasing traveling trends and increase in airline industry with both its number of fleet operators as well as expansion in the airport transport solution management companies. Airports have started attracting the travelers as well as airline operators with highly effective marketing strategies. However, there had been a very little research work done in Airport brand management through Digital Media. Therefore, this paper discusses the role of digital media marketing for airport brand management. The research arguments were developed through extensive literature review to presents a holistic and systemic perspective on the topic. Relevant literature published 2010 onwards was reviewed from the service branding, social media marketing, aviation and tourism marketing research disciplines. The methodology employed in this study can be related to “integrated literature review” presented by Torraco (2016). A systematic conceptual model was developed to integrate existing research in the area and highlight future research directions.

Keywords: services management; airport branding; digital marketing; social media; tourism management

Introduction

Aviation industry is a service-oriented industry. Despite of the highly volatile nature of the aviation industry (Koopmans & Lieshout, 2016), it is one of the fastest growing industries in the world. Global airline profitability has increased over the last five years (Lopes, Ferraz, & Rodrigues, 2016). Airport commercialization worldwide started in the 1970s and this eventually lead to airport privatization in the 1990s (Castro & Lohmann, 2014) which increased competition (Jones & Dunse, 2015) by diluting monopolies (Halpern & Graham, 2013) and governmental control on costs (Jones & Dunse, 2015, p. 581). Airports are no longer public entities but have developed as commercial enterprises (Jones & Dunse, 2015). The number of commercially oriented airports is increasing rapidly worldwide (Halpern & Regmi, 2011). Due to rapid globalization and increase in the number of travelers, airports are transforming themselves into commercial entities. For this, they have turned their attention towards effectively implementing marketing and branding strategies following the footsteps of major business corporations (Castro & Lohmann, 2014).

Brands offer identity extensions and symbolic values to their customers (Enginkaya & Yilmaz, 2014). Airport brands aim to differentiate themselves with their competitors and increase customer loyalty (Castro & Lohmann, 2014). A brand is a significant factor in corporate strategy (Chung & Han, 2013). Branding is crucial to establish competitive advantage in any industry (Keller & Lehmann, 2006) and this also applies to airports. Digital communication has become essential for establishing customer satisfaction and loyalty (Avram, 2014). There are more than 3.2 billion social networking users, 3.9 billion

active e-mail users, and 400 million tweets a day which shows wide spread popularity of social media (Haas, Criscuolo, & George, 2015). Digital marketing channels include email, websites, social media, microsites, display advertising, search engine optimization(SEO) and pay-per-click (PPC) etc. (Brosan, 2012). The channels most widely used are email, websites and social media(Brosan, 2012).Websites and email are now believed to be less effective and therefore receive less attention from the marketing departments to save budget (Brosan, 2012).

In the last 15 years, academics as well as practitioners have noticed the emergence of digital media platforms that “have revolutionized marketing, offering new ways to reach, inform, engage, sell to, learn about, and provide service to customers”(Lamberton & Stephen, 2016).This digital media is a global media where information flows freely through internet (Özsomer, Batra, Chattopadhyay, & Hofstede, 2012). Consumers today use social media networks for an enormous amount of time(Avram, 2014).Social media is also called consumer-generated media (Grančay, 2014, p. 214) as the content on these platforms is uploaded by its users, not the website management. The widespread popularity of technology such as smart phones, high-speed internet, and the advent of social media platforms like Facebook have all been part of this revolution (Lamberton & Stephen, 2016, p. 146). Airports worldwide have started using various social media platforms for communication especially Facebook, Twitter, YouTube and Flickr but this trend seems to be more prevalent in North American or European airports (Halpern, 2012).

Social media has revolutionized the marketing practices and consumer behavior in the travel industry (Bigne, Andreu, Hernandez, & Ruiz, 2016) as it directly influences the planning and travel purchase decisions of travelers (Xiang & Gretzel, 2010). In today’s global and competitive marketplace, social media has gained wide acceptance and popularity in customers as well as organizations due to its direct implications in consumer engagement, brand awareness and connectivity(Enginkaya & Yilmaz, 2014). Consumers can easily contact brands and fellow customers. This enable brands to develop a deeper and relationship with them. User-generated content has major influence on the social media communications(Enginkaya & Yilmaz, 2014).Online social media networks have a direct impact on the consumer-brand relationship(Enginkaya & Yilmaz, 2014).Airports also use social media to capitalize on airport’s social media followership for research and development e.g. to conduct surveys regarding customer satisfaction and to evaluate customer interest in new routes. This will have direct implications for airlines, tour operators and other stakeholders (Halpern, 2012).

Significance of the Study

Airports now increasingly seek to diversify their business. With the growth of airports and air travel, more commercial opportunities are arising which the airport management can exploit. Their customer base is not limited to the travelers but also the airlines, the greeters, the general public, other associated aviation stakeholders including ground handling and catering companies etc., airport advertising and tenants like retail, food and beverage, car parking and rental companies (Halpern & Graham, 2013).

This research aims to identify the drivers of digital media success in airport brand management. Various researches have studied competitive advantage, productivity, efficiency, and airport ownership model to evaluate airport performance but very few have

focused on airport marketing, especially airport branding (Chung & Han, 2013). Martin-Domingo and Martín (2016) proposed a future research direction to understand the impact of social media, especially Facebook and Twitter on travel and tourism industry. Castro and Lohmann (2014) also indicated that airport branding, especially how airports differentiate themselves from the competition by developing their unique identities is a prevalent research gap. Lamberton and Stephen (2016, p. 162) mentioned that more than 20 research articles on digital, social media, and mobile marketing were published in the top tier marketing journals in the time bracket of 2015 till early 2016. This shows the surge in interest and relevance of this study.

Literature Review

Due to deregulation and privatization in the aviation industry, competition has intensified. Airports now need to develop new strategies for differentiation to gain competitive advantage and one of them is branding. Airport brand is the customer's and stakeholder's perception of airport's product and service offerings that define consumer experiences at an airport (Paternoster, 2008). Brand is a promise for services the quality of which depends on employees' understanding and delivery of the brand promise (Erkmen & Hancer, 2015). Branding of products and service offerings develops an image of the firm through various elements like company name, logo, colors, and so on (Chung & Han, 2013). Brand is an important intangible strategic asset for airports (Chung, Jang, & Han, 2013).

Castro & Lohmann (2014) cited key components for airport branding identified by Tse (2007). They include food and beverage providers, retail stores, pricing strategies, architectural design, layout and artwork, service quality, entertainment options, and logos and slogans. Attributes including the number of cities connected, number of flights, number of airlines operating at the airport, size of the airport terminal and other experiential factors develop the airport brand attributes which lead to development of an image in the minds of the airport users (Chung & Han, 2013).

Online Word-of-Mouth

There is growing awareness regarding consumer rights and any negative experience with a brand spreads online quickly (Yan, 2015). Researchers are now studying the online word-of-mouth, especially the firm-encouraged word-of-mouth which is generated through approaches like "viral" and "seeding" campaigns (Libai, Muller, & Peres, 2013) with firm-generated or firm branded content in social channels (e.g., a brand's post on its own Facebook page or Twitter feed). This is also called "content marketing," and is now used as a complement to or a substitute for traditional advertising (Lamberton & Stephen, 2016, p. 162). Facebook alone has more than 900 million active users worldwide who can share posts, videos and pictures and interact with each other privately (Grančay, 2014, p. 215). Kumar, Bezawada, Rishika, Janakiraman, and Kannan (2016) discussed how firm generated social media content can affect sales. Customers can spread both positive and negative feedback on the social channels (Sinclair & Vogus, 2011) which makes it important for companies to be vigilant on these platforms to protect the virtual image of the brand (Paquette, 2013).

Airline Co-Branding as Branding Tool

With deregulation, new types of airline business model were born to challenge the traditional full service national carriers. These models include the low cost carriers (LCCs)

which enabled air travel even for non-wealthy population (Halpern & Graham, 2013). These business focused airline models generate additional opportunities for airports. Airports can attract them with lower operational charges and other incentives to facilitate the travelling public by offering them more airline carrier choices (Halpern & Graham, 2013).

Role of Tourism

Airports are major stakeholders of tourism as they play huge part in tourism development and promotion. Other stakeholders of tourism are generally small- and medium-sized enterprises (Castro & Lohmann, 2014). Airports can liaison with public authorities for tourism for destination marketing (Castro & Lohmann, 2014).

Mobile Devices and Apps

Airports have developed various mobile services and applications for communication and to assist passengers to find the check-in areas, gate, and to customize their airport experience. All this generates new avenues for commercial revenues (Martin-Domingo & Martín, 2016). Next generation mobile devices with even more innovative, next-generation mobile apps will transform into a major platform to conduct business in any industry (Kaur, 2013). Mobile marketing now constitutes 7 per cent of budget, having taken its place alongside more traditional digital activities, such as display advertising (7 per cent), SEO and PPC (6 per cent each) (Brosan, 2012).

Ethical Use of Customer Data

Airports face a continuous pressure from airlines and other stakeholders to keep prices competitive and remain profitable. To achieve this goal, understanding and real-time analysis of consumer trends is required from airport management (Martin-Domingo & Martín, 2016). Collecting social media data is hard for firms but data mining software are now increasingly being used to ease this process (Snelson, 2016). Companies can exploit the customer information they collect online to assess their purchase intentions, especially from social media platforms (Paquette, 2013). Kumar, Keller, and Lemon (2016, p. 4) mentioned that firm's ethical collection and use of consumers' online behavior marketing data is a current research gap (Lamberton & Stephen, 2016).

Public versus Private Airports

There are multiple types of airport governance model in place around the world. The major models are state government ownership, airport management authority, joint management with private investors and private corporation (Castro & Lohmann, 2014). Public and private sector airports both aim to create value by providing comfort and quality of service to their users (Jorge-Calderón, 2014). Private sector operators are more profit focused as they are responsible for returns on investment (Halpern & Graham, 2013; Jorge-Calderón, 2014). This also reflects in their competitive strategies (Jorge-Calderón, 2014) including airport marketing and branding (Castro & Lohmann, 2014). Public airports have a tendency to ingest the philosophy of the national governments and its politics (Castro & Lohmann, 2014). Jones and Dunse (2015, p. 581) forecasted that the airports still in the public ownership will almost certainly be privatized in future.

In countries with poor transport infrastructure, private airport operators have strong opportunity to make a difference. Public sector investors are less focused towards return

on investment as they are more interested in attracting business from third parties to generate revenue and quality services to help society at large through economic and socio-economic factors (Jorge-Calderón, 2014). These private sector third party investors and locally based non-aviation stakeholders have more potential to identify and capitalize on untapped sources of revenue in the airport infrastructure, thus giving birth to the concept of an “airport city” (Castro & Lohmann, 2014; Jorge-Calderón, 2014). Private airports offer higher degree of autonomy for the management to commercialize and collaborate with investors and stakeholders (Castro & Lohmann, 2014). Halpern (2012) found that the use of social media is prevalent in larger airports, and private owned airports. Halpern (2012) justified this trend by commenting that investment and operational capabilities are required to use social media marketing and public airports who don’t have business interests don’t make this investment.

Manage Public Relations

Organizations are trying to encourage customer engagement via digital presence, especially through the social media, which enables brands to develop a deeper relationship with the customers (Enginkaya & Yilmaz, 2014). Airport marketing strategies can build relationships that have a deep impact on airport customers (Halpern & Graham, 2013). Social media can help to resolve customer inquiries and issues in real time (Avram, 2014; Grančay, 2014). Halpern (2012) found that use of social media by both airports and their customers is greater in North America and Europe. One constituting factor for this is higher internet usage in these regions. Halpern (2012) studied 1559 airports worldwide and identified four major social media platforms used by airports as Facebook, Twitter, LinkedIn and YouTube.

Social media mostly operates with user-generated content which results in low cost on social media marketing (Kaplan & Haenlein, 2010). Customers can easily share their experiences online to which organizations can respond in real time for customer services, data mining for new innovative ideas, and creating customer engagement (Smith, Fischer, & Yongjian, 2012) which strengthens the brand by developing a sense of association and belongingness (Yan, 2015). The user generated experiential comments shape the consumer perceptions (Smith et al., 2012) and this perception developed through the comments of a previous customer is more likely to influence customer purchase intention than advertisements (Agresta & Bough, 2011). Facebook has attracted much attention from firms’ marketing and sales departments for its effectiveness to manage public relations (Grančay, 2014, p. 215).

Backfiring Social Media Strategies

“Hash tag hijacking” occurs when social media users start negative usage of the hash tag that was launched by a firm to promote itself positively. An example of such hash tag hijacking occurred in 2011 when Qantas Airline was running a hash tag campaign with #Qantas Luxury competition. The contest asked people to tweet about their luxury in-flight experience. The marketing department failed to consider that Qantas was currently in negotiations with its unions, which failed the day after this campaign was launched. Qantas had to ground its fleet, which stranded and angered its passengers. This poorly timed hash tag campaign failed and spread a negative impression about the airline brand that they were trying to attract customers to the expensive luxury products while failing to meet the union

demands of a fair wage for airline employees. This enticed high customer complaints and negative media attention.

- **Proposition 1:** Airport brand management is an outcome of digital media marketing.
- **Proposition 2:** Airport brand management is a combined outcome of managing public relations, airport’s role in tourism development, ethical use of customer data, and airline co-branding.
- **Proposition 3:** Successful digital media marketing leads to airport brand management, which lead towards customer satisfaction, innovative service, brand leadership, competitive advantage and airport profitability.
- **Proposition 4:** National culture, passenger age, education and literacy levels, and prior travel experience has a mediation or moderation effect in the proposed relationship between digital media marketing and airport brand management.

Conceptual Framework

Through extensive literature review, this study presents the conceptual framework shown here as Figure 1. This proposed framework can help scholars as well as practitioners understand the role and impact of digital media marketing on airport brand management by highlighting their underlying factors.

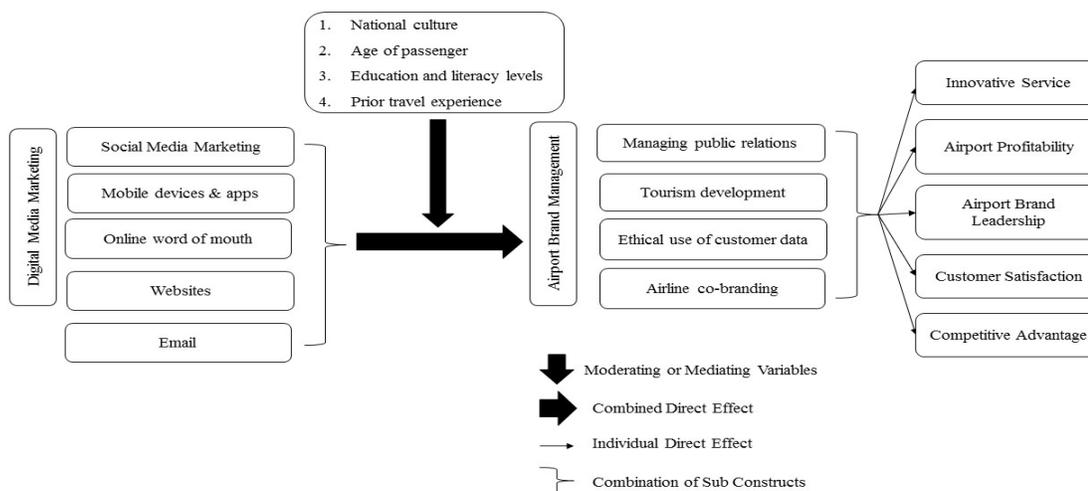


Figure 1: Conceptual framework

Methodology

This literature review was conducted by reviewing literature selected through a special funneling process. The literature selection criteria helped the author narrow down the number of publication and identify the latest and most relevant literature available on the research topic. Several filters were used during literature search process. First, the publication duration was set as 2010 onwards. Second, only scholarly literature was reviewed in this study, which includes journal articles and books. The quality of the journal publications used was ensured by choosing only the well-established journals, which have significant number of volumes published. The scope of this literature review was restricted to make the findings of this study more focused for the airports. Very few studies were

found which discussed digital media marketing specifically in the context of airports. This filtering process returned some 60 potentially relevant publications in which the keywords appeared in the title, abstract or the paper. No review papers were found on this research topic but a review paper was identified which discussed social media as a marketing tool (Paquette, 2013).

Several keyword with various combinations were used in the search. They included “digital marketing”, “airport marketing”, “airport brand”, “aviation branding”, “digital branding”, “service branding”, “airport branding”, “social media marketing”, “travel marketing” and so on. This search was conducted via various interdisciplinary scholarly databases including Google Scholar, Microsoft Academic Search, ERIC, Science Direct, Academic Search Premier (EBSCO), and ProQuest Summons. These databases index different academic journals so they were used together to ensure that relevant studies are not missed. The citation information for the potentially relevant papers were downloaded in Zotero and later cleaned for duplicate entries. A handful of studies found on the topic shows that academic research in this area is in its infancy stage and this review study can prove to be a significant contribution to integrate the current research for guiding and encouraging future research in this area.

Limitations

This paper did not use empirical data to report findings. Instead, extensive literature review was conducted to develop a conceptual framework, which can be tested by future studies. The researcher delimited this study by using the literature published after 2010 to ensure that recent and more relevant studies were reviewed to propose a conceptual framework. Only books and journal articles were reviewed in this study as they are considered as scholarly literature. Recent advancements may have been published in non-scholarly and grey literature, which was not used in this study. Due to language restriction, this study only used the literature published in English language.

Conclusions and Future Directions

This study investigated the role of digital media marketing on airport brands. The originality of this study is its conceptual model, which shows how airport brands can capitalize on digital media, which can lead towards innovative service, brand leadership, competitive advantage and performance improvement by becoming global brands. Global brands hold economic, cultural and psychological power (Özsoyler et al., 2012). Airport managers can use this knowledge to understand the importance of digital media marketing and its various outcomes to assess where they should invest their marketing budget for the highest impact on brand.

Jones and Dunse (2015) discussed the ownership model, and the importance of non-aviation business for an airport. Airport retail has been a recent area of interest in this aspect (D’Alfonso, Jiang, & Wan, 2013; Fasone & Maggiore, 2012; Fuerst, Gross, & Klose, 2011; Gillen & Mantin, 2014; Livingstone, Popovic, Kraal, & Kirk, 2012; Madeira, 2011; Murphy, Moscardo, Benckendorff, & Pearce, 2011; Orth, Frei, & Weidmann, 2015). Castro and Lohmann (2014) highlighted a future research direction to analyze airport vision statements with respect to attributes regarding conciseness, clarity, future orientation, stability, challenge, abstractness and desirability, or ability to inspire. Castro and Lohmann (2014) also recommended an investigation into the perception of airport

managers regarding airport vision statements, which is one aspect of airport branding. Jones & Dunse (2015) studied airport's capital value evaluation based on its assets. Airport's brand equity, although an intangible asset (Chung et al., 2013), may influence its capital value. Measuring this brand equity and its impact on the capital value can prove to be a fruitful research area.

Paquette (2013) mentioned that previous researches have suggested that firms should integrate social networking platforms in their business model, strategy and promotional mix. Halpern (2012) suggested investigation of the relevancy of different social media platforms to achieve specific objectives e.g. customer service, crisis management, corporate communications etc. Another future research area is to measure the effectiveness of social media, and its impact on customers for adding value to airports. Martin-Domingo and Martín (2016) highlighted that airports are not using Facebook and other popular platforms to run marketing campaigns and this untapped potential should be attended. The use of social media has some associated risks. Studies have called for an investigation into best social media mix management practices and its return on investment (Weinberg & Pehlivan, 2011). Although marketing professionals have confidence in social media's role to develop brand image, there is lack of evidence from the buyers perspective (Brosan, 2012). These research avenues can translate into direct practical applications.

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Communicating With Senior Travelers: Respectful Adults or Old Children?

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Abstract

Although there are many quantitative studies aiming to identify the main characteristics of senior tourists, or explain the attitudes towards the elderly, there exists only a few studies which bring a deeper understanding on how tourism employees position themselves while communicating with seniors. Within this sense, the main purpose of this study is to examine the impact of frontline employees' perception of senior tourists on how they communicate with seniors. Furthermore, the study aims to determine whether frontline employees in tourism regard elderly adults as seniors, respectful adults or as old children by conducting a qualitative research. Seniors draw attention of service providers since they are considered more loyal customers (Moschis, Bellenger and Curasi, 2003), and they tend to spend more on services such as health, travel, entertainment, home repairs, and retirement housing (Moschis and Belgin, 2008; Grougiou and Pettigrew, 2011). However, it should be kept in mind that senior travelers might have some special needs regarding their age and state of health; accessibility, language barriers, different options for travelling, health care services should be considered while targeting this market segment (Albu et al., 2015). Research on senior travelers has mainly focused on profiling senior travelers (González et al., 2009; Alén, Losada, and Domínguez, 2016), understanding the seniors' tendency to travel, preferences, barriers of seniors (Zimmer, Brayley, and Searle, 1995; Fleischer and Pizam, 2002; Moschis and Belgin, 2008) and factors affecting the service willingness towards senior travelers (Chu and Chu, 2013). In this study, an overlooked field of research in tourism marketing is examined: perception of tourism frontline employees in their communications with seniors, and from which factors and in which content such communications are affected. Miller (1991) emphasized that complex and simple measuring is not possible, and that "in-depth interview" must be adopted when an in-depth phenomenon needs to be discovered. Within this context, this study has been carried out by utilizing "semi structured, in-depth interviewing technique", a "qualitative research" method. Interview questions have been prepared through making use of pioneer studies in the field of communication with the elders (Kogan, 1961; Kaplan, et al., 1995). Interviews started at 26.06.2017 with frontline employees directly contacting with tourists in touristic hotels, group A travel agencies and food and beverage businesses in İzmir, and after interviews with 21 employees, it was terminated at 15.07.2017 due to repetitive answers and having a data set reaching satiation, as Strauss and Corbin (1998) suggest. Upon examination of the findings, three main themes have emerged from the encounter of seniors and frontline employees within the communication from the perspective of frontline employees; "childish behaviors", "phenomena due to senility and generation gap", and "approaches towards communication constraints". All the participants stated that seniors have childish tendencies in many aspects, and that this makes it harder to establish a communication between them. Two subthemes have been created under the childish behaviors theme, namely "phenomena" and "outputs". While behaviors of seniors, which are associated with behaviors of children, and which affect the communication negatively, are demonstrated under the phenomena theme, communication manners of employees in

accordance with such behaviors have been stated under the outputs. Five main labelings have been made in the phenomena chapter, which are “importunity”, “irritability and sensitivity”, “desire of consolation (special attention)”, “imperception” and “neediness”. And in the “outputs” chapter falling under childish behaviors theme, five different employee equivalents have emerged, which are “consoling and special attention”, “detailing and time allocation”, “evasion and disregard”, “flattering” and “reprehension”. Second main theme is the phenomena due to senility, and generation gap. These phenomena have been classified under three subcategories; “physical, mental and cognitive constraints”, “use of language and technology”, and “behavioral patterns”. Physical, mental and cognitive constraints have been divided into two categories as “phenomena” and “outputs”. In the phenomena category, seniors’ competences such as “hearing”, “vision”, “speaking”, “comprehension”, and “memory”, which directly affect the communication, have been mentioned, and all the employees have stated that a significant part of seniors have difficulties in such aspects, and that this situation affects their communication negatively. And reactions adopted by the employees against the physical, mental and cognitive constraints experienced by seniors have been gathered under the output category. Three different main topics have emerged under this category, which are “assistance”, “evasion and prevention”, and “allocation of special time and work”. Second category evaluated under this theme is the use of language and technology. Most common and labeled phenomena under this category are “not speaking the language”, “jargon problem”, “accent problem”, “use of archaic language”, and “use of technology”. Final category evaluated here is “behavioral patterns”. Behavioral patterns of seniors have been evaluated under two categories in this subtheme as “positive” and “negative”. While behavioral patterns that affect the communication of frontline employees and seniors positively have been referred to as; “gratitude”, “worldly wisdom”, and “knowing what they want”, those affecting the communication negatively have been referred to as; “obsession”, “authority”, “daintiness and pickiness”, “intolerance and ill-temper”, “refusing to understand” and “misuse of tolerance and senility”. Final main theme emerging from the findings of the research is the approaches towards communication constraints. The subcategory emerging from this theme has been referred to as “physical approaches”. Physical solutions involving parlance and body language, developed by employees against the experienced communication problems, have come into prominence. Analysis result of the data has revealed four different physical solutions, which are “idiot proof language”, “imminence and speaking up”, “moderation of the conversation”, and “applied and visual communication”. As a result of the study, findings have been obtained relating to communicational flaws that directly affect the communication between frontline employees and seniors, and most of which are associated with the senility of seniors. Findings reveal that communicational flaws experienced with seniors have a particular nature, even though communicational problems are experienced with all the customer segments due to the nature of service encounter. It has been observed that employees, even though they pay the uttermost respect to seniors, associate the behaviors of seniors with those of children, that they treat seniors as though they treat children, and that they substantially mention negative behavioral patterns while defining the behavioral patterns of seniors. It has also been revealed that employees would rather communicate with other customers than with seniors.

Keywords: senior travelers, frontline employees, communication, service encounter, elderly adults

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Can Tourism Social Entrepreneurs Contribute to Destination Development in a Resource-constrained Environment? Evidence From Piedmont, Italy

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Abstract

Introduction

With a focus on resource-constrained environments, this research contribution aims to shed light on the role of social entrepreneurship in community event management and bridges a research gap in event literature by uncovering implications on destination management. The research scope is to develop greater understanding of social entrepreneurship and resource mobilization processes in creating a sustainable destination competitive advantage.

Literature Review

Financial and non-financial resource mobilisation has become necessary for social enterprises in a competitive marketplace (Austin, Stevenson & Wei-Skillern, 2006; Simms, 2009). However, social enterprises have limited access to traditional financial markets and are therefore restricted in mobilising human and financial resources (Certo & Miller, 2008; Peredo & McLean, 2006). As a result, social entrepreneurs operate under resource-constrained conditions (Peredo & McLean, 2006), compete for donations, volunteers and any other resource (Dees, 2007), rely on philanthropic venture capital focusing on social impact (Scarlata & Alemany, 2011) and use earned income strategies to pursue social objectives and self-sufficiency (Miller & Wesley, 2010). Resource mobilisation strategies, networking and the use of personal and human capital are thus critical to social enterprises (Mair & Marti, 2006).

Methodology

The case study focuses on an identified group of event organizations called 'Pro-locos', which are private non-profit associations that aim to enhance the value of a territory and preserve the intangible cultural assets and folk traditions. The name 'Pro-loco' derives from the Italian 'In favore del luogo' (in favor of the place). The first attempt to create a 'Pro-loco' dates back to the Roman Empire, where the local population wanted to make locations along the Roman ways more attractive and hospitable. At the end of 1800 civil committees were constituted and identified with the simple Italian proposition 'Pro' followed by the name of each community where they operated. Today, 6000 associations operate in Italy in mainly rural areas. The Pro-locos are supported with public funds from the region and local municipalities; the law identifies criteria to assign financial resources in accordance with the nature of tourism activities and related social implications for local development. However, with the current financial crisis in the public sector, some

associations experience significant delays in obtaining the annual contributions from local administrations; additionally, the Spending Review Reform has considerably reduced financial support from local municipalities. The case study area is Piedmont in north-eastern Italy and is characterized by the highest level of Pro-locos (over 900) compared to other Italian regions. Here the cultural world is particularly vibrant, as the region also has the highest number of cultural associations and newspapers in Italy.

Data collection was based on 67 interviews; to strengthen the reliability of the case study, all interviews were carried out using a standardized protocol. The semi-structured interview format was used to guide the interview process and to obtain free-flowing responses, which enabled exploring the emerging themes and issues.

Findings

The study highlights that in protecting local heritage and preserving local environments, social entrepreneurship are typically creative in their bundling processes when through effective combination they generate different values from local resources in event management. Additionally, through resource mobilization processes, these actors recognize potential resource uses that differ from the initial aims and combine these resources in new ways. The findings identified the following factors that commonly curbed community event management: (a) the nature of cultural assets and recreational provision; (b) financial and human constraints; (c) regulation and political settings.

Our data analysis explore how social entrepreneurship is instrumental to mobilize resources and transform them into different forms of sustainable destination advantages. From a cross-comparison of event organization approaches, the business model emerges based on: (a) stakeholder participation and partnership; (b) sharing ideas, materials, knowledge; (c) capturing dispersed resources and assets from local communities.

Conclusions

Originality

We propose a conceptual model where social entrepreneurship for destination competitiveness results from the interaction of the above-described variables. This framework emphasizes the role of social entrepreneurship, considering the inference of managing resource scarcity and striving to achieve social capital creation for destination development. The identified variables provide a new perspective to studying resource procurement in community event organizations.

Practical implications

The results underline that policy decision-makers and local tourism development agencies should favor the development of a new culture aimed at innovation, pro-activeness and opportunity - seeking in community event organization with a view to creating social value. The identified constraints also represent a stimulus for event policy decision-makers: these actors need to rethink the allocation of public funds to support and favor entrepreneurial orientation in leisure and recreational initiatives. For community event organization, the proposed framework helps focus attention on achieving both external and internal organizational alignment. Social entrepreneurship can be more effectively generated from

beyond organizational boundaries and a valid support in creating sustainable destination advantages directly or through facilitating its creation with and by others.

Social implications

Community event organizations are frequently depicted as operating in resource-constrained conditions as they intentionally locate their activities in areas where markets function poorly and compete for financial and human resources. Our data identifies similar constraints can be counteracted by developing solutions to subvert these conditions to create social value. Social entrepreneurs act with resource mobilization strategies, based on networking and the use of personal and human capital. The described approaches have implications on improving social inclusion and cohesion by protecting local heritage and intangible cultural assets through innovative recreational activities. Investigating this process in environments where resource constraints are more acute could provide valuable insights into enhancing social and economic destination development.

Keywords: social entrepreneurship; community event organization; destination competitiveness; business model.

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Ecology, Stakeholder Management and Corporate Social Responsibility

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Abstract

This paper proposes a reflection on the appropriateness of the introduction of a new legal front in favour of maximum prevention by the managers of the companies potentially responsible for environmental damage.

Keywords: prevention, environmental damage, managers, companies, responsibility

Purpose and Objectives. Maximum Legal Prevention of Environmental Damage

The experience of these first years of the 21st century shows that national and international legal norms have not been able to successfully prevent production accidents and damage to the environment with dire consequence for the natural environment (Fonquerni y Bas, J., 2017). International environmental liability and Spanish legal systems are based on the principles of prevention and, above all, on the principle that "who pollutes, pays". Get the repair of damages is the primary objective of all legal texts. However there are to take into account that the cost of repairing ecological damage is economically very high. In many cases the repair is impossible if the damage has occurred. When an operator has created environmental damage will result fling against pecuniary liability.

Spanish Law 26/2007, about environmental responsibility, defined "operator" as any physical or legal person, public or private, which plays an economic or professional activity, or check such activity, or has decisive over its technical functioning economic power (and with or without lucrative purpose). It is a very general concept, although in practice most often is that the pollutant subject is a social entrepreneur and in particular a capital company (shaped like a corporation or limited liability company). This operator will normally be a mercantile society, which will be bound to its dissolution, with the additional damage that this implies for all stakeholders (employees, suppliers, customers, etc.).

And even in cases in which pays the Administration -if the contaminant entity cannot pay-, the final cost of the repair has an impact on all citizens. That explains the insistence in the preventive mechanisms enabling.

This paper proposes a reflection on the appropriateness of the introduction of a new legal front in favour of maximum prevention by the managers of the companies potentially responsible for environmental damage.

Ten years ago, as a result of the transposition of European Community legislation, the environmental liability law was passed in Spain. Original and innovative, as the Spanish legislator's own contribution, this law makes the managers of enterprises that have caused environmental damage in *personal responsible* for that damage. From this point of view that managers social responsibility mechanism can be used as a very interesting and effective preventive formula prior to the causation of the environmental damage, and not

just Spanish internally, because it entails a lift - very important - the level of due diligence to administrators of companies that are, as a practical sample, the main agents of contamination.

And, from another perspective, we consider that this new responsibility can also help to increase the profits of the enterprise to improve its image, if it uses the conduct of the company within the framework of corporate social responsibility and not only within the framework of strict legality.

Social Interest and Interests of Corporate Social Responsibility

For a long time was considered unanimously that the interest of the society, the company, was the common interest of the partners. This interest was mainly translated into profit by members from the profits of the company. This concept, known as "contractual", close the eyes to social reality external to the company, which become a wealth generator instrument directly to members. Only indirectly - through the enrichment of the partners and the greater movement of goods, or the increase of jobs in the company, which would be in the general well-being - could be perceived benefits for the rest of civil society.

From this perspective the company yields correspond to who has risked his capital in it and the interests of third parties are not deserving of special protection against the company. This theory seemed irrefutable in the case of the large corporation and extended also to the limited liability companies, small or family, due to the unitary sense of both social types in the corporate law world.

The definition of the concept of social interest was not never fully closed, however. Just think of the debate that has been causing in line with the reforms of the corporate laws during the 21st century in France, or the deep doctrinal discussion in Italy or Spain. Many issues intertwined with this concept are not clear to translate it into practice problematic. This is often the case with the challenge of "contrary to the social interest" social arrangements, or the difficulty of finding and defining the 'common' interest of the partners.

In recent years step has opened a ground-breaking, entirely new conception of social interest, which departs from the exclusive "common interest of partners" and its particular benefit and moves away from the aforementioned contractual theory. It conceives social interest from a completely different perspective, which could be described as institutionalist theory. The social interest (the interest of corporate society) today will be the social interest, i.e. the interest of the company as a whole and as organism alive, responsible and active in civil society. From this new point of view social interest includes business interest in a total whole, with the interests of minority shareholders, the interests of the workers, nor the interest of customers and suppliers, or even other more complex of concrete and diffuse interests.

That international legal doctrine has very important consequences: mean present interests that until now had been relegated. Put the spotlight on these new subjects "interested" in the company means to highlight aspects and interests which, although they could never be ignored entirely by its economic weight - as a load- to the company, were taken into account as guiding beacons on the progress of the companies nor were considered relevant at all to the social goal.

Just put the example of the attention to the interests of workers (Vicent Chulià, F., 1993), especially in large companies and multinationals, or the case of the social interest which should be object of protection when the company is at the gates of the insolvency (Marín De La Bárcena, F., 2004). In the last years of the second decade of the century began to hold legally in various legal systems that the scope of social interest, it should be expanded further to other diffuse interests.

After an iter full of difficulties, various positive laws incorporated the protection of the dispersed interests of other subjects linked to societies but that are not necessarily partners. The perspective is changed again to analyse the objectives of the company, which now become much more than an instrument so that partners or some related society receive direct benefits (Buonocore, V., 2004).

Now it is the legislator who takes into account these new "social interest" from companies to regulate company law and it has practical implications of all draft. If the particular commercial legal rules collect - as thus is happening now, albeit timid way - those new interests at stake as part of the "social interest" of the companies, are already not may act in exclusive a few specific shareholder interest, whether or not mainstream, but it must also act in the interest of those third parties subject, linked with the society and which do not coincide with the partners.

Who are these new individuals whose interests are worthy of protection to form the "social interest"? At the moment the list of interests at stake is not defined. Such subjects are, for example, the stakeholders (Caussain, J. J., 2004; Visconti, R. M., 2004) that is, customers, especially the consumers and users, workers, creditors, financial institutions, suppliers, public administration... and also civil society, future generations... And therefore always regard all those third-party relations with the mercantile society business (Baums, T. Y K. E. Scott, 2003; Hopt, K. Y P. C. Leyens, 2004). As well, within those interests to take into account as a guide for the company stand out increasingly clearer profiles and stronger environmental protection and reduction of the environmental impact of the activity of the company.

From the new laws that are the tenets of corporate social responsibility is conceived the company as a gear which has combined and operate harmoniously internally - to get his survival, that affects everyone - and also externally, to be an engine of wealth and direct growth for all the social and natural environment. The company, public or private, must respect other interests and ethical duties that go well beyond the strict economic interests of the company; among them are the interests of protection of the environment and ecology (Brudney, V., 1982; Crook, G., 2005; Bernaldo De Quirós, I., 2005).

A key milestone in this direction has been, in Europe, the adoption of Directive 2004/35/EC of the European Parliament and of the Council of 21 April 2004 on environmental liability with regard to the prevention and remedying of environmental damage, should be transposed more by April 30, 2007.

Within the framework of corporate social responsibility have emerged new forms of demand for responsibility when the company breach its new goal-heritage obligations to the environment. We could frame these new responsibilities within the general framework

of aggravation of demands by some ethical considered conduct, result of general social irritation - and we are referring to a global international level, not only local. In the environmental field this irritation is the result of phenomena such as desertification, global warming, floods or melting of the Poles that affect all humanity and, in particular, in some way, all environments and species.

There is no doubt that the values which protects the corporate social responsibility, and especially the ecological and environmental liability, are welcomed mostly as very positive by the civil society, that it does not hesitate to criticize and evaluate corporate social responsibility expressed by the company and opted for or against it, buying products or using services, as their perception is. This entails the major risk of its conversion into a mere instrument of superficial marketing and makeup (Martínez Salvadores, S., 2004; Del Río, R., 2004), although it is also true that in many cases the effect of injury to the environment cannot hide in any way because new technologies allow to know damage, sometimes devastating, taking place in real time (Orozco, C., 2015).

Another risk to consider is the quantification of the value that must be granted to these new interests worthy of guardianship and protection that must be respected for the company (at this time, respect for the environment and ecological values). Have these values to be placed above all other values of the company? Let us not forget that we are talking about almost always capitalist companies, societies in which, as its name indicates, what matters is the capital contributing partners, usually shareholders, in order to obtain a benefit by participating in the gains made by the company.

And the conception of capitalist enterprise, therefore aimed at obtaining a profit, which is the engine that drives the creation and maintenance of these companies, has not changed at all. And let us not forget either that, as stated at the beginning, new values at stake - and among them, the responsibility for caring for the environment, or ecology - do not come to replace nor to novar to the old value of giving priority to the benefit of the partners, the creation of value for shareholders or shareholder value, but in addition to this value giving place to a plural arch of values that the company must address jointly in its performance, although without neglecting the most basic, consisting of own conservation and maintenance in running the business profitable (Miras Rodríguez, M^a. M., Carrasco Gallego, A., Escobar Pérez, B., 2014; Fernández García, R., 2016) and socially responsible.

This critical perspective shows the fragility of corporate social responsibility, which is still very young and must also be taken into account: note that we speak about legal values now - and in many cases *legal but not imperative*, of voluntary compliance by businesses - very recently. It's about youth rights, in the sense that they are rights underdeveloped yet, both in its roots and forms of protection by the legislators, who are usually very vague and "soft".

The Environmental Responsibility of the Company

Citizens have the right to enjoy an appropriate environment. In the Spanish Constitution of 1978, Spanish law incorporates this right in its article 45, within the framework of the "guiding principles of social and economic policy". At the highest level of european community we need to refer also to article 194 of the new Treaty on the functioning of the European Union, which establishes the need to preserve and improve the environment and

refers to the spirit of solidarity among States members which must govern the Union's energy policy.

As a result, people have the right to enjoy an environment suitable for its development, as well as the duty to preserve it. The authorities "shall ensure the rational use of all natural resources, in order to protect and improve the quality of life and defend and restore the environment, relying on the indispensable collective solidarity". The Spanish Constitution also determines, for those who do not use rationally all the natural resources and injured environment, criminal or appropriate sanctions, "as well as the obligation to repair the damage caused". This right entails the sanctioning of public administrations and the obligation to repair the damage to the environment.

The specialization of the law has led also to a specialization of liability regimes. Far are civil and commercial standards of the old nineteenth-century codes that condensed into a few articles all forms of environmental tort liability (Esteve Pardo, J., 2008). Today there are resorting increasingly to a larger number of texts. And these texts are more specific and more specialized material (Zapater Espí, M. J., 2015). The tangle of legal standards in each particular subject on pollution liability (i. e. Directive 2010/75/EU, Directive 78/176/EEC; Directive 82/883/EEC; Directive 92/112/EEC; Directive 1999/13/EC; Directive 2000/76/EC of the European Parliament and of the Council; Directive 2001/80/EC of the European Parliament and of the Council; Directive 2008/1/EC...) determines an important problem of legal uncertainty.

Sometimes occurs a regulatory concurrence of various environmental laws, as it is the case with waste legislation and the legislation of environmental responsibility, which pursue the same purpose though the object of both regulations is based on different concepts (Varga Pastor, A., 2009), and that even to make doubt of what should be the standard to apply (Álvarez Lata, N., 2016). Above all this overlaps another difficulty, very important: to articulate new standards with pre-existing liability regimes (Lozano Cutanda, A., 2009). This complexity is maintained even if the territorial scope of such "special" rules is sometimes supranational (as in the case of Community law directives) and even international (think of the international conventions on the protection of the natural environment).

Law 26/2007, about Spanish environmental liability, arose in this context (González Iglesias, M. A., 2015) as a comprehensive standard encouraging prevention and repair (Valencia Martín, G., 2010) of environmental damage and, incidentally, as a law regulating the liability arising from them. The object of the Law 26/2007 is to regulate the responsibility of the operators to prevent, avoid and repair environmental damage according to the principles of prevention, 'polluter pays'. The scope of the law includes damage and imminent threats of damage to waters, to the banks of the estuaries and sea, soil and species of wild fauna and flora, as well as habitats. In addition, applies only to the environmental damage that produces significant adverse effects on these resources, with the criteria established in the law. We can find there requirements in the administrative and other possible liabilities (Valencia Martín, G., 2013; González Hernández, R, 2012), as well as Directive 2004/35/EC of 21 April 2004 of origin, although it is far away the pretension of this Directive 2004, which so much effort cost to develop, to create a common regime of prevention and repair of damage to the environment in all Member States.

Responsibility of the Administrators of the Society by the Environmental Responsibility of the Company

In the 2007 environmental liability law to which we have referred there is a new and peculiar formula of responsibility of the managers of companies: environmental liability. Certainly in the last 25 years we have been attending in Spain phased and unstoppable escalation of the regime of civil liability of the managers of the Spanish capital companies, what has become a legal system like the Spanish - traditionally benevolent and lax - neglect or lack of interest of administrators in an extremely demanding legal network for these administrators of a polluting company.

However, despite this increased rigor (Quijano González, J., 2008), with this new responsibility - which is still a great unknown in Spain today - they were not at all. And it is that the 2007 environmental liability law holds personally responsible for administrators for the damage caused by the polluting managed company that they manage.

The origin of this precept is not an obligation to transpose Community legislation, since the Directive 2004/35/EC of the European Parliament and of the Council of 21 April 2004 on environmental liability with regard to the prevention and remedying of environmental damage, concerned exclusively the responsibility of the operators, without extending responsibilities to other subjects as administrators. The Spanish legislator, by surprise, without that nobody - neither the European Union nor international agreements - be it requested, again - as did earlier with the general regime of responsibility of administrators by not dissolution in the event of losses aggravated today in the Companies Act of Capital - adds on their own (Yanguas Montero, G., N. Blázquez Alonso, 2008) an important plus of responsibility to the already very loaded suitcase of responsibilities of administrators.

This contribution of the legislature in 2007, which has been maintained until today, leads to several reflections. On the one hand, it is clear the intention of the legislator to incorporate a toughness and a great rigour in demand for responsibility for the management of managers in office how vigilant the work friendly and not harmful to the environment of the entity. And it is not a "passenger" rigor, or a result of an occurrence or an oversight to develop a specific law. The material scope of the liability of the precept remained and expanded later in other legal texts relating to environmental liability. Indeed, that initial article underwent an important ripple effect in other protective subsequent special legislation of the environment: the law 22/2011, July 28, of waste and contaminated soils, in article 36 refers to the subjects responsible for the decontamination and recovery of contaminated soils. And in this article refers to the regime of article 13 of the Law 26/2007, of October 23, environmental liability, which makes the administrators of these soils and residues responsible for polluting companies - solidary or subsidiary - managed society. This shows a clear interest of the Spanish legislator in the maintenance of this special responsibility of administrators before environmental damage and makes it clear that the intention of the legislator was to create and maintain a legal requirement line managers and that article 13 of the Law 26/2007 was not an isolated and lost in the midst of a legislative jungle standard, nor meant a slip of the legislator.

However, it is also true that more recently the legislator stops in demanding administrators of polluting companies in other environmental areas. Law 5/2013, of 11 June, by which modify the law 16/2002, of July 1, integrated prevention and control of pollution and the

law 22/2011, 28 July, waste and soil contaminated, which tends, as it outlines its preamble, to the application of the principle basic of any policy environmental is the prevention i.e. avoid pollution from the source before it is necessary to minimize its effects or to restore the affected resources, it is silent about this type of liability; It does not concern this form of liability of administrators of these polluting operators.

The environmental liability law distinguishes the following remedies: primary repair (any reparatory measure that replace or approaching the maximum natural resources damaged to the State in which they were before the damage - basic State-); supplementary service (any restorative action taken to compensate for the fact that primary repair has not resulted in the full restoration of damaged natural resources) and compensatory repair (any action taken to compensate for interim losses of natural resources that occur from the date in which the damage until the date on which the primary repair has all its effect occurred). Joins an instrument that guarantees that the operator has sufficient resources to cope with environmental responsibilities. Financial guarantees (v. gr. insurance, technical reserve with certain requirements policy, endorsement) are compulsory for the activities of its annex III. However, in the case of these activities operators must confront all the obligations to prevent, avoid and repair environmental damage that can be produced with its activity any case.

The legislator wishes to increase the number of possible subjects responsible for the harmful conduct of the environment (Campuzano Laguillo, A. B., 2009). And that adds to the range of directly responsible individuals that, by the performance of his office, are in charge of the management of the polluting company. You must call attention the extension of responsibility managers in these cases of environmental pollution and not in other cases in which the company incurs liability for breach of other obligations and ethical conduct of the catalogue of corporate social responsibility. For example, is not responsible for a "special" responsibility to administrators when they fail to comply with the duty to promote policies aimed at gender equality in the Council or the company hurts other consumer interests.

When comes the responsibility of administrators and what are its characteristics and its limits? There is not a single form of liability of administrators of the contaminant entity, but different modes of liability.

The first requirement for triggering the joint and several liability of administrators is prior equity failure of polluting society according to the General tax law. Article 13 of the Law 26/2007 provides that they will be *responsible solidarity* for the payment of pecuniary obligations arising from this law subjects to which refers article 42.2 of the Act 58/2003, of December 17, General tax. That article 42 was drafted in 2006 among other standards for the prevention of tax fraud. It says that "will also be responsible for solidarity of the payment of outstanding tax debt and, where appropriate, of the tax penalties, including the surcharge, and the interest on arrears for the period, when appropriate, up to the amount of the value of the property or rights that had failed to seize or dispose of by the tax administration, the following persons or entities: a) which are causing or collaborate in the concealment or transfer of goods or rights of the obligor to pay in order to prevent the performance of the tax administration. (b) where, by the fault or negligence, fail to comply with the orders of embargo. (c) which, with knowledge of the embargo, the injunction or

the creation of the security, collaborate or consenting in the uprising seized rights or property, or those goods or rights on which it had set up as precautionary or security. (d) persons or depository entities of the assets of the debtor that, upon receipt of notice of the embargo, collaborate or the lifting of those consenting".

Which interests most at the moment is the subsidiary responsibility of the duties collected in the Act, in particular the pecuniary obligations, which extends to other subjects (Gómez Ligüerre, C., 2014). It is provided for in the same article 13 of the environmental liability law and determines that *subsidiarily responsible* of environmental injury administrators are administrators of right of the legal person, in fact of that person administrators, managers or administrators of legal persons that they have ceased their activities, the liquidators of legal persons (Miguel Perales, C., 2007) and insolvency administrators who have not done everything necessary to fulfill its duties and obligations in the delicate moments prior to the settlement or the Declaration of insolvency.

Article 13.2 of the environmental liability Act establishes ultimately a responsibility of subsidiarily applicable in certain cases on the administrators of the companies or bankruptcy administrators, who will operate when the company is not taking into account its obligations of prevention or repair and pecuniary obligations. Once declared failed the debtor of principal and, where appropriate, supportive managers, administration shall issue Act of Declaration of liability, which shall be notified to the subsidiary responsible for that answer for the obligations that they apply under environmental legislation.

It is arguable that the obligations included in this responsibility are all derived from the duties imposed by law 26/2007 or only the cash. When we speak of solidarity leaders refers to pecuniary obligations, as mentioned, but in the case of the subsidiary forced this nuance is not.

They will be subsidiary responsible administrators of fact and law for legal persons. Before the grammatical interpretation, logic and finalist in the precept we must admit the possibility of accumulation of subjective liability, i.e. the existence of a type of administrator not exclude the responsibility of another type, if one exists, and will be responsible for all. These administrators will be responsible for at least all the pecuniary obligations arising from law 26/2007 coverage, sanctioning an objective and unlimited administrative responsibility for repair of the ecological damage determined by law.

Will also be responsible for subsidiaries of pecuniary obligations arising from law 26/2007 administrators of legal persons which would have ceased its activities, in any case and has been or not legal dissolution, since that standard is not more than about the ceasefire. They will be responsible for "in terms of the duties and obligations outstanding at the time of such termination," provided that they have not done enough to comply with agreements or taken measures cause of non-compliance.

And, finally, bankruptcy administrators, who had not made the necessary for the fulfilment of duties and obligations accrued before the Declaration of insolvency referred to in law 26/2007 shall also incur environmental subsidiary liability.

It should be noted that in cases of death or extinction of these administrators, individuals or legal entities, the pecuniary obligations shall be transmitted in accordance with provisions for the tax obligations, so they will be transmitted to the heirs (Miguel Perales, C., 2007).

The law also foreseen the causes of exclusion of liability to which the managers or the society may benefit (Quesada Sánchez, A. J., 2008), and allows to repeat against the real culprits of the damage or threat to the environment. From the perspective of many corporate managers of operators responsible for environmental pollution, the current regulation introduces significant changes (in the preamble of the Act 12/2011 expression) in its own regime of responsibility, notably the extension of the period of claim for personal injury, that happens to be from 10 to 30 years. The importance of this responsibility is clearly evident from the expiration of the action: is given a comprehensive term for revocation of action, of thirty years, which should also be counted not from the date in which the harm originated, but from the date that harms ceased to occur.

Conclusions and Policy Proposal

It is still necessary to have environmental legislation and liability systems that effectively *prevent* environmental damage. Such systems of liability, in addition, must be extremely rigorous. Existing mechanisms to the present have shown, in terms of forecast of environmental responsibility, that they are inadequate, unsafe and ineffective. We have been able to analyze briefly some features of a peculiar form of responsibility for the business managers prejudicial from the environment, which is applied in the Spanish subsidiary when the main operator does not fulfill its legal obligations in environmental matters. The Spanish law introduces a no doubt demanding responsibility, which exacerbated the already very rigorous regime of responsibility of the directors. The law introduces tries to ensure more attentive and scrupulous of all environmental obligations by those administrators who are in charge of the societies which may cause environmental damage. However, this is -when already ten years have passed since its incorporation-, a virtually unknown rule and has gone unnoticed among the abundant corporate and environmental legislation.

We can reflect on the desirability of introducing into national and international legislations a forecast of subsidiary liability of the managers of enterprises of this type, and not only in the case of certain environmental damage, but to all cases of environmental responsibility. We believe that a regulation of this type would be interesting not to make more easy or fast the repair, but for a much more interesting question: the prevention of environmental damage.

We totally agree with that "is necessary to implement a principle of integration of the protection of the environment in all development measures and increase the degree of protection of geared towards guardianship pre-emption of the risks that could cause damage to the environment" (Oliveira Lanchotti, A, 2103).

At that point would be interesting to introduce a precept as the one discussed here, that would force administrators of prejudicial environment entities to exercise their own diligence when it comes to implementation of the measures of care the company that administered.

A personal and subsidiary responsibility of this kind would imply a radical change in the way of managing the society by their administrators, who no doubt would care in any case - even in case of delicate situation of the entity, which is usually tend in practice to relax environmental measures, with the consequences we all know - in the environmental management of the company to not incur any personal liability for environmental damage. And this objective seems to be highly relevant. Specifies a new way to manage that can mean a significant reduction of risks and, in consequence of damage to the environment.

Civil liability insurance covering those responsibilities of administrators, paid for by the own companies and passed on to society in general with the price of goods and services, can relax in part the degree of extreme diligence with respect to these duties of administrators. Any case, an international precept which could introduce a forecast of subsidiary responsibility of the administrators of pollutant entities, would really guard of this protected environment of the corporate social responsibility aspect currently very weak way, and could be a very important incentive to get maximum dedication and care in the protection of the environment by the managers of enterprises that are potentially harmful to the environment.

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Evaluating Firm Decisions Within the Scope of Rational Choice Theory: The Volkswagen Case

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Abstract

People must satisfy their needs in order to survive. On the other side, people also have wants that are nonessential but if they are met, they make people satisfied. Therefore people must make rational decisions in the matter of meeting the unlimited wants and needs by scarce sources. In other words, the use of scarce resources with maximum efficiency is in question. The term of "homo economicus" is defined as a person who attempts to maximize his benefit by scarce sources in the classical economic approach and it's assumed that "homo economicus" always make rational decisions. From the classical theory's point of view, "homo economicus" goes according to the ideal plan which means the homo economicus is a rational individual. The basis of the rational choice theory is the "homo economicus" phenomena. According to the concept of the homo economicus, individuals try to maximize their benefits while have the intention of minimizing their intrinsic costs because of their nature (Aktan, 2012).

On the contrary, Simon came up against this approach; criticized. Hereat Herbert Simon generated the theory of administrative behavior (Scott, 2003). According to the the theory of administrative behavior, the term of administrative individual is used for defining the person who acts as rational as possible and takes all the facts, limitations, and conditions into consideration in his/her decision making process (Scott, 2003). From the classical decision making approach, it is possible to say that the process of making a decision is completely based on a rational and objective ground (Hoy and Miskel, 1991). Simon also stated that the factor that limits and determines the decision makers' behaviors is the decision makers' saturation line. In this perspective, an individual can have the chance to determine all the alternative options within his/her personal boundary so it is possible to say that all the individuals and also their decisions are rational but their rationalities are limited.

The term of "decision making" can be defined as the process that consists of selecting the best one among the different decision options and applying it in an attempt to solve any problem (Tozlu, 2016). In addition to this, Herbert Simon who is read as the founding father of the rational decision making approach defines the "decision making" concept as a conscious process. According to Simon, individuals carry out their decision making process deliberatively and the underlying reason of the process is achieving a specific goal. It shows that Simon primarily focused on the factors of purposefulness, consciousness and selectivity (Tozlu, 2016). It's possible to classify the decision making process under three main groups: theoretical decision making approach, rational decision making approach and multi criteria decision making approach (Doğan, 2014).

While talking about the decision making process, the rational decision making approach- at the same time The Rational Choice Theory- is the most implied decision making approach in the literature. Rational Choice Theory is based on the profit and loss concepts

which are one of the basic phenomenon of economics (Akın, 2017). According to the theory, decision makers should take profit and loss that they will get by their decisions into account before coming to a conclusion. According to Rational Choice Theory, separating out the best one among other options is the biggest deal. From this perspective, rational policies should be determined in such a manner that consists of the decisions that provides the highest social profit. According to the theory, criminals conduct a profound profit and loss analysis before deciding to commit a crime. As a result of the calculations, the profits to be obtained and the successes to be shown are decided to commit the crime if it is more than the damage that can be incurred as the result of risk (Akın, 2017). Policy that has the higher amount of cost rather than its benefit shouldn't be picked up under no circumstances. Besides this, the decision maker parties should pick up the policy which provides the highest benefit levels on the costs. In order to set a rational policy, all the possible options should be known clearly and also decision makers should measure the cost and benefit of the each option effectively. This process is finished by setting the most effective one aside.

It is possible to sum up the steps of the rational model as follows:

- Existence of a specific problem (determining the needs and problems),
- Determination of the goals (prioritizing the aims and goals),
- Detection of the alternative options (examining them),
- Assessment of the alternatives (measuring the costs and profits),
- Picking up the preferred alternative (each alternative will be compared with others and one of them will be selected),
- Implementation,
- Reading out the results and feedback.

This study examines the decisions of Volkswagen - the largest car manufacturer company- about manipulating the results of the diesel engines' carbon emission tests regarding to the framework of the Rational Decision Theory. The Volkswagen Company confessed that they produced roughly 11 million vehicles with grayware (they call these vehicles as defeat devices). This Volkswagen crisis is extending from the US to the Europe and contains the other flunker sub-brands of The Volkswagen Group with 270 thousand workers, BMW and one of the main suppliers of exhaust gas called Bosch. This crisis is regarded as the biggest crisis in the world's auto industry. By evaluating the Volkswagen Group's decision within the Rational Choice Theory Framework, it should be taken into consideration the cost of the affords of Volkswagen to convince the automobile users to trust them again. On the other side, The Volkswagen Group should also compensate for the damage of the Volkswagen buyers and cope with the lawsuits against the company. In addition to these, there were sharp decreases in the company's shares like 30% per shareholder value. Besides, The Volkswagen Group was obliged to recall their 11 million diesel vehicles and their executives would be brought to justice and on trial. Secondary data sources is used to conduct the profit-loss analysis and the results of the analysis obtained are evaluated within the scope of Rational Choice Theory. In addition, suggestions were made to protect other companies in the industry not to be faced with the similar results.

Relationship Among Loneliness in Workplace and Positive/Negative Affectivity: Is Gender a Determinant?

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Abstract

Loneliness in workplace and affectivity are among the important dimensions in the working life. These factors influencing the relationships between the employees fall also into the focus area of the organizational studies. On the other hand, the gender which is an important variable in working life plays a significant role in structuring the relationships in question. In this regard, the purpose of the study is to analyze how the loneliness in workplace is influenced by the interaction between gender and positive/negative affectivity. Within the scope of the study, questionnaires were conducted on the employees in the hotels located in Belek and Kemer regions of Antalya. According to the data obtained from eligible 457 questionnaires, the perception of two dimensions of loneliness in workplace differ for female employees depending on low or high level of positive and negative affectivity whereas it is observed for males only in one dimension.

Keywords: loneliness in workplace; positive affectivity; negative affectivity; gender

Introduction

Individuals maintain their lives thanks to the relationships with their social environment. These relationship networks established in different positions and statuses contain positive or negative situations in themselves (Yılmaz, 2011). On the other hand, loneliness is a universal emotion experienced in social relationship network (Rokach, 2014). In this regard, the loneliness is an emotion which can arise any time and during any life period and whose influence differs among the individuals (Svendsen, 2017). Nevertheless, it is worth to indicate that the loneliness is different from preferring to be alone. In essence, the loneliness should be examined together with the negative emotion structures which are accompanied by the break-off phenomenon, arise as a result of low social interactions and cause an increase in stress levels and decrease in job satisfaction (Aytaç, 2015).

One of the most discussed terms related to loneliness is the loneliness in workplace. Loneliness in workplace is different from the loneliness observed in social life, and it is examined within the framework of working life. As a matter of fact, the individuals having strong social relationships in their daily lives can feel alienated in the working life (Doğan, Çetin and Zungur, 2009). On the other hand, loneliness in workplace is composed of two dimensions. The first one is the emotional deprivation. It contains such terms as isolation, becoming stranger to anything, and it refers to the quality of the employees' interpersonal relationships. This dimension has particular content-related similarities with the emotional loneliness. The second one is social friendship and refers to such intentions as sharing, spending time together and being a part of a group and indicates the employees'

communication skills in their social bonds. This dimension has some similarities with the social loneliness (Wright, Burt and Strongman, 2006).

Considering the working life, it is seen that the behaviors observed in working place are shaped within the organization's own social climate. In this regard, the quality of the organization and of the working life requires a sound working place. (Turner, Barling and Zacharatos, 2002). At this point, another term which is observed in working places and considered as an important variable of the organizational studies is the dimension of employee affectivity (Agho, Price and Mueller, 1992). The term 'affectivity' is divided into two as negative and positive affectivity, and these two conditions can be regarded as the general state of mind (Watson, Clark and Tellegen, 1984). Among those two conditions bearing considerably different meanings, the positive affectivity is an individual's tendency to feel enthusiastic, energetic and active whereas the negative affectivity is the state of discomfort and not getting pleasure out of life. In more details, while high positive affectivity indicates the state of being active, focused and enjoying the life, low positive affectivity can be identified with sadness and exhaustion. Similarly, in the case of high negative affectivity, negative states of mind such as wrath, anger, misprizing, disgust, fear and guilt whereas calmness and quietness can be identified with the low negative affectivity (Watson, Clark and Tellegen, 1988).

Loneliness in workplace and positive/negative affectivity can provide important clues in terms of the quality of workplace and working life. Especially the analysis of loneliness in workplace provides the researchers a prediction about the communication conflict among the employees or their personal problems (Wright, Burt and Strongman, 2006). Furthermore, both terms can be an important parameter for the correct interpretation of the problems observed among the employees. As a matter of fact, emotions, from the most general perspective, are the feelings that are experienced through various phenomena and develop individuals for the behaviors. Moreover, the emotions playing as much critical role as cognition and behavior in the formation of perception and attitude have the power to direct the behaviors of individuals. As a conclusion, the mood plays a leading role in individuals' all relationships and their adaptation to the social environment (Doğan ve Özdevecioğlu, 2009). Therefore, when examining the cases and situations experienced and observed in a workplace, the examination of variables regarding the emotions would be an important approach (Özdemir, 2015).

Gender and Emotion

How women and men would experience the emotions, whether they experience them in a different and the way they express the emotions differs or not, or, the levels of frequency and deepness of the emotions are among the main subjects that various studies have focused on (Fischer, et al., 2004). In this regard, gender, in each person's life, is a term related to the norms experienced with emotions (Zammuner, 2000). Despite of having changed in today's world, the longstanding history of social life tells that women, compared to men, are perceived more emotional and sensitive, and therefore, women have less control over their emotional world. Nevertheless, it is widely accepted by two genders that women experience their emotions in a more intense way and express them more frequently (Fivush and Buckner, 2000). In addition, regardless of the emotional contexts, even the perceptual differences with regard to being a woman or man could be an important factor shaping the interaction among the individuals (Brody, 1997).

It is necessary to indicate that emotions are an important factor for the individual development in a process stretching from childhood to adulthood, and the gender is a distinctive predictor of this factor (Root and Denham, 2010). Considering the daily life practices in terms of both social norms and emotional intensity and sense of self, gender differences are observed in the way the emotions are experienced and expressed (Bagozzi, Wong and Yi, 1999). In this regard, examining such important terms as loneliness in workplace and affectivity within the scope of gender could enable the analysis of the problems faced in workplaces and providing concrete suggestions accordingly.

Methodology

Measurement Tool

The purpose of the study is to analyze how the loneliness in workplace is affected by the interaction between gender and positive/negative affectivity. In this regard, two scales were used in the study. The scale of “Loneliness in Workplace” was adopted from the study of Wright and Burt (2006), and it is composed of two dimensions as emotional deprivation and social friendship. There are 9 questions under the dimension of emotional deprivation and 7 questions under social friendship. Another scale is “positive and negative affectivity schedule (PANAS)” developed by Watson, Clark and Tellegen (1988), and there are 20 items in total regarding the positive and negative emotions.

Sample

The research sample is composed of employees working in five-star hotels in Antalya. The questionnaires were conducted on employees in the hotels located in Belek and Kemer regions in Antalya, and those employees were selected via convenience sampling method and invited to participate in the study. One person in each hotel was trained about the questionnaires and the application method, and then the questionnaires were collected. At this point, the questionnaires were conducted on the employees staying in lodgment through face-to-face interview method whereas they were conducted on those staying in their houses through drop-and-collect method. Out of 850 questionnaires in total, 553 questionnaires were collected back. Since the control items in 57 of 553 questionnaires were filled up and 39 were found to be non-eligible for analysis, they were excluded from the data analysis. The data obtained from 457 respondents were used for analysis.

Data Analysis

For the analysis of the problems indicated in the present study, t-test and factorial analysis of variance were used. During the application of those analyses, the processes recommended by Pallant (2016) were followed. Since the analyses in question required normal distribution assumption, normal distribution assumption of the data was checked. To be able to check the normal distribution of the data, skewness (-1.140/.787) and kurtosis (-1.063/.957) values were examined and it was found that no item exceeded the values recommended by Kline (2011). Later, validity of the scales in the present study was tested through confirmatory factor analysis (CFA). Since it was observed as a result of CFA that factor loadings of 4 items under emotional deprivation, of 3 items under social friendship, and of 8 items under positive and negative affectivity were under the minimum recommended value .50, those items were excluded from the measurement. Then, emotional deprivation, social friendship, positive affectivity and negative affectivity were

measured via 5, 4, 3 and 3 items, respectively. The results of CFA applied to those scales are presented in Table 1.

Table 1. CFA Results on the Scales of Loneliness in Workplace and Affectivity

Scale	Dimension	Item No.	Factor loadings	χ^2/df	CFI	RMSEA	AVE	CR	Cronbach
Loneliness in Workplace	Emotional Deprivation	5	.64-.81	3.468	.97	.073	.50	.83	.82
	Social Friendship	4	.73-.88				.67	.89	.89
Affectivity	Positive	3	.69-.91	3.884	.98	.079	.59	.81	.80
	Negative	3	.61-.81				.55	.78	.77

Lastly, the items related to positive and negative affectivity were classified through K-means cluster analysis as high and low positive/negative affectivity groups.

Findings

In Table 2, demographical information regarding the employees participated in the present study are presented. As seen on the table, female employees have relatively higher participation rate, and 50, 9% of the respondents are married. In addition, it is seen that majority of the employees has been working in the tourism sector less than 5 years. It can be indicated that the employees at the age range of 25-34 (35,6%) have the highest participation. Also, the majority of respondents (37,6%) is high school graduate.

Table 2. Demographical Data of Respondents

Variable	Group	f	Variable	Group	f
Gender	Woman	235	Age	15-24	81
	Man	223		25-34	163
Marital Status	Married	233	35-44	133	
	Single	225	45-54	52	
			55 and over	29	
Time spent in the sector	Less than 5 years	200	Education	Elementary	75
	5-10 years	154		High School	172
	More than 10 years	104		Associate Degree	117
Income	0-1499	216	Department	Undergraduate	71
	1500-2499	175		Postgraduate	23
	2500-3499	59		Front office	92
	3500 and over	8		Food&Drink	123
Accommodation	House	212	Kitchen	53	
	Lodgments	246	Housekeeping	141	
			Other	49	

Research Findings

In the present research, at first, t-test was conducted in order to observe whether the employees' perceptions of loneliness in workplace would differ in line with the gender.

Table 3. The Employees' Gender-based Perception Differences of Loneliness in Workplace

Variable	Gender	N	Mean	t	p	Eta Squared
Emotional Deprivation	Woman	235	2.08	-7.592	.000	.112
	Man	223	2.65			
Social Friendship	Woman	235	3.89	1.342	.180	.004
	Man	223	3.77			

As seen in Table 3, female employees suffer from emotional deprivation more than male employees. Nevertheless, it is also seen that female and male employees' perception of social friendship is not different. On the other hand, how female and male employees' perceptions would differ when affectivity comes into play in the relationship between loneliness in workplace and the gender is the second point examined within the scope of the study. Therefore, factorial analysis of variance was conducted to explore the interaction effect between gender and positive affectivity groups on emotional deprivation and social friendship dimension. Relevant findings are presented in Table 4.

Table 4. The Effect of the Interaction Between the Employees' Gender and Positive Affectivity on Their Perception of Loneliness in Workplace

Variable	Gender	Positive Affectivity	N	Mean	df	F	p	Eta Squared
Emotional Deprivation	Woman	High	161	1.86	1	6.562	.011	.014
		Low	74	2.55				
	Man	High	112	2.50				
		Low	111	2.80				
Social Friendship	Woman	High	161	4.37	1	90.028	.000	.165
		Low	74	2.84				
	Man	High	112	3.78				
		Low	111	3.76				

As a result of the analysis, the interaction effect between gender and positive affectivity groups on emotional deprivation and social friendship dimension was found to be significant. The result of this interaction effect can be seen more clearly in Figure 1 and Figure 2. As shown in Figure 1, women's perception of social friendship remarkably differs depending on the low and high level of positive affectivity whereas the state of positive affectivity has no determinative effect on men's perception of social friendship.

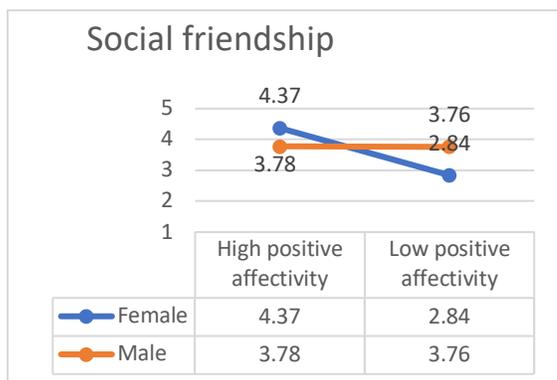


Figure 1. The female and male employees' perceptions of social friendship based on one positive affectivity

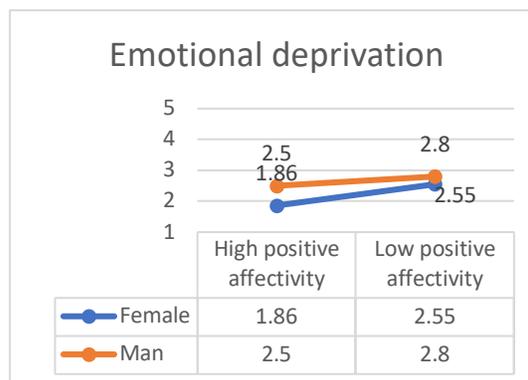


Figure 2. the female and male employees' perceptions of emotional deprivation based on the positive affectivity

As seen in Figure 2, women's state of positive affectivity is an important determinant for emotional deprivation which is another factor related to loneliness in workplace. On the other hand, it is seen that positive affectivity does not have a remarkable impact on men. However, the data were examined on the basis of women and men in order to statistically understand the difference caused by the interactive effect. Relevant findings were

presented in Table 5. As seen in Table 5, female employees perceive the emotional deprivation and social friendship dimensions in a significantly different way based on the positive affectivity (high vs. low) whereas male employees perceive only the emotional deprivation in a significantly different way based on the positive affectivity.

Table 5. The Differences in Female and Male Employees' Perception of Loneliness Dimension in Line With the Positive Affectivity

Dimension	Gender	N (Positive affectivity)		Mean (Positive affectivity)		t value	p
		High	Low	High	Low		
Emotional Deprivation	Woman	161	74	1.86	2.55	-5.908	.000
	Man	112	111	2.50	2.80		
Social Friendship	Woman	161	74	4.37	2.84	10.025	.000
	Man	112	111	3.78	3.76		

Lastly, a separate factorial analysis of variance was conducted to explore the interaction effect between gender and negative affectivity groups on emotional deprivation and social friendship dimensions. Relevant findings were presented in Table 6.

Table 6. The Effect of the Interaction Between the Employees' Gender and Negative Affectivity on Their Perception of Loneliness in Workplace

Variable	Gender	Negative Affectivity	N	Mean	df	F	p	Eta Squared
Emotional Deprivation	Woman	Low	181	1.89	1	16.847	.000	.036
		High	54	2.71				
	Male	Low	152	2.60				
		High	71	2.65				
Social Friendship	Woman	Low	181	4.29	1	87.755	.000	.162
		High	54	2.55				
	Male	Low	152	3.82				
		High	71	3.67				

As a result of the analysis, the interaction effect between gender and negative affectivity groups on loneliness in workplace dimension was found to be significant. The result of this interaction effect can be seen more clearly in Figure 3 and Figure 4. As shown in Figure 3, women's perception of social friendship remarkably differs depending on the low and high level of negative affectivity whereas the state of negative affectivity has no determinative effect on men's perception of social friendship.

As seen in Figure 4, women's state of negative affectivity is an important determinant for emotional deprivation which is another factor related to loneliness in workplace. On the other hand, it is seen that negative affectivity does not have a remarkable impact on men. However, the data were examined on the basis of women and men in order to statistically understand the difference created by the interactive effect. Relevant findings were presented in Table 7.

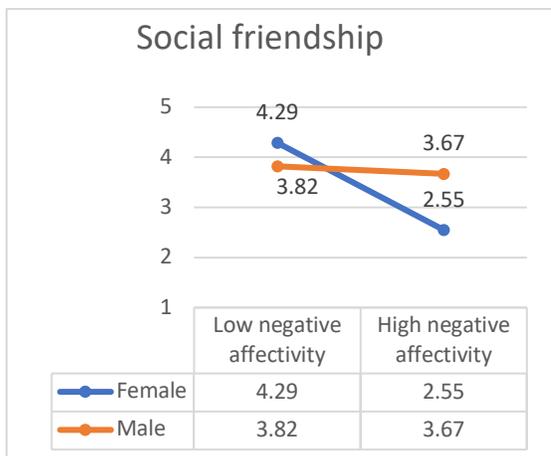


Figure 3. The female and male employees’ perceptions of social friendship based on the negative affectivity

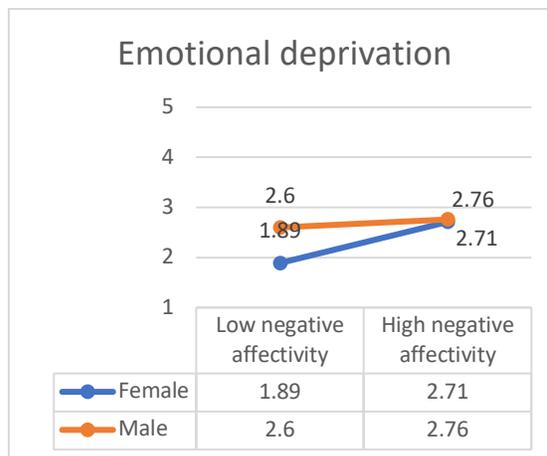


Figure 4. The female and male employees’ perceptions of emotional deprivation based on the negative affectivity

As seen in Table 7, female employees perceive the emotional deprivation and social friendship dimensions in a significantly different way based on the negative affectivity (high vs. low).

Table 7. Female and Male Employees’ Perception Differences of Loneliness in Workplace Based on Negative Affectivity

Dimension	Gender	N	(Negative Affectivity)		Mean (Negative Affectivity)	(Negative t value	p
			Low	High			
Emotional Deprivation	Woman	181	54	1.89	2.71	-5.927	.000
	Man	152	71	2.60	2.76	-1.344	.180
Social Friendship	Woman	181	54	4.29	2.55	-9.477	.000
	Man	152	71	3.82	3.67	1.204	.230

Conclusions

In line with the research results, it was observed that male employees suffered from emotional deprivation more than female ones, and female and male employees did not have different perceptions of social friendship factor. According to this result, it can be stated that male employees feel strange or isolated in the workplace more than women. Nevertheless, it was observed that social friendship was not perceived differently because it was a reflection of cooperation or spending time in the same environment (Wright, Burt and Strongman, 2006).

On the other hand, when the employees’ states of affectivity come into play in the relationship between loneliness and gender, the perception differences were observed. Accordingly, women’s perceptions of social friendship may differ in line with high and low positive affectivity levels. In this regard, it is necessary to indicate that the social friendship dimension is not perceived in a different way without any mediator variable. However, this situation differs for women employees as the positive affectivity dimension comes into play. Therefore, it can be mentioned that female employees tend to work and cooperate more depending on the elements that satisfy them; however, the same situation

is not observed under the low positive affectivity (Watson and Slack, 1993). In addition, it was also found that the perceptions of emotional deprivation would differ for both women and men in accordance with high and low positive affectivity level. At this point, the fact that low positive affectivity characterized with sadness and exhaustion (Watson, Clark and Tellegen, 1988) would cause a difference in perceptions of both genders' emotional deprivation can be accepted as a foreseeable result.

On the other hand, it was observed in the analyses that only female employees perceived the emotional deprivation and social friendship dimensions in a significantly different way based on their states of negative affectivity.

In line with the result, it can be considered that female employees would feel isolated in the workplace under the effect of negative emotions such as anger, fear or guilt, or would lose their adaptation to work.

According to the analysis results, the following points attract attention: The way the male employees perceive the social friendship dimension did not differ based on high and low positive or negative affectivity. On the other hand, whether the positive and negative affectivity was high or low created a significant difference at both dimensions for female employees.

From a general perspective, the role of woman and man within the society gives us some important clues with regard to both social life and working life. For instance, examining the traditional structure of the communities, women are considered domestic, protective, and to have a role of monitoring others in emotional aspects whereas men are held responsible to provide financial resource and be a part of the economy (Fischer, et al., 2004). The fact that women are deemed to be emotional creatures as a reflection of this situation or on-going traditional role circle, that they are prepared to face with emotional reactions, or that they reflect the emotional condition more (Thelwall, Wilkinson, and Uppal, 2010), and lastly, the emotional fluctuations might affectivity the factors related to loneliness in workplace in a different way.

The data obtained from the questionnaires show that female employees' adaptation behaviors can differ under certain circumstances in working life depending on their state of affectivity. On the other hand, the same situation for the male students was observed only in emotional deprivation dimension. More clearly, it can be indicated that women show their emotional states more than men, and as stated before, the role taking between genders plays a significant role in this regard (Brody, 1997). Therefore, the importance of role distribution between female and male employees in organization comes to forefront. Especially the job qualifications and the demographical balance among the employees could be important parameters for the harmonization at job. In addition, in terms of the role of human resource in the organizational operation processes, it is very obvious that the employees' perceptions, attitudes and behaviors have an impact on the working environment (Poyraz, Kara and Çetin, 2009). In this regard, the establishment of cooperation culture in today's working environment which has been evolved from individualism to cooperation and where the employees comprise a part of the organizational system could be very fruitful in order to prevent negative feeling structures

from affecting the working life in a negative way and to encourage and enhance the involvement into work (LePine, Erez and Johnson, 2002; Macey and Schneider, 2008).

It should be emphasized one more time that the research results should be considered within the scope of the data field (workplace), because the structure of workplace can affectivity the employees' thoughts, feelings and actions even when they are away from the workplace. With reference to the starting point of the study, the employees' feelings and actions could affectivity the workplace. Therefore, the employees' states of mind and emotions have started to be examined more in the organizational studies (Brief and Weiss, 2002) In this regard, it would yield more fruitful and efficient results to examine the topic in the present study through different variables and on repeated time intervals.

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Followership –Related to Leadership

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Abstract

The followership is a new phenomenon that attracts attentions of academic scholars and practicing managers nowadays. Our main research hypothesis is that followership is a mutual process in which followers support leader's decision, they set objectives together and influence each other in achieving the goals. In this regard, a survey is conducted to test the research hypothesis. A study of 100 IT managers and in Bulgarian companies and their followers have been conducted. The relationship that followers have with their managers have been investigated and analyzed.

Keywords: followership, leader, retention of followers

In the academic literature is written too much about leadership and how it affects followers. It seems that followers have been perceived as passive side of the relationship.

We assume that being a follower is not passive but active part of the relationship. Followership is a mutual process of influence. On one side, the leader affects the followers with his/her personality. On the other hand, the followers are important for the success of the leader. They shape each other. In this regard, we agree fully that followers search for identity of leader that is similar to theirs. If the leader –follower relationship is good, followers are attracted by the leader and they remain in the organization. To sum up, it is a mutual process, giving benefits to both sides of the relationship (Yordanova, 2017).

For this purpose, we have conducted a survey among IT managers of Bulgarian company. The sample included 100 managers on random principle selected. The followers of these managers were asked how they can define the relationship having with their leaders. As it can be seen by the study, the majority of the followers taken part in the study declared that they like their leader, who is supportive.

Our main research hypothesis is that leader-follower is a mutual process, not one side, but active process of mutual benefits for both parties. In this regard, the follower identity must be taken into account. Followers are integral part of leadership relationship. If leaders are perceived as heroes and are related to the organizational performance, less attention is paid to followers. Our paper addresses this question and sets light on the importance of followers for the success of the leader.

Followers are not mere passive side of the leadership relationship. Followership also differentiates among types of followers to argue that some followers may be more beneficial, constructive, and influential in the leadership process and as a result should differentially impact their leaders(Bashshur, B., Oc,B., 2013).In their study Bashshur and Oc reviewed both the traditional leadership and followership literatures to highlight the often overlooked active role of followers in leadership. We agree with Bashshur, 2013 that

the inclusion of followers into the complex equation of leadership and attempted to theoretically position them as important sources of (social) influence. According to them, this (social) influence of followers (and by extension followership) would only have an effect when leaders are dependent on followers for either information, affiliation or maintaining their positive self-regard (Bashshur, B., Oc,B., 2013).

There are few studies that concentrated on characteristics that followers and leaders must possess. It was extremely interesting study conducted by Petersen& Lausten, 2015. Using a set-up from Antonakis and Dalgas (2009) as inspiration, the authors have created scenarios focused on being on board a ship in the 18th century that was about to head home from the New to the Old World. The scenario came in two versions through the context of the choices by randomly assigning subjects to either a “game against people” scenario or a “game against nature” scenario. In the “game against people” condition, subjects were told that the surrounding waters were pirate-filled and the crew therefore had to be prepared for combat. In the “game against nature” condition, subjects were told that the voyage was at risk due to bad weather, and the crew therefore had to trust each other and be prepared to cooperate. In both the pirate (“game against people”) and storm (“game against nature”) scenarios, subjects are facing an outside threat, which is stressed as being potentially fatal in both scenarios(Laustsen, L., Petersen, M.,2015.) The conclusions from this experiment are that in case of a human threat (i.e., the pirates) as opposed to a threat from nature (the storm) significantly increases the demands for dominant-looking leaders. In other words, when there is some danger, authoritarian leaders are needed. To sum up, the researchers concluded that the effects of external contextual information are paralleled by the effects of internally stored information in the form of default perceptions about social conflict. Conservative individuals make decisions as if the collective is threatened by out-group coalitions more than do liberals (Laustsen, L., Petersen, M.,2015.)

The choice of a leader as it can be concluded from this social experiment is influenced by the state of comfort and safety that the followers feel and most of all of their perceptions. In case, the followers see some threat in the situation, they prefer to have a dominant leader having authoritarian leadership style. In case they perceive safety, they choose friendship, as they perceive their leader as their friend.

We have studied 100 IT managers of medium-sized companies. The aim was to see how their followers appreciate the relationship they have with their leaders. The sample was random based. The followers have to appreciate the leader they have and how successful was the work with him/her.The managers and employees(followers) were distributed manually the same questionnaires.

The respondents have to rate how effective was the retention provided by the company, to rate the working environment, the relationship they have with their leader and how successful was it. The respondents have to evaluate if they like the retention strategies provided by their company both for managers and employees. By analyzing the managers/employers’ responses to this questionnaire, it can said that that the effectiveness of employee retention practices stems from the career growth opportunities, job rotation and location transfer opportunities with promotion. Big majority of the respondents are generally satisfied and even highly satisfied with their current places of employment, while only a small percent have identified themselves as highly displeased.

Through comparison, it can be seen that both employees and managers/employers that participated in this research evaluate the working environment provided to staff members as satisfactory and highly satisfactory.

The respondents also have to evaluate the relationship they have with their leader. The relationship between the employees and their supervisors is rated as being. In other words, managers and followers like the current relationship regarding ways of communicating, etc (Georgieva, D., 2017).

Followers like the relationship they have with their leader. They are satisfied with the career growth opportunities and job rotation. The relationship with their leader is affected by the working environment provided by the company. To sum up, the success of the leader depends not only on the leadership style having, but also is affected by the job characteristics. If the work is interesting, challenging for followers, if they are supported by their leader, it increases their motivation.

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The Visegrad Group's and Austrian's Sustainable Tourism: Reflection of the State of the Art in Academic Articles

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Abstract

Since 70ties there is growing need of understanding and implementation of sustainability practices into the business and tourism business as well due to several negative impacts tourism (and especially mass tourism) has on the environment (Buckley, 2012). Sustainable tourism is not only about the environmental protection but it covers also economic and social or socio-cultural dimensions involving many stakeholders into the consideration (Bramwell and Lane, 1993).

The Visegrad Group (V4) is an informal regional platform for cooperation between four Central European Countries: Czech Republic, Hungary, Poland and Slovakia being established in 1991. Member countries have centuries-long common and shared history and many cultural ties that have impact also on current situation of this region, among others also on tourism management, education and research. Even though tourism in any of these countries does not belong to the industries with the major direct and total contribution to GDP and employment, its role for the economy and regional development cannot be considered as negligible. One of the neighbour countries is Austria, with common history and development as the aforementioned countries for several centuries before the World War I but very much different history after the World War II connected with different political system, economy and economic development. Tourism generates about 10% of Austria's economic output, represents the country's biggest foreign exchange earner and stands for the fastest growing sector. Austrian tourism has been recognised in the Travel and Tourism Competitiveness Report released by the World Economic Forum as one of the world's best destinations for sustainable tourism.

Sustainable growth and development in general and in somehow limited scope of tourism, requires knowledge and skills combining and integrating many fields and stakeholders (Van Kerkhoff and Lebel, 2006). The reason lies mainly in still changing conditions of the rather complex business and multiple problems tourism in the context of many sustainability issues must face. Strategic management and strategic planning horizon is acknowledged as being imperative in ensuring that especially the tourism destinations as the core of tourism will keep their specific resources for the future generations (Ruhanen, 2010). Strategic dimension of management consists in deeper and broader complex of knowledge of many diverse factors and in understanding of many possible implications and consequences of those factors.

Knowledge must first exist, it needs to be expanded and deepened, should be shared and must be transferred to those who need to use it. This is a strategic view on the role of knowledge where scientists and academicians play distinct parts. One way how this role can be realized is through publishing new pieces of knowledge, researching of the status quo and exploring the situation, evaluation of the empirical practises applying existing knowledge or development of models intended to help in certain situations, answering some

questions as well as opening new spaces for following research. Despite existing discussion dedicated to the quality and relevance of academic publishing (e.g. Benis and O'Toole, 2005; Adler and Harzing, 2009) especially in business and management publications should reflect real situation of given empirical phenomenon. Except for books and popularization articles academic journals are the main source of exchange, dissemination and creation of academic knowledge and they should serve as the primary source of information for teaching and advancement of research (Vokurka, 1996). Weiner (1998) argues that "they also lie at the centre of a set of social, economic and academic relationships of a variety of actors or stakeholders ". EBRD (European Bank for Reconstruction and Development) Transition Report (EBRD TR, 2013) shows that also the most developed countries from the Central Europe that belong to the so-called transition countries (including the Czech Republic, Hungary, Poland and Slovakia) are far behind their Western counterparts in quality of education and research. The number of citable documents, specifically articles in academic journals remains about five times smaller in average in transition countries than in advanced market economies. Such lower quality of education and research has negative impact on market development and sustainable growth of whole economy, regions, communities as well as of the individual businesses.

The aim of this paper is to provide comparative review of academic papers dedicated to sustainable tourism and sustainability in tourism written by academicians in four member countries of Visegrad Group and in Austria. Austria has been chosen as the relevant benchmark for comparison due to geographical, cultural and to a certain extent also historical proximity to Visegrad Group member countries, however with different political and economic trajectory after the World War II lasting for 45 years which makes Austrian tourism (and whole economy) to be more developed in general as well as in the point of view of sustainability issues. The comparison is focused on quantity of papers, of quality of journals and on themes covered in papers published in scientific journals indexed in Web of Science and Scopus databases. Literature review and comparative analysis are used to reach the aim of the paper. The findings show that Austrian academicians pay attention to different themes, their interest is more future oriented, the range of topics is wider and despite the size of country, they also publish more papers in journals with higher quality (measured through 5-years impact factor). There are also some differences between member countries of Visegrad Group in the themes the authors of articles are focused on as well as in quantity of articles and in the quality of academic journals the papers are published in. Even if various circumstances are considered (e.g. condition of the economy, tourism development, quality of tertiary education and barriers of higher quality education and research, existence of sustainable tourism supporting institutions and practices, national tourism development strategies, etc.) such findings lead to several implications that should be considered by academicians themselves (knowledge and education), by governmental bodies on state and regional or local level (policies towards sustainable tourism development) and potentially also by Visegrad Group policy makers (cooperation) and managers (entrepreneurs) in tourism industry (business and environment).

Keywords: sustainable, sustainability, tourism, academic publication, knowledge

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Comprehensive Benefit Evaluation and Management of Forest Ecosystem Services—Taking Zhalantun City in Inner Mongolia, China as an Example

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Abstract

Based on the official statistics and on-site investigation, this paper firstly used Direct Market Evaluation Method (DMEM), Indirect Market Evaluation Method (IMEM) etc. evaluated the comprehensive benefits for forest ecosystem services in 2016 in Zhalantun City in Inner Mongolia, China. The results indicate that the stock value of Zhalantun forest ecosystem is RMB 42.787 billion, of which the forest land stock value amounts to RMB 27.318 billion, and forest standing timber stock value amounts to RMB 15.469 billion. The flow value, that is the annual comprehensive benefit of forest ecosystem services is RMB 515.864 billion, of which the economic benefits, capitalized the value of forest land, forest standing timber, and forest product, is RMB 23.292 billion, the forest ecological benefit is RMB 490.249 billion, and the social benefit is RMB 2.323 billion. The annual benefit is approximately 31 times of GDP values of Zhalantun of that year recorded as RMB 16.567 billion. The paper also exploratory constructed the balance sheet and calculated the asset-liability ratio of forest ecosystem services in 2016 in Zhalantun City. The results show that the development of Zhalantun forestry and forest management is sustainable, and the asset-liability ratio of forest ecosystem services is calculated at 11.499%, far below the alert level of 50% according to the accounting standards. This paper finally suggested that Zhalantun should maximum raising the economic benefits by full utilization of forest ecosystem services and strengthen management etc.

Keywords: balance sheet, comprehensive benefits, decision making, evaluation, forest ecosystem management, sustainable development

Introduction

Research Development of Home and Abroad

Ecosystem is referred the general designation of all the living things and their living surroundings in a specific environment (Daily, 1997). Forest ecosystem is an important component of the ecosystem, which is the comprehensive natural body with a certain structure and function formed by the forest communities and their environment. Forest ecosystem mainly contains tropical rain forest ecosystem, evergreen broad-leaf forest ecosystem, deciduous broad-leaf forest ecosystem, and cold temperate coniferous forest ecosystem and so on (Ehrlich P R.,1977). Forest ecosystem services is referring all the obtained benefits from the forest ecosystem by human beings, including supply of service, regulatory service, cultural service and support service and so on (UN, et al., 2005) . It is indispensable and crucial no matter for the survival or welfare of the human beings, which are extensively accepted worldwide as a kind of natural capital of the human society. While forest ecological benefit is mainly referred as the beneficial influence and useful effect upon human's production, life and environmental conditions resulted from forest

ecosystem service, which is also the “positive” influential part caused by human’s production, life and environmental conditions owing to forest ecosystem services, without including the “negative” influential part. Therefore, its content is less than that of forest ecosystem service (Ying Zhang, et al., 2015).

Since Daily et al. raised the concept of ecosystem service in 1997 (Daily, 1997), the content of the ecosystem service had been further described in details in “The Millennium Ecosystem Assessment, MA” conducted by multiple global agencies of the United Nations in 2005 (UN, et al., 2005), with 4 major categories, and 22 types of services (Ghermandi A. et al., 2010), Costanza et al., substantially differentiated 17 categories ecosystem service (Costanza, et al., 1997). Many Chinese scholars have also done relevant researches, such as Ouyang ZhiYun(Ouyang, Z. Y. et al.,1999) , Chen Zhong-xin, Zhang Xin-shi (Chen, Z.X. & Zhang, X.S., 2000), and He Hao etc.(He, H. et al.,2005). These studies provide a basis for evaluating forest ecological system services (Xie, G. D., et al., 2003; Liu, X. S. et al., 2009), in order to better serve management decision making.

Significance of the Research

Along the incessantly expediting process of industrialization and urbanization, China has got the globally noticeable developments. However, it causes quite serious destructions on environmental and ecological system in the meantime. In order to improve environmental treatment and ecological restoration system, it is put forward the new concept about natural resource asset balance sheet for the first time in “Central Government’s Decisions on Several Important Issues about Thorough Intensification Reform”, to truly reflect the total accumulation of natural resource and its variation as well as utilization in the course of social economical development (Zeng, J., et al, 2014; Xue, D. Y.,et al.,1999). In terms of the research and exploration of the construction of natural resources asset balance sheet, “from the simple to the sophisticate, from the easy to the difficult” (Li,T. & Zhang, Y., 2013). We start the evaluation from forest resources asset, and then try to form an asset balance sheet in order to provide better service for ecosystem services management and decision making.

Forest resource is the important components of natural resources, providing not only all kinds of wood and products but also ecological system services. Comprehensive benefit evaluation of forest ecosystem services not only can reflect the value of forest ecosystem services, raise people awareness of ecosystem protection, but also to strengthen the forest resources management, better service for management decisions (Liu, Y. J., et al., 2014). Therefore, the research taking Zhalantun city in Inner Mongolia, China as an example, is of great significance as it provided the reference value for sustainable development and forest ecosystem management, and also do benefit for the share of the research results and experiences into national economic accounting system of the homeland and abroad.

Methodology and Data

Zhalantun is located in the east of Inner Mongolia Autonomous Region, to the south of Hulunbeier, situating at the transition area between Daxinganling Mountain and Songneng Plain. The landform mainly is dominated by mountains and hills in Zhalantun, of which climate is attributed to the middle temperate continental semi-moisture climate zone.

The forest resource in Zhalantun is very rich, with forest coverage rate at 67.8%. Forest resource is mainly located in the east and north of this area. The dominant tree species are *Xingan Larix Spp.*, *Xylosma Racemosum*, *Betula davurica Pall.*, *Betula platyphylla Suk.*, *Pinus Sylvestris*, *Pinus Koraiensis*, *Fraxinaus mndshurica Rupr.*, *Populus Davidiana* etc.

In addition, to Zhalantun Forestry Bureau inside, it also includes Zhuoer Forestry Bureau, Aershan Forestry Bureau, Chaihe Forestry Bureau, Nanmu Forestry Bureau, and Wuchagou Forestry Bureau, they are in charge of forestry production and management within the administrative region.

Methodology

The evaluation method of forest ecosystem services is basically similar to the common ecosystem service evaluation. It can be summarized as three major categories, which are Direct Market Evaluation Method (DMEM), Indirect Market Evaluation Method (IMEM), and Hypothetical Market Evaluation Method (HMEM) (Ouyang, Z. Y., et al., 1999).

(1) DMEM is suitable for ecosystem services with actual market transactions, of which the market value is set as an economical price for ecosystem service, such as, food, raw material, etc. DMEM is often described using the following formula:

$$V_0 = \sum_{i=1}^n N_0 Q_0 \quad (1)$$

Where V_0 is the sum of the forest ecosystem services market values, N_0 is defined as forest products or services unit values and Q_0 is the quantity, n is the number of types of forest products or services.

Moreover, in DMEM, some stock capital, such as forestland, forest standing timber etc. evaluated using the following formula (Zhao, J. Z., et al., 2000), that is

$$V_0 = \sum_{t=0}^T N_t Q_t / (1+r)^t \quad (2)$$

Where, V_0 is the present value of the forestland, forest standing timber, which is the sum of the expected net revenue flows $N_t Q_t$, discounted at nominal or real interest rates r for the life T of the forest asset, N_t is defined as the total unit value of the forest resource less the costs of extraction, development, exploration and Q_t is the quantity exploited during the period t. It is noticeable that although Faustmann has made an outstanding work in this valuation (Faustmann, M., 1995), to simplify the calculation we used the formulae for estimation of standing timber according to the methods described in “System of Environmental Economic Accounting (SEEA)” and “Millennium Ecosystem Assessment” of UN etc. (United Nations, 2014; UN, et al., 2005).

(2) IMEM is suitable for those ecosystem services without actual market transactions but with substitute market, by calculating the cost for applying certain technical means to obtain certain forest ecosystem service with the same result, indirectly evaluating the forest ecosystem service value.

In IMEM, substitute method is used very often, which using some corresponding goods or services in the market to reflect the values of substituted ones. Beyond that, the opportunity cost method, traveling cost method, shadow project approach etc. is also often used (Westman, W E.,1997).

In our study, the valuation methods are shown as Table 1.

Table 1: Valuation Methods for Forest Ecosystem Services

No.	Forest ecosystem services	Valuation methods
1	Forestland	Market transaction price
2	Standing timber	
(1)	Young forests	Plantation cost
(2)	Middle-aged forests, Close- mature forests, mature forests and over- mature forests	Net present value
3	Forest products	Market transaction price
4	Forest ecosystem services	
(1)	Water resource conservation	Substitute method
(2)	Soil maintenance and cultivation	Substitute method
(3)	Accumulation of nutrients	Substitute method
(4)	Atmospheric purification	Substitute method
(5)	Farmland and grassland protection	Substitute method
(6)	Species maintenance and conservation	Forest biodiversity protection expense
(7)	Carbon sequestration and oxygen release	Carbon emission permit trading price (\$20/tc)
(8)	Forest travel and recreation	Travel cost method (TCM), using travel revenue substituted
(9)	Providing employment opportunities	Substitute method
(10)	Forest science and cultural values	Travel cost method, Contingent Valuation Method (CVM)

Source: *Ying Zhang et al., 2015.*

(3) HMEM is suitable for ecosystem services with neither actual market transactions nor substitute market transactions, evaluating ecosystem service value by adopting artificial virtual market. Contingent Valuation Method (CVM) is the substantial actualizing method for HMEM, estimating the economic value through surveying the willingness to pay (WTP) or willingness to accept (WTA) for certain ecosystem service. HMEM mainly includes bidding game approach, trade-off game and costless choice (Roger Perman, et al.,2003).

Data

The study data are mainly from forest inventory of Zhalantun in 2012 and 2016, State Economy and Social Development Statistics Report, 2011-2016 Governmental Work Report in Zhalantun, the 12th and the 13th five-year plan of Zhalantun, the Inner Mongolia Autonomous Region Principal Functional Area Plan, Forest Area Ecological Protection and Economy Transition Development Plan of Zhalantun, the relevant statistics material and governmental websites of Zhalantun Forestry Bureau, Zhalantun Statistic Yearbook, and the relevant data and materials from Zhalantun Water Resource Bureau, Agriculture and Husbandry Bureau, and Environmental Protection Bureau. The required material for social benefit evaluation is mainly from the relevant data provided by Zhalantun Forestry Bureau, and Statistics Bureau as well as the survey on the sites and responses of the questionnaires (Ying Zhang, et al., 2015)..

Result

Based on the above methods and data, some basic results are obtained.

Table 2 : Forest Ecosystem Services Evaluation in Zhalantun in 2016

Category	Content	Stock value (RMB billion)	Flow Value (Annual Benefit) (RMB billion)
Economic benefits	Forestland	27.318	0.040
	Standing timber	15.469	1.130
	Forest products	-	22.123
	Subtotal	42.788	23.292
Ecological benefits	Water resource conservation	-	15.085
	Soil maintenance and cultivation	-	60.539
	Accumulation of nutrients	-	0.058
	Atmospheric purification	-	138.603
	Farmland and grassland protection	-	9.802
	Species maintenance and conservation	-	8.947
	Carbon sequestration and oxygen release	-	257.215
Social benefits	Subtotal	-	490.249
	Forest travel and recreation	-	0.547
	Providing employment opportunities	-	0.374
	Forest science and cultural values	-	1.402
	Subtotal	-	2.323
Total			515.864

(1) In 2016, the stock value of Zhalantun forest ecosystem is RMB 42.787 billion, of which the forest land stock value amounts to RMB 27.318 billion, and forest standing timber stock value amounts to RMB 15.469 billion. The flow value, that is the annual comprehensive benefit of forest ecosystem services is RMB 515.864 billion, of which the economic benefits, capitalized the value of forest land, forest standing timber, and forest product, is RMB 23.292 billion. The forest ecological benefit is RMB 490.249 billion, and the social benefit is RMB 2.323 billion. The annual benefit is approximately 31 times of GDP values of Zhalantun of that year recorded as RMB 16.567 billion (Table 2).

(2) Forest resources are an important ecological assets, which are simply things a company owns (Rick J. Makoujy. Jr., 2010; Li, T. & Zhang, Y., 2013). We can use a balance sheet shows what a company's assets are. The exploratory establishment of the balance sheet of forest ecosystem services in Zhalantun city is shown in Table 3.

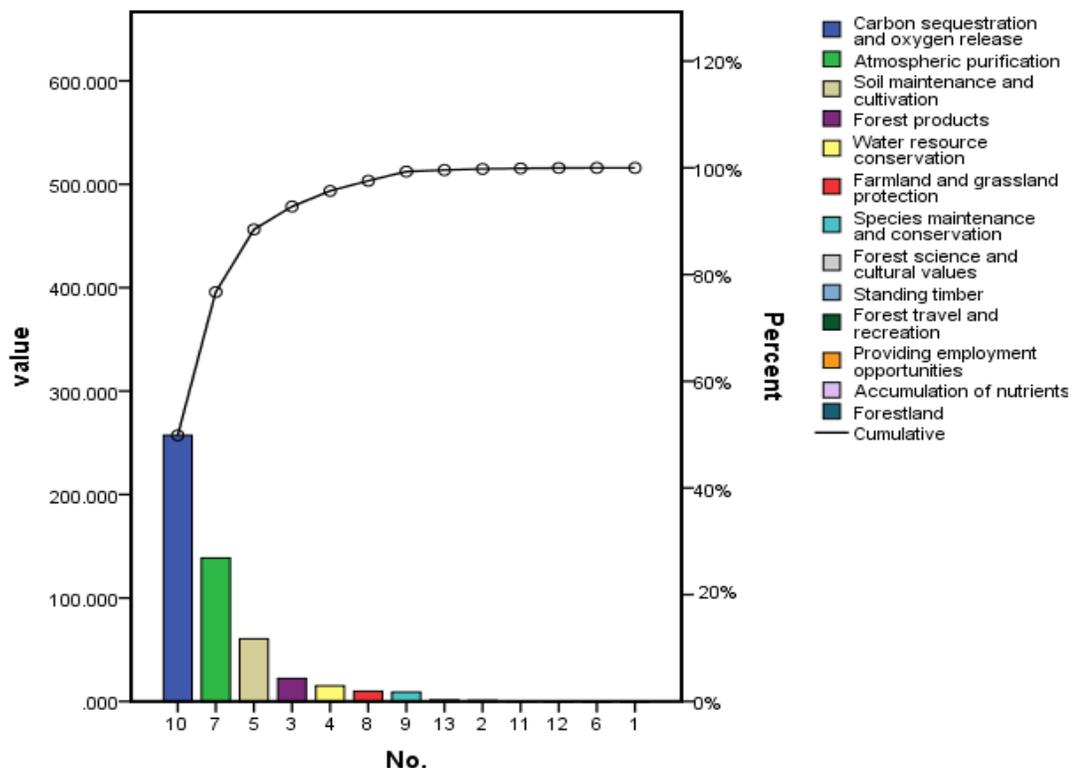
The results show that the development of Zhalantun forestry and forest management is sustainable. From the accounting results, it is known that the equity of forest land is RMB 40 million, that is the net value of forestland in Zhalantun increased of about RMB 40 million from 2015 to 2016. Also the whole assets in 2016 are RMB 515.864 billion, and ecological benefit of the forest ecosystem services is higher than the social benefit of it. Similarly, in Liabilities, the resources depletion is RMB 2.854 billion, including logging RMB 2.194 billion and tree mortality RMB 0.660 billion. Investment in ecological construction and protection is RMB 56.467 billion. The asset-liability ratio of forest ecosystem services in 2016 in Zhalantun city is calculated at 11.499%, far below the alert level of 50% according to the accounting standards (Rick J. Makoujy. Jr., 2010), which means the exploitation and utilization of forest ecosystem services and its management is sustainable in Zhalantun city at present (Table 3).

Table 3: The Balance Sheet of Forest Ecosystem Services in Zhalantun City

Assets	Content	The equity in 2016 (RMB billion)
Assets	Forestland	0.04
	Standing timber	1.130
	Forest products	22.123
	Ecological benefits	490.249
	Social benefits	2.323
	Subtotal	515.864
Liabilities	Resources depletion	-2.854
	In which: logging	-2.194
	Tree mortality	-0.660
	Investment in ecological construction and protection	-56.467
	Subtotal	-59.321
Net Worth		456.543
The asset-liability ratio (%)		11.499

Note: The liabilities often use “-” to indicate in specific statistics.

(3) We know that in management, a pareto chart is always used to graphically summarize and display the relative importance of the differences between groups of data. The left-side vertical axis of the pareto chart is labeled Frequency (the number of counts for each category), the right-side vertical axis of the pareto chart is the cumulative percentage, and the horizontal axis of the pareto chart is labeled with the group names of your response variables (Liu Y. J., et al., 2014). In order to better manage the comprehensive benefit of forest ecosystem services in Zhalantun city, we constructed the pareto chart of ecosystem services as showed in figure 1.

**Figure 1:** A Pareto chart of forest ecosystem services in Zhalantun in 2016

From figure 1, it reveals that the carbon sequestration and oxygen release are the fundamental and main services for forest ecosystem, providing indispensable environmental conditions for the survival of human beings. The second is atmospheric purification, the third and fourth are soil maintenance and cultivation and forest products respectively etc. The least important is forestland. Therefore, we should pay more attention to these important ecosystem services, such as make forest carbon sequestration, atmospheric purification and other services development and utilization, in order to completely realize the value of ecosystem services and promote the development of ecosystem management.

And also, in ecosystem services, we've noticed that the service value of forest carbon sequestration and oxygen release is highest, at RMB 247.215 billion, next is the value of atmospheric purification, at RMB138.603 billion, while the value of forest accumulation of nutrients is lowest, only at RMB 58 million, of which percentage is shown as Figure 2.

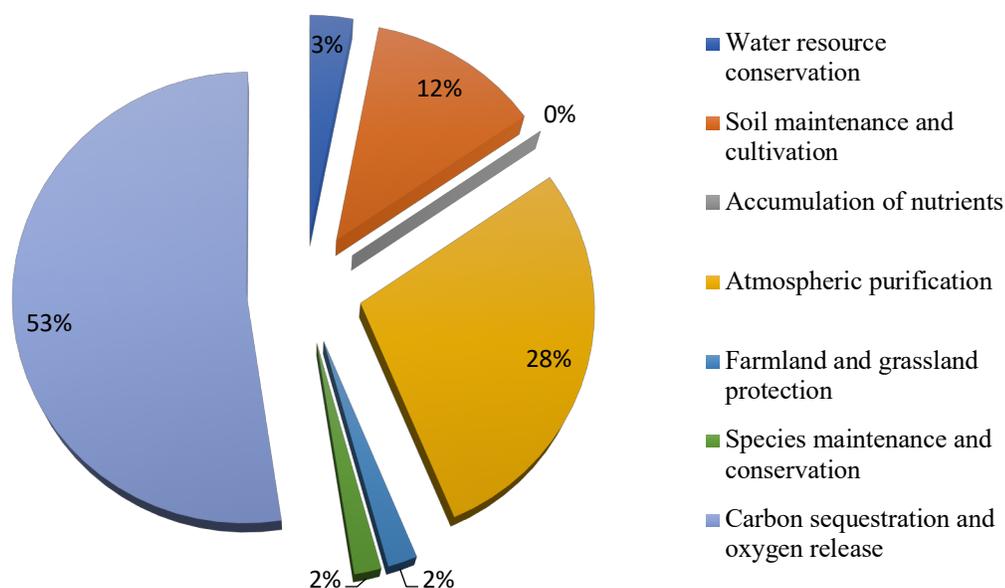


Figure 2: Forest ecosystem services value percentage in Zhalantun in 2016

From Figure 2, it illustrates that the importance of carbon sequestration and oxygen release and atmospheric purification etc. in climate change. In particular, at the current time with environmental problems that becomes more serious day by day. We should even have full apprehension about the value and importance on forest ecosystem service, establishing and strengthening ecological environment protection, achieving the sustainable utilization of forest resources and social economic sustainable development, and make full sense of destruction of forest is equalized to self-ruin.

Discussion

The most effective way to manage an ecosystem is to evaluate the ecosystem services effectively. This paper taking Zhalantun city in Inner Mongolia, China as an example evaluated the comprehensive benefit and tried to management of forest ecosystem services, but there are some issues that need to be discussed.

(1) The key to evaluation of ecosystem services is the determination of the evaluation method and the price of evaluation. The evaluation of ecosystem service is a process of monetization, and the different theories and methods have great influence on the evaluation results. Evaluation should be based on some theories and principles of natural resources and environmental economics (Roger Perman, et al., 2003), and using some standard methods and classifications to evaluate (United Nations, 2014), so as to analyze and comparable the evaluation results at home and abroad, and to better service for decision making and ecosystem management. In our study, the average annual comprehensive benefit of forest ecosystem of Zhalantun in 2016 is evaluated about RMB 515.864 billion, among which the economic benefit is RMB 23.292 billion, ecological benefit is RMB 490.249 billion, and social benefit is RMB 2.323 billion. Hopefully these evaluation results will be useful for ecosystem management.

(2) Some information and concepts of forest ecosystem management should be used. Forest ecosystem services evaluation is aimed at ensuring sustainable production of high-quality forest ecosystem, alongside with the needed supplying timber and foods etc. functions of forests. This needed is based on general forest management plans, specific plans of forest ecosystem management and some district plans of forest development. No matter which kind of plans, should consist of trees of different species, silviculture practices, rotation, the forest structure, the costs of the development, analogue and digital maps etc., in particular, some information and concepts of ecological environment statistics should be adopted. As thus, it is convenient for forest resource and environmental statistics and better to evaluate forest ecosystem services and further more to promote the management and development of forest ecosystem. In our study, due to lack of some basic data of forest ecosystem services evaluation, this kind of work needs to be further improved (Moiseev, N.A., et al., 1997).

(3) Balance sheet should be used in the comprehensive benefit evaluation and management of forest ecosystem services. In government and industry, balance sheet utilization is often mismanaged (Rick J. Makoujy. Jr., 2010). The balance sheet not only examines some of the problems faced by executives in the pursuit of financial gain and representatives furthering flawed, but also provides a lot of management information of companies. Forest ecosystem is a kind of natural capital, should use this income statement tool to reflect the “profit and loss statement” of ecosystem.

Of course, companies (or individuals) are different from governments or industries, have assets of varying kinds in addition to real estate. These include cash, inventory, equipment, and patents etc. We owe money in forms other than expenses, such as taxes, bills, investments, and payroll. Net worth, or equity, is calculated by subtracting total liabilities from total assets, this is a balance sheet (Liu, X. S., et al., 2009). As a result, we can easy use a balance sheet to reflect the ecosystem’s “profit and loss”, as well as to easy to manage it. In this study, we have conducted an exploratory research and hope it to have some reference for ecosystem management.

Conclusions

According to the above research, the comprehensive benefits of the forest ecosystem in Zhalantun of Inner Mongolia in 2016 are evaluated. The benefit is RMB 515.864 billion, which is 31.14 folds of GDP at RMB16.567 billion that year. It indicates that the benefits

play an important role in the social and economic development of Zhalantun. The Liabilities in 2016 is RMB 59.321 billion, including the resources depletion is RMB 2.854 billion and the investment in ecological construction and protection is RMB 56.467 billion. The asset-liability ratio of forest ecosystem services in 2016 is calculated at 11.499%, far below the international alert level of 50%, which show that the development and utilization of forest ecosystem services need to be strengthened.

The research also pointed out that Zhalantun should emphasize the forest carbon sequestration, atmospheric purification and other key services development and utilization, maximumly raising the economic benefits by full utilization of the forest ecosystem.

This result also, to a certain extent, reflects that the development of forestry human resource capital should be enhanced, improving the forestry employment opportunity, because of the benefit of providing employment opportunities for social benefits is still relatively low, at RMB 0.374 billion. In fact, the development of human resource capital is the essential path of improving forest resource value, achieving forest resource protection, utilizing and developing “Win-Win” strategy. Also it plays an important role on harmony, stable and sustainable development of society. We should build a solid foundation for the realization of forestry human resource capital development.

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Ageism and Bullying in the Workplace

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Abstract

Using data from the Federal Bureau of Investigation's (FBI) National Incident-Based Reporting System (NIBRS) covering reported violence occurring within the restaurant industry, this study investigated the relationship between ageism and bullying in the workplace. The results of the study revealed that older workers are more likely to report incidents of workplace bullying than any other type of workplace violence. The results also indicate that younger workers are more likely to be the perpetrator of bullying against older victims in the workplace. Implications for theory and practical advice for managers are discussed.

Keywords: ageism, workplace violence

Introduction

As the "graying of America" continues, the number of older workers will also continue to rise. This change in demographics of the U.S. population will continue to reflect in the makeup of the workforce in the service industries. For example, according to the Bureau of Labor Statistics (BLS), in 2024 the number of workers aged 65 and over will outpace teenaged workers by more than 3 to 1 (Toossi, 2015). This changing trend in workforce demographics can be found in the restaurant industry. According to the National Restaurant Association, the number of teenaged workers is rapidly declining while the number of workers 55 and older has increased by a whopping 38 percent between 2007 and 2014 (National Restaurant Association, 2015). The recent increase in older workers has only begun. Research by the BLS suggests that we can expect the number of older workers to rise sharply as the baby boomer generation continues to age and to remain in the workforce (Toossi, 2015).

Many organizations, who appreciate the value of employing older workers, encourage their older employees to delay retirement in order to prevent the loss of significant experience and knowledge sometimes referred to as "brain drain". They also actively recruit older workers in order to fill positions in highly skilled areas, and to ensure that employees better reflect their aging customers (Lytle, 2012). However, older workers often experience discrimination as many employers fail to understand the benefits of retaining or recruiting older workers (Reade, 2015). Not surprisingly, the increase in the number of older workers coincides with a steady growth in the number of charges filed with the Equal Employment Opportunity Commission (EEOC) based on age discrimination. In addition, workplace bullying continues to rise (US Department of Labor, 2006). While workplace bullying (WB) is a problem for all employees, it appears to be a particular concern for older workers.

Research done by the Workplace Bullying Institute (Namie, 2013) suggests that victims of WB tend to be older and more experienced employees. As a result, many organizations may likely find themselves grappling with additional challenges associated with maintaining safety and well-being of their older workers. The purpose of this paper is to explore the relationship between ageism and workplace bullying.

Workplace Violence

Workplace Violence (WPV) has been a hot topic for researchers for several decades. The Bureau of Labor Statistics (BLS) defines four types of WPV: customer, criminal, domestic or personal and co-worker (2006). Customer violence, also known as client violence, occurs when the organizations conducts business with a vendor or customer that results in violence against employees. Criminal violence occurs when employees experience violence or aggressive behavior during a criminal activity, such as a theft. Personal violence is when an employee partner or spouse comes to the organization to cause harm. The last form of violence, also the most prominent, occurs between co-workers. According to BLS, co-worker violence accounts for 34% of WPV, whereas the others forms of violence make up 28% (customer), 25% (personal) and 13% (criminal) (2006).

WPV does not always result in physical harm. In fact, most incidents do not involve violent or lethal aggression (Dillion, 2012). Instead they involve more common incidents of fighting, verbal aggression or other forms of harassment such as intimidation or bullying (Maes, Icenogle, Shearer, & Fowler, 2000). This study focuses on workplace bullying (WB) and uses Victim Precipitation Theory (Elias, 1986) to better understand victimization related to older workers.

Workplace Bullying

Workplace bullying (WB) is defined as any repeated behaviors that negatively affect someone at work or disrupts their work performance, including demeaning, insulting, or harassing someone who then is placed in a lesser position due to the harassment. As mentioned previously, the actions must occur frequently and be sustained over a period of time (Einarsen, Hoel, Zapf, & Cooper, 2003). Researchers have further extended this definition by exploring four distinct features of WB: how often it occurs (frequency), how long the behavior continues (persistency), the level of hostility (intensity) and the power (supervisory or otherwise) the bully holds over the victim (imbalance of power) (Samnani & Singh, 2012).

Bullying can take multiple forms. A few examples include when a supervisor takes away job responsibilities or adds them beyond the scope of the job description (Samnani, 2013 & Nielsen, Matthiesen, & Einarsen, 2010, respectively). Consistent insults and criticism is another form of WB (Fox & Stallworth, 2005; Samnani, 2013). The consequences of WB have been linked to increased health risks for the victims (Escartin, Rodriguez-Carballeira, Zapf, Porrua, & Martin-Pena, 2009), lower levels of job satisfaction and greater levels of stress (Giorgi, 2010; Giorgi, Leon-Perez, & Arenas, 2014) just to name a few.

WB is not a new concern but has been increasingly featured in research in recent years (Aquino & Thau, 2009). One study found 47% of employees have been victims of WB (Lutgen-Sandvik, Tracy, & Alberts, 2007). While this study was based in the United States, other countries have seen an increase in research in this area as well (e.g. D'Cruz &

Noronha, 2011; Giorgi, Arenas, & Leon-Perez, 2011; Meek 2004). However, the research on the antecedents of WB is mixed. One study found minorities were more likely to be targets of WB (Lewis & Gunn, 2007) but Fox and Stallworth (2005) found no significant differences in WB across ethnicity. WB and gender has also been explored with mixed results. Einarsen and Skogstad (1996) reported no gender differences related to bullying but those results were not supported by Lewis and Gunn (2007) who found women are more likely to be victims of WB. Age is another characteristic that researchers have explored in relation to bullying and the results have been inconclusive. One study found older workers are targets of WB more frequently than younger employees (Einarsen & Skogstad, 1996) whereas Vartia (1996) found no impact related to age. This research suggests the need for further exploration of the antecedents and impacts of WB. This study attempts to further define the issues surrounding WB that may be related to age.

Age Discrimination

Ageism has been defined as any discriminatory behavior or prejudice aimed at older people that may be conveyed through stereotypes, flawed beliefs or other forms of discriminatory actions (Butler, 1980). Butler (1980) defined two types of ageism: benign and malignant. Benign ageism is fear or anxiety that occurs due to an inability to work with older individuals. Malignant ageism focuses on more negative emotions such as stereotyping the older person as worthless. Other definitions of ageism include assigning negative traits based on age (Perdue & Gurtman, 1990) or any conveyed stereotype or prejudice relating to older individuals (Braithwaite, Lynd-Stevenson, & Pigram, 1993). Ageism may include attitudes, stereotypes, discrimination and/or prejudice which demonstrates ageism can be both a cognitive as well as an affective practice (Palmore, 1999).

Age discrimination (AD) is reported more than other forms of discrimination such as race or gender (Banaji, 1999; Kelly Services, 2006). The EEOC reported 20,857 cases were filed in 2016 which is up dramatically from only 16,584 in 2006 (EEOC, 2017). This will mostly likely continue as the number of individuals in the workforce over the age of 55 is expected to grow to 39.1% by the year 2020 (Williams & Nussbaum, 2001). However, it should be noted that ageism is not localized to the United States. Much research has reported on age discrimination as a global issue (Bennington, 2001; Chiu, Chan, Snape, & Redman, 2001; Ho, Wei, & Voon, 2000; McGregor & Gray, 2002; Smith & Webber, 2005).

Research on ageism has found that it is most related to a lack of motivation and/or an inability to adapt and learn new skills (Posthuma & Campion, 2009). Krings, Sczesny, and Kluge (2011) found that older workers were seen as warmer (i.e. sincere, trustworthy) but less competent than younger workers and younger workers were selected for employment significantly more than older workers. More recent research also found hiring was a factor of age such that hiring was more likely as age went down (Richardson, Webb, Webber, & Smith, 2013). The authors further noted that this effect was stronger for individuals over 48 years of age. Other studies have found older workers were evaluated more severely than younger workers (Cox & Barron, 2012; Rupp, Vondanovich, & Crede, 2006). Several meta-analyses found that younger employees were favored over older workers (Finkelstein, Burke, & Raju, 1995; Gordon & Arvey, 2004).

One potential explanation for this is believed to be due to organizational stereotypes related to ageism (Shore & Goldberg, 2005). More specifically, the belief that performance decreases as age increases (Finkelstein, Burke, & Raju, 1995; Issacharoff & Harris, 1997; Perry, Kulik, & Bourhis, 1996). However, there is research to support the idea that older workers are arguably just as productive if not more so than other workers. One study looked at organizations and the age of their employees. They found that firms who only employed workers age 50 and over reported 18% higher profits and 60% fewer incidents of inventory loss as compared to similar organizations that employed younger workers (Segrave, 2001). This study also found significantly lower turnover and absenteeism rates for older workers compared to younger employees.

Unsurprisingly, age discrimination has been linked to decreased work performance, lower levels of self-efficacy and an increase in cardiovascular stress (Levy, 2000; Levy, Ashman, & Dior, 1999). It has also been shown to lower job satisfaction, the likelihood of job involvement and commitment to the firm (Orpen, 1995). The negative impact of WB and ageism on the workplace is significant and researchers must continue to look for an explanation and ways to minimize instances of this behavior in the workplace. Victim Precipitation Theory (VPT) may offer a framework that explains some of this incongruence related to WB and ageism.

Victim Precipitation Theory

The main tenet of VPT is that victims engage in behaviors or activities, intentionally or unintentionally, that prompt a perpetrator to become aggressive (Aquino & Thau, 2009). “According to this model, individual characteristics or behaviors operate as critical precipitating factors that put people at risk of victimization. For example, negative affectivity, aggressiveness, self-determination, and dominating interpersonal behavior are treated as precipitating factors” (Kim & Glomb, 2014, p. 620). A minor example might include employee A using employee B’s coffee mug, which precipitates employee B to become upset and retaliate in some way.

Since its creation, the theory has undergone several changes to include not only direct precipitations, but also that victims may have certain characteristics that increase the likelihood that a coworker would engage in aggressive behavior (Tepper, Duffy, Henle, & Lambert, 2006). Specifically, Tepper et al. (2006) found that the individual’s level of negative affect increased the likelihood that they would be victims of WPV. Negative affect is a person’s “general tendency to experience negative emotions such as fear and anxiety” (Samnani & Singh, 2016, p. 539). This suggests that an individual’s negative emotions may instigate bullying or other forms of WPV. According to VPT, bullying from a co-worker is more likely to occur when an employee exhibits characteristics or engages in activities that instigate those aggressive behaviors (Elias, 1986).

Research has defined two models of victims: those who appear vulnerable and those who may provoke the bullying behavior (Aquino & Lamertz, 2004). An individual who appears weak or feeble may become the target of bullying because they appear vulnerable or individuals may be a target because they, intentionally or unintentionally, provoked the aggressive behavior. It is plausible that an older individual may be perceived as vulnerable due to any number of ageism related factors, such as a perceived lack of openness to change or the willingness to learn new skills. These characteristics may then lead to increased

incidents of bullying. Based on the information discussed above the following hypotheses are made:

- *Hypothesis 1*: Older workers are disproportionately more likely to experience workplace bullying than younger workers.
- *Hypothesis 2*: Younger workers are more likely to be the perpetrator of workplace bullying against older workers.

Methodology

To determine the effect of age on workplace bullying, data from the Federal Bureau of Investigation's (FBI) National Incident-Based Reporting System (NIBRS) were utilized. NIBRS is a dataset compiled by the FBI based on reports of crime received from participating local, state, and federal law enforcement agencies. These agencies submit detailed information on all crime incidents reported to them each year. Along with the specific crime committed, demographic information on both the victim(s) and offender(s) are also included. Other information recorded about each incident includes (but is not limited to) the relationship between each victim and offender, the location of the crime, whether or not injuries were sustained, and whether or not a weapon was present. There are 33 states certified to submit crime information through NIBRS. However, not all agencies within each state do so. Only 15 of the 33 states submit all crime information through this program. As a result, NIBRS covers crime reporting of approximately 30% of the U.S. population (US Department of Justice, 2013).

For the purposes of this study, NIBRS data from 2009 to 2013 were combined for analysis to ensure a sufficient sample size. From this dataset, cases were selected for inclusion based on a number of criteria. In order to analyze workplace bullying, incidents were selected if the victim of the crime was an employee or employer. Within the NIBRS dataset, the relationship of the victim to the offender is reported. Incidents reporting "Victim was Employee" indicate that the offender was the *employer* of the victim, while incidents recorded as "Victim was Employer" indicate the offender was the *employee* of the victim. Additionally, only those incidents that included a single victim and single offender where both were at least 16 years old were used. In an effort to analyze workplace bullying within the service industry, only incidents reported to occur at a restaurant were included. Complete information was available for 2,839 cases.

Design and Procedure

In this study, the crime of intimidation is used to measure bullying. According to the NIBRS handbook, intimidation is an offense in which the offender "unlawfully place[s] another person in reasonable fear of bodily harm through the use of threatening words and/or other conduct but without displaying a weapon or subjecting the victim to actual physical attack" (US Department of Justice, 2013, p. 21). These threats can come in various forms (in person, written, or over the phone). The dependent variable, therefore, measures whether the victim experienced intimidation or some other crime within the crime incident. It is operationalized as a dichotomous variable coded 1 if the offense committed against the victim was intimidation. All other offenses were coded 0.

The primary independent variables are age of the victim and age of the offender. Age within NIBRS is an interval level variable. The age of victims ranged from 16 to 81 while offenders ranged in age from 16 to 83. A dummy coded variable for the sex of the victim

and the offender was also included (male=1; female=0). Finally, race of the victim and offender was also dummy coded (white=1; non-white=0). Logistic regression was utilized to determine if the odds of experiencing intimidation (rather than another crime) in the workplace is influenced by the demographic characteristics of the victim and offender. The data were then filtered to only include those who experienced the crime of intimidation to establish which ages are disproportionately represented in these crime statistics based on their representation within the restaurant workforce. Finally, a crosstab including only those victims 45 and older was conducted to understand which of their coworkers are more likely to perpetrate this crime against them.

Findings

Descriptive statistics for each variable are provided in Table 1. These statistics are based on all 2,839 cases of crime between coworkers in the restaurant industry. Of these cases, approximately 31.5% of the victims experienced the crime of intimidation. On average, victims are 31 years old and offenders are 35 years old. Additionally, the majority of victims are female while the majority of offenders are male. Finally, the majority of both victims and offenders are white.

Table 1: Descriptive Statistics

	<i>Mean / %</i>	<i>Standard Deviation</i>
Dependent Variable		
Intimidation	31.53%	
Explanatory Variables		
Victim's Age	31.19	11.77
Offender's Age	35.29	12.71
Victim's Sex (1=male)	43.18%	
Offender's Sex (1=male)	73.97%	
Victim's Race (1=white)	76.93%	
Offender's Race (1=white)	63.64%	

Table 2 presents the results from the logistic regression model predicting intimidation. Based on these results, as the victim's age increases, they are more likely to experience intimidation in the workplace than any other crime, which provides support for hypothesis 1. As the offender's age increases, they are less likely to perpetrate the crime of intimidation in the workplace than any other crime suggesting support for hypothesis 2. These results appear to show that older victims are more likely to experience intimidation at the hands of younger coworkers. While not the main focus of this paper, these results also indicate that white victims are more likely to experience intimidation than any other crime, while the offender is more likely to be nonwhite. Neither the victim nor offender sex is significant in predicting the likelihood of experiencing intimidation in the workplace.

Table 2: Logistic Regression Models Predicting Intimidation (N=2839)

	b		S.E.	Odds Ratio
Victim Age	0.045	***	(0.004)	1.046
Offender Age	-0.036	***	(0.004)	0.964
Victim Sex (male)	0.029		(0.091)	1.029
Offender Sex (male)	-0.093		(0.101)	0.911
Victim Race (white)	0.231	*	(0.109)	1.260
Offender Race (white)	-0.532	***	(0.095)	0.587

*p ≤ .05; **p ≤ .01; ***p ≤ .001

Because age is a significant predictor of experiencing intimidation, the data were filtered to only include these cases to determine how the victims' ages compare to their representation in the restaurant industry. Victims were placed into age categories that match those used by the Bureau of Labor Statistics (BLS) to facilitate these comparisons. To capture those in the restaurant industry, the "Food Preparation and Serving Related Occupations" category of the BLS Current Population Survey was used. This classification includes occupations such as chefs and cooks, waiters, waitresses, hosts, and hostesses, among others (US Department of Labor, 2011). The percent of workers within each age category from 2011 to 2013 was averaged and is presented in Table 3, along with the percent of intimidation victims within each age category. According to the workforce participation data from the Bureau of Labor Statistics, 25-54 year olds are disproportionately represented in intimidation cases. Their presence in intimidation cases is anywhere from 17% to 50% higher than their representation within the industry. However, those 55 and older comprise a disproportionately lower percent of intimidation victims.

Table 3: Victim Age in Intimidation Cases Compared to Industry Representation

Age Categories	% Victims	% in Restaurant Industry
16-24	20.3	38.8
25-34	28.7	23.6
35-44	28.9	14.4
45-54	16.5	13.2
55-64	4.0	7.4
65 and older	1.5	2.6
Total (N=895)		

The final analysis focused on those 45 and older to determine which age group is the most likely perpetrator of intimidation against this population. Table 4 presents the cross-tabulation between the victim's age and offender's age. Based on these 197 cases, over two-thirds of offenders of intimidation are between 16 and 34 years old. These results support the logistic regression results which show that older offenders are less likely to perpetrate this crime. Of those victims 45 to 54 and 55 to 64 years old, approximately 35% and 42%, respectively, are victimized by 25 to 34 year olds. While there are not many intimidation victims 65 and older, the offenders of these individuals are more likely to belong to the youngest age group, with more than 46% of offenders being between 16 and 24 years old.

Table 4: Cross-tab of Victim Age and Offender Age in Intimidation Cases

Offender Age Categories	Victim Age Categories			Total
	45-54	55-64	65 and older	
16-24	48 (32.4%)	10 (27.8%)	6 (46.2%)	64 (32.5%)
25-34	52 (35.1%)	15 (41.7%)	2 (15.4%)	69 (35.0%)
35-44	32 (21.6%)	2 (5.6%)	2 (15.4%)	36 (18.3%)
45-54	12 (8.1%)	5 (13.9%)	2 (15.4%)	19 (9.6%)
55-64	3 (2.0%)	2 (5.6%)	0 (0.0%)	5 (2.5%)
65 and older	1 (0.7%)	2 (5.6%)	1 (7.7%)	4 (2.0%)
Total	148 (100%)	36 (100%)	13 (100%)	197 (100%)

Conclusions

As stated above, research suggests the number of older workers will continue to increase (Toossi, 2015). In an aging workforce, understanding the needs and struggles of older workers will become more important for organizations wanting to retain highly skilled and knowledgeable employees. One of those issues relates to the increase in reported cases of bullying related to ageism. The purpose of this paper was to explore the relationship between ageism and bullying to provide organizations with greater insight on the issues related to this ever-growing segment of the workforce.

Consistent with Einarsen and Skogstad (1996), the results of this study found support that older workers are more likely to experience WB than any other crime compared to younger workers. The data also revealed that while older workers made up a smaller proportion of the restaurant workforce, they were significantly more likely to be victims of intimidation than their younger counterparts. Specifically, individuals in the 35-44 age group made up only 14.4% of the workforce but almost 30% of victims of intimidation came from this age group. In contrast, individuals in the 16-24 age bracket make up approximately 40% of the workforce but only make up 20% of those who report being victims of intimidation.

Victim Precipitation Theory may offer an explanation for these results. One tenet of VPT postulates that victims have certain characteristics or traits that (unbeknownst to them) may precipitate bullying behaviors. Previous research suggests older workers may appear weak or vulnerable and thus precipitate the victimization as offenders view them as easy targets (Aquino & Lamertz, 2004). Additionally, the perpetrator may target the victim because they feel threatened by or jealous of them. An older worker is likely more respected or experienced in the workforce. This could spark jealousy from younger workers if they feel they will be overlooked for promotions or other accolades. As a result, younger workers may use bullying or intimidation tactics to scare or run off older workers to give themselves a chance at those opportunities.

Practical Implications

While the purpose of this study provided further evidence that older workers are more likely to experience WB and not to explore ways to minimize WB, previous research on minimizing the impact of age stereotypes in the workplace may offer some advice on how to address the issues explored in this paper. The first is developing a workplace culture built on respect and that sends the message to all employees that age is valued (Posthuma & Campion, 2009; Walker, 1999). High-impact organizational practices that incentivize and reward tenure and accumulated knowledge may reduce the likelihood that WB will occur.

Another suggestion is to provide training on awareness of individual characteristics. Previous research has demonstrated that training can minimize other forms of discrimination such as race and gender (e.g. Becker & Swim, 2012) so it is feasible to postulate that training may also be able to lower incidents of ageism-related bullying. The training could provide evidence that older workers are as productive as younger workers (Ali & Davies, 2003; Segrave 2001). It could also focus on highlighting other age-related stereotypes and evidence that refutes the stereotype. Other effective training may highlight the impact of age-related bullying and that everyone, at some point, may be a victim. This

may create more empathy in the workplace on this issue and reduce its occurrence (Posthuma & Campion, 2009).

Limitations and Future Directions

There are several limitations of this study that should be noted. The first is the use of secondary data. One concern with the use of secondary data is that the data collected may not directly assess the research questions being posed. The purpose of this study was to further define the extent of WB related to age. The variables needed to assess this relationship were available so this limitation is somewhat minimized. The advantage to the use of secondary data for this study was that the data came from well-respected sources. In the future, researchers need to further explore primary sources of data when studying ways to minimize WB.

Another limitation is the generalizability of the study. Though NIBRS is a reputable source, most crime is reported to the FBI through the Uniform Crime Reporting (UCR) program. The UCR captures crime reported by approximately 98% of the population (US Department of Justice, 2015), while NIBRS only covers 30% of the population (US Department of Justice, 2013). As a result, the findings may not be generalizable to the population. Despite this limitation, NIBRS was utilized as the UCR does not measure the crime of intimidation.

A related limitation is that many incidents of WB, particularly intimidation, may not be reported to the appropriate authorities. Because NIBRS data are based on crimes reported to the police, researchers are limited to only those incidents victims thought were severe or important enough to bring to the attention of law enforcement. This is potentially problematic because more than half of all crime that occurs in the U.S. goes unreported to the police (Truman & Morgan, 2016). Therefore, there are an unknown number of cases of intimidation taking place each year that are unaccounted for in crime statistics. Not having access to these crimes for analysis may result in an underestimation of the relationship between ageism and workplace bullying. When examining reported cases of intimidation by age group (Table 3) for the current study, it appears that employees aged 25-54 may be more likely to deem the bullying to be severe enough to report it to the police. It is unknown whether or not the bullying experienced by employees in the 25-54 age range is in fact more severe, or if the youngest of workers (16-24) and the older workers (55 and up) are less likely to report such incidents to the police. It is plausible that bullying is much more widespread than can be captured in typical data collection methods. Researchers are encouraged to explore creative ways to measure these incidents of bullying that still impact work performance, but may go unreported.

Another area ripe for future research is the relationship between offenders and victims. This study enabled the researchers to create a cross-tab comparing the ages of both offenders and their victims (Table 4). It is interesting to note that workers aged 55 and up are overwhelmingly bullied by younger workers aged 16-34. However, the findings from the cross-tab are limited due to the small sample size. More research in this area may prove to be helpful in preventing bullying in the future. The results of this study reveal that workplace bullying, in the form of intimidation, should be of primary concern to companies with older employees as they are more likely to experience this than any other crime within the workplace. The bullying of these older workers is most likely to be their younger

counterparts, indicating training younger employees in ageism and workplace violence could be beneficial.

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Communities As the Avenue for Change: A Case Study of Gili Trawangan, Indonesia

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Abstract

Tourism generally produces beneficial economic results for island destinations however can also result in negative social and environmental impacts. The characteristic complexities of island destinations give rise to many social and environmental issues however. Many of the services provided by tourism are resource intensive, resulting in a significant environmental footprint, and island economies are particularly vulnerable because of their dependence on tourism (Briguglio, 1995; McElroy and Albuquerque, 1992; Selywyn, 1975; Graci and Dodds, 2010). In Small Island Developing States (SIDS), tourism is touted as the economic savior for many communities, without understanding how the service intensive industry can destroy marine and land environments not to mention cultural preservation. In addition tourism is often associated with colonial and neo colonial activities that have contributed inadequately to local livelihoods (Mowforth and Munt, 2008; Tolkach and King 2015). The fast and uncontrolled increase in tourist flows has caused significant negative impacts on the natural and built environment in island destinations (Mathieson and Wall, 1982). In many cases this results in the degradation of the tourist product and the reduction of profits for host communities and the national economy. This is problematic for many island states as a large proportion of their economy is focused on tourism.

Small islands such as Gili Trawangan in Indonesia, require the sustainable use of resources and conservation of their wildlife in order to continue to thrive as a tourism destination. As the draw to many islands is the natural resources, these destinations must protect the resources that sustain them. In the case of Gili Trawangan, which is known as the sea turtle capital of the world, it is in their best interest to conserve their marine and land based resources in order to ensure their longevity as a tourist destination. A rapidly growing tourism destination that has reached its carrying capacity, excessive pollution and disturbance from fisherman and tour boats has led to the negative management of the land and sea resources. Despite these forces of negative change however, the community has come together and instituted several innovative ways to create sustainable change.

The island of Gil Trawangan lies at the northwest tip of Lombok in eastern Indonesia. It is the largest of a group of three islands (the others being Gili Meno and Gili Air. Gili Trawangan is dependent on marine tourism. Divers are attracted to the island by three main marine species: sea turtles, reef sharks and manta rays. The island of Gili Trawangan is primarily a small island developing state that focuses on dive and sun, sand and sea tourism (Dodds, Graci and Holmes, 2010). Since 2004 the island's growth and population has erupted and rapid development has occurred. The local population has become increasingly concerned with the state of the environment on the island and tourism development and has led to degradation of the coral reefs, erosion of the beach and sewage and waste management issues. The rapid development of tourism also led to rapid, unplanned and contentious tourism development (Hampton and Jeyachena, 2015). Since 2004,

development pressures have been strong with land being developed all around the island as well as in the center of the island. Any area for agricultural crops that were used by local people have ceased and are used for tourism development (Hampton and Jeyachena, 2015). In the early stages of island development, it was primarily small scale, locally owned tourism but as the island progressed from the exploration and consolidation stage of tourism development, more foreign ownership occurred which has resulted in haphazard development with minimal planning and ignoring of the traditional island rules (such as not building on the beach or not building as high as the tallest coconut tree).

In order to combat some of the negative effects from tourism, a not for profit was organized by concerned businesses on the island in 2002. The NGO called the Gili Ecotrust has been instrumental in spearheading several environmental and social initiatives to protect the island. One of the initiatives implemented was an ecotax which was used to fund initiatives and was charged to every diver on the island. Through the development of the Gili Ecotrust and its associated eco-tax several community based initiatives have been implemented that has led to the empowerment of the local community to fight the negative consequences of unplanned tourism development. This paper aims to discuss several community based initiatives that have been implemented in this island to create empowerment and positive change. It is based on four qualitative studies that have been conducted in the island from 2005 to 2012. This case study explores how collaboration at a community level can create the implementation of several initiatives such as an environmental impact assessment, ecotrust, eco-tax, and the involvement of an environmental coordinator that leads workshops on environmental education, fights the slaughter and mismanagement of the marine and land ecosystems and leads to partnerships that empower this community to fight the negative impacts of tourism development.

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Applicability of Alternative Tourism: The Case of Zonguldak Province in Turkey

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Abstract

Tourism is an area that experiences a real success in economic and territorial development of the countries, as it is practiced at a higher level, generating significant benefits and advantages. Countries like Turkey, France, Italy, Spain, Switzerland, Mexico, etc., are steadily developing and launching in travel and beyond this industry. Nowadays tourism has become an indispensable element of society, offering the opportunity of intercultural integration and most importantly, it provides a great contribution to world peace. The countries who want to get more share from this sector, should expose sustainable tourism and reveal alternative tourism products for new tourist profile with different expectations and interests, instead of conventional tourism theme composed of sea, sand and sun triangles, These countries are trying to attract the attention of today's tourists by allocating greater resources to the promotion and marketing. Sustainable tourism requires a careful understanding of the relationship between the local community and environment, and also stresses the connection between political, economic, cultural community. As a sub-dimension of sustainable tourism, alternative tourism is based on projects which are alternative to conventional tourism activities and aims to diversify touristic destinations and products on a young touristic market subjected to identical products. It comes into play when people visit places and things other than the usual touristic objectives. There are three large categories of this type of tourism: ecotourism, cultural tourism and adventure tourism. Ecotourism involves travel, most of the times to developing countries, to relatively undisturbed natural areas for study, enjoyment or volunteer assistance. It concerns itself with flora, fauna, geology and ecosystems of an area, as well as the people who live nearby, their needs, their culture and their relationship to the land. Volunteer tourism has drawn attention in recent years as an alternative form of tourism experience. Volunteer tourists are persons seeking a tourist experience that is mutually beneficial, that will contribute not only to their individual development, but also positively and directly to the social, natural and/or economic environments in which they are involved. The variety of natural environments needed for everexpanding variety of activities has become more evident, and the rural areas whose natural features are preserved (mountainous regions, river and seashores, beaches, deserts, etc.) have become the focuses of interest specifically sought for such activities. These activities can be identified as physical activities (outdoor sports like active entertainment, generally hiking, cycling, climbing, water sports, and trekking), hobby, and practical interests (photography, painting, arts, cooking, etc.). Most of nature-based touristic activities revolve around the term of outdoor activities or include elements of outdoor activities. Alternative tourism experiences usually include educational tours, volunteer travel, farm-stays, ecotourism, and other tourism types characterized by small-scale and locally owned and controlled operations. Since local residents are key stakeholders in tourism, sustainability cannot be achieved without their active support for the industry. The term that is generally used to refer to forms of tourism that seeks to enhance positive social, cultural and environmental impacts and is perceived as an alternative to mass tourism. Usually characterized by small scale; independent or small group activity;

slow controlled and regulated development; as well as an emphasis on travel as an experience of host cultures and on the maintenance of traditional values and societies. Alternative tourism is a starting point the natural living which is directly linked with the protection of natural environment, the contact with the local communities, the customs and traditions and the preservation of cultural heritage; furthermore, such tourists also encourage the establishment and development of businesses owned and controlled by local residents

With rich natural resources, Turkey could come as soon as possible to the place it deserves in assessing the potential of alternative tourism. The region where this country is inside, offers various possibilities for alternative tourism. The main question of this study is “Why is the development of special interest and alternative forms of tourism essential in Turkey?”. The study also attempts to address the following questions:

- How alternative tourism can be adopted to the tourism activities in Turkey
- How does reutilization of industrial spaces affect the development of special interest and alternative forms of tourism in Turkey?
- How can the junction between urban and rural environment be strengthened through the reutilization of industrial spaces?

This study was conducted to analyze Zonguldak province which has mine industry in the Western Black Sea Region of Turkey as a case, with 12 different alternative tourism possibilities. This area is promising future in this type of tourism with the caves, natural areas, waterfalls, springs and trekking areas, flora and fauna, rafting facilities, culture, ancient residential areas, private and famous canes. In this study, it was aimed to contribute to the promotion of the area in terms of alternative tourism of the environment and to create an underlying development framework for a region with a lagging economy but considerable natural assets. The underlying values of dealing with the area were that of sustainable development; hence, we focused on different segments of alternative tourism. This work represents a framework for empirically grounded and competitive tourism development strategies. The goal of the research was to find a development potential for a developing region and to search for a link for the development of it – focusing on different forms of alternative tourism – and the preservation of the high values of the local natural and cultural assets. The study is supported by multicriteria landscape analysis. Multicriteria evaluation methods are most commonly used to rank and designate different land use choices for certain areas in a situation of landscape scarcity. The peculiarity of the presented evaluation lies in the application of multicriteria analysis. It concentrates on the assessment of areas from several parallel viewpoints (e.g. the viewpoints of different alternative tourism target groups) and instead of ranking and appraising possible choices it visualises the strength of the areas according to these considerations and does not exclude a certain territory being appointed to more than one target groups. The study incorporates a multicriteria landscape evaluation and a more complex assessment (complex potential value that couples the outcomes of the landscape evaluation with other factors that were drawn from an empirical analysis of actual tourism attraction points.

Keywords: sustainable tourism, alternative tourism, ecotourism, Zonguldak province,

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Comparing Servqual and Servperf Methods in Measuring Service Quality: An Implementation in a Public Hospital

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Abstract

During the service producing process, customers are in interaction with employees, the atmosphere and the products they present. The consumers do not only think about the cost of the products anymore; they also consider the total benefits of getting these products and services. The competition between the service provider businesses have a huge impact on the improvement of service sector. At the same time, the quality of the services also increases. To improve the quality of the services, it is important for a company to know about the quality understandings of the customers. For this reason, most of the studies focus on quality researches. There are several scales in literature for measuring service quality. The most commonly used ones are SERVQUAL and SERVPERF methods. This study aims to compare the differences of SERVQUAL and SERVPERF methods and analyze the factorial formations of them. In this context, the expectations and the perceptions of the polyclinic patients are measured and evaluated with comparison. In addition, the patients' expectations and the perceptions about the services provided by the public hospitals are analyzed, and the relation between their overall considerations and their demographic factors are examined.

The SERVQUAL results show that the service quality of the hospital does not meet the expectations of the patients. The highest difference is between empathy and responsiveness dimensions. This means that the patients do not satisfied by the employees' and the doctors' interest and their efforts of problem solving. The lowest different is found in tangibles. So, the patients are pleased with the physical properties, equipment's and appearances. The SERVPERF method uses the factorial analysis to measure service performance. According to SERVPERF analysis, it can be seen that the highest scores are found in tangibles and the lowest scores are found in responsiveness and empathy dimensions. Although the results seem similar in the level of dimensions, the differences of these two methods can be seen when we look into the dimensions. As a result, the SERVQUAL and the SERVPERF methods gives familiar outcomes, however SERVPERF gives detailed information, for example about which part of the reliability is more important or what is the most problematic thing that happens to the patients when getting healthcare service in a hospital.

Keywords: service quality, SERVQUAL, SERVPERF

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Multivariate Analysis of Relationship Between Guest Satisfaction and Hotel Room Pricing: Evidence From Croatia

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Abstract

This study examines the relationship among four and five star hotel room prices and guest satisfaction in Croatian hotel industry, where rating available at Booking.com approximates guest satisfaction. The cross-section linear regression modelling is used to estimate how guest rating impacts hotel price, and vice versa, how hotel price affects guest rating. The guests' rating of cleanliness, comfort, location, facilities, staff, value for money and Wi-Fi connection are used in exploratory factor analysis and one factor is extracted. The regression model with extracted factor comprising guests' satisfaction as independent variable and hotel price as dependent variable is estimated. Furthermore, the influence of hotel price on guest rating is analysed by estimating linear regression model in which previously extracted factor is the dependent variable and hotel price is the explanatory variable. The results of the research show that customer satisfaction has positive statistically significant impact on four and five star hotel prices in Croatia. Also, the opposite direction of mentioned impact is estimated. Namely, four and five star hotel prices in Croatia have statistically significant positive impact on guests' satisfaction. The findings of the research are important for analysing guest satisfaction and price determination in hotel industry in small open economy with developed tourism sector. The conducted research is the first empirical research which concerns the relationship of guest satisfaction and hotel room pricing in Croatia and serves as a basis for further research in this field.

Keywords: multivariate analysis, guest satisfaction, hotel room pricing, Croatia

A Scenario-based Case Model to Support Rescue Service

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Abstract

Due to the complexity and the destructiveness of emergencies, making decisions in emergency situations such as oil depot fire, flooding, earthquake etc. is extremely difficult for rescue service management. In order to decrease the decision difficulty, case bases have been integrated in emergency decision support systems to help decision-makers acquire useful experience from historical cases that are considered similar to the problems. However, on account of the large temporal and spatial scale of most emergencies, a historical emergency case is consisted of several different scenarios each of which indicates a specific disaster status, and each scenario corresponds to a specific decision in an emergency case. It makes the decision-making process of a certain emergency case dynamic. For these reasons, when a case base is used to support rescue services, the case base should be scenario-based. The basis of designing a scenario-based case base is to develop a scenario-based case model. Although researchers have already developed several scenario-based case models to support rescue services in different emergencies, some deficiencies still exist in these case models. First, most case models offer only a limited contribution to the general topic of the formal description of the scenario-based model and most case models is too specific that can hardly be replicated for different contexts. Second, due to lacking a clear and formal scenario definition, scenario representation in most case models is unstructured and informal, which is not only adverse to clarifying the scenario boundary, but also adverse to the similarity assessment of scenarios. Moreover, scenario representation in these case models cannot describe the disaster status in a quantitative manner and it is not convenient for decision-makers to evaluate the severity of disaster status. To compensate these deficiencies so that the scenario-based case base can be made full use to support rescue services, the purpose of this article is to develop a general scenario-based case model for emergency case bases. Establishing an appropriate scenario representation model is the basic task of developing a scenario-based case model. To ensure that the scenario representation can describe the disaster status quantitatively and help decision-makers clarify the scenario boundary, in this paper, a multi-dimensional scenario representation model is proposed and described in a mathematical manner. It contain two components: scenario scalar model and scenario space. Scenario scalar model is a representation model to describe objects with a set of object attributes. Considering that objects in the same class can be represented by the same set of object attributes, we define that objects in the same class correspond to the same scenario scalar model. Scenarios space refers to a metric space used to measure the severity of the disaster status related to objects and as the definition of scenario scalar model, the disaster status of objects in the same class is defined corresponding to the same scenario space. The dimension of scenario space is called as scenario element and defined as a pair consisting of name and value, where name indicates the damage type of an observed damage and value indicates the severity of the damage. Considering that there could emerge new disaster damages in the future and suppose new damages are always independent with the existing scenario

elements, therefore, the dimension of the scenario space can be viewed as extensible. To this end, a scenario in this paper is defined as a tuple consisting of scenario scalar and scenario vector to describe a certain disaster status. The scenario scalar describes the object of the certain disaster status, which is an instantiation of the scenario scalar model. The scenario vector can be represented as a non-negative integer vector to indicate the severity of different damages of the disaster status and the length of the vector length can be regarded as the severity of the disaster status. After the formal description of multi-dimension scenario representation model, a conceptual graph is presented to show the conceptual architecture of the scenario representation model. Finally, based on the multi-dimensional scenario representation model, a general scenario-based case model is developed. We define that case representation in the developed case model is to present the whole disaster evolution of a certain case by organizing the case factors into an order series according to the case context. Case factors of the developed case model refer to scenarios, time slices, locations, rescue decisions and natural conditions, and the specific meaning of different case factors are discussed in detail. Then, the process of representing a case with the developed case model is introduced and it contains five steps: information acquisition, scenario representation, temporal relation representation, spatial relation representation, rescue decision description and natural environment description. Information acquisition is to acquire information related to case factors. Scenario representation is to obtain all the scenarios of the certain case according to the multi-dimensional scenario representation model. Temporal relation representation is to organize all the scenarios according to the time order of their related time slices. Spatial relation representation is to present the spatial relation of the scenarios by means of presenting the spatial relation of their objects. It contains three components: typological relation representation, direction relation representation, and distance relation representation. Rescue decision description and natural environment description are establish correspondences between the rescue decisions with the scenarios and the natural environmental conditions with the scenarios, respectively. They are both presented with text. At last, to demonstrate the effectiveness of the general scenario-based case-based model, we take an episode from Xingang oil depot accident as an example. This episode is not only represented by the developed case model of this paper, but also represented by the causal model which is a very common case model used to represent emergency cases. It shows that the general scenario-based case model developed in this paper has the following advantages: First, the developed case model shows a new case representation pattern, which offers contributes to the general topic of the scenario-based case base design, moreover, the generality of the developed case model is convenient for emergency case sharing, which embodies the idea of SOA (services-oriented architecture). Second, the extendibility of the multi-dimensional scenario representation model adapts to the variation of emergencies. Third, the developed case model describes scenarios in a more structured and formal manner, which contributes to clarifying scenario boundary as well as the similarity assessment of disaster status. Forth, the quantitative description of the disaster status helps in evaluating severity of disaster status, which meets the decision-making demand of rescue service management. What's more, the case model presents the whole disaster evolutions of emergency cases in a spatio-temporal manner, guaranteeing the integrality of decision-making information for rescue service.

Keywords: scenario representation, case model, emergency decision-making, rescue service management

A Qualitative and Quantitative Analysis of Social Media Data: Case Study on Smartphones

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Abstract

The smart products have been developed and improved by technology-oriented approaches. The developers have concerned about available technologies or functions as well as the level of degree and methods of integration of them (Chan et al., 2008). As a result, numerous smart products designed in this way have surged to market and the sales volume of the smart product continues growing. The customers have willing to purchase smarter products but the reality is that the users rarely make the best use of them; the smart functions are not fully utilized. The technology-oriented approaches in product design do not accomplish user need analysis enough.

Also, in previous studies, the problematic issues of smart product were found. Freudenthal and Mook (2003) concluded that major drawbacks are the difficulty to operate, the insufficient level of control and privacy concerns for a smart thermostat (Freudenthal & Mook, 2003). Smart homes need to match or exceed the residents' standard of living and the user habits and intentions should be studied in more detail and respected as well (Chan et al., 2008). Those previous studies indicate that if user-centered design (UCD) principles are not applied in product design, usability, user trust and comfort will not be guaranteed (Bevan, 2009; Dix, 2009).

In order to design the smart products based on UCD process, many studies were conducted to investigate and understand characteristics of the smart products (Park & Lee, 2014; Rijdsdijk & Hultink, 2003; 2009). The characteristics of smart products can be defined as product smartness which refers to distinct capabilities of smart products of which the characteristics can be distinguished from non-smart products (Rijdsdijk & Hultink, 2009). It is consisted of several dimensions such as autonomy, adaptability, multi-functionality, and etc., and measured on the smart products in the relation to consumer appreciation and satisfaction.

From these previous studies, the relationship between product smartness and consumer appreciations or values can be identified. However, it is unclear to understand implicit needs of the consumers through conducting questionnaire based survey method. This method does not often provide sufficient information on the underlying meaning of the data, and strong evidences of causation to an answer (Gable, 1994). Beside the method, the studies are limited to laboratory experiments that the subjects may not be experienced of the smart products tested. In the laboratory experiment, experimenters cannot completely control the context like experience of subjects; in addition, artificial restrictions on choice sets, which the experimenters predefine, can affect the outcomes of the experiment with possibilities of misleading the result (Levitt & List, 2007). Hence, it could be more

effective to collect unrefined and numerous user experiences, which are freely expressed in their own words, for better observation of natural user behaviors.

This study aims to analyze and categorize user experience of smartphones by utilizing social media data (Twitter). Social media (e.g. Facebook, MySpace, Twitter, etc.) can be helpful for observing variant and natural UX with users' words. It is a potentially valuable source of data that can be used to delve into the thoughts of millions of people. To gather user experience of smart product, techniques that mining external data (e.g., twitter and blog) were used. From the mined external data, user experiences were categorized according to the product smartness and identify the relationship between the product smartness and user experiences.

A total of 19,288 tweets including 'smartphone' were collected from 2014.06.01 ~ 2014.08.31. Among them, a total of 699 tweets are actually related to user experiences of smartphones. The collected tweets were categorized according to the dimension of product smartness and the reason of user's emotion. As a result, five main dimensions of product smartness were selected (Autonomy, Adaptability, Multi-functionality, Connectivity, and Personalization). Then to explore the relationship between product smartness and user experiences, we classified collected user experiences according to dimensions of product smartness. The results showed that experiences of connectivity derived lots of negative emotions. Also, besides five dimensions of product smartness, there were lots of experiences about user's habitual use and security issues.

With observing natural and numerous user experiences, more specific context of use could be identified. This study will motivate researchers and practitioners to develop and improve smartphones and its applications. Also, suggested design implications in this study could be helpful in getting insights under the perspectives of understanding user's implicit needs.

Keywords: user experience, smartphone, product smartness, social media

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Driving Force of “Accessible Tourism for All”: Researching the Consumer Needs

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Abstract

This study is examining the current state of accessible tourism in Foça by researching the demand side: the disabled tourists. An evolving market, the disabled tourists shape the tourism sector to become “accessible for all”. That is why it is important to understand the needs of this market to meet them on both theoretical and practical fields. To find out the answers, the participant observation and unstructured interviews are applied to a group of disabled tourists and their companions who are members of two local associations: “Herkes için Turizm Derneği” (Tourism for All Association) and “Zihinsel Engelliler Derneği” (Association for the Mentally Disabled). The research data is collected during a tour organized by this two association with the collaboration of local municipality and Dokuz Eylul University. Qualitative research method, thematic analysis is used for the data analysis and certain themes emerged. The research points out the most important theme to be the inclusion. It is the need for changing the mind of society towards disabled people from exclusion to inclusion side. Participation of disabled people to holidays is also included in this theme. Other findings has brought to light themes such as needs analysis comprising regulations and infrastructure. Also management and guidance is about the education of the personel in accessible tourism and employment of disabled people in tourism. The study is supposed to contribute to the development of accessible tourism both theoretically and practically.

Keywords: accessible tourism for all, consumer needs of accessible tourism, thematic analysis, participative observation, unstructured interview.

Introduction

This study is designed to find out the needs of the disabled tourists (and their families or helping people travelling together) and their driving force for the development of the accessible tourism for all.

World Committee on Tourism Ethics reports that 1 billion people in the world (15% of the world population) have some form of disability. Also by 2050, there will be 2 billion people aged over 60 (more than 20% of the population). This means that, the number of people with specific access requirements is continuously on the rise and the tourism sector needs to respond to that (<http://cf.cdn.unwto.org>, 31.05.2017).

Global Code of Ethics for tourism is emphasizing with several articles the importance of accessibility of tourism for all. Article 7 of this document justifying the “right to tourism” for all is also guaranteed by the Article 24 of the Universal Declaration of Human Rights and by the Article 7d of the International Covenant on Economic, Social and Cultural Rights. Adopted by World Tourism Organization in 1999, Article 10 is focusing on the implementation of the Global Code of Ethics for Tourism. In this respect, World

Committee on Tourism Ethics as well as Ethics and Social Responsibility Program brings about some practices for realizing the universal aim of “accessible tourism for all” (<http://ethics.unwto.org>, 31.05.2017).

Understanding the consumer needs of “Accessible Tourism for all” in Foça is the main aim of this study. The difficulties that the disabled tourists may meet if they come to Foça and the readiness of Foça for meeting accessible tourists is also revealed by the findings of the study. By this way, the study may be leading for the tourism planners and developers in Foça and even for local authorities in places with similar characteristics of Foça. Foça is a touristic town of İzmir with history dating back 5000 years (Özyiğit, 2010). İzmir is also a very important city which has a high potential for accessible tourism. İzmir municipality has many projects for increasing the accessibility of the city. Foça being one of the towns of İzmir is at a very advantageous state for this reason. Herşey için Turizm Derneği (Accessible Tourism for All Association) was founded in İzmir. The director of the association emphasizes that they are thinking of planning their future trips in Foça.

As one of the findings of this study reveal, the people with certain kind of handicap or disability don't want to be categorised by the type of handicap they have or more importantly, do not want to be excluded or isolated from the society because of their situation. That is the reason why the “consumer” term is used to call them as usual individuals living as a member of the society naturally.

The study is made to find out the needs and expectations of accessible tourism consumers visiting Foça. Because the results will be used to enable them to pass their holidays in peace without being disturbed (excluded) and without having the feeling to disturb other people. In other words, create an atmosphere in harmony with outer environment while their needs are met and let them socialize easily without any negative feeling.

Participative observation with unstructured interview is used to collect the data during the visit of a group of disabled people organized by the own associations and by the collaboration of local municipality and university. Author being the tour guide of the group at the same time, observed all the members of the group during the tour. Members of the group, director of the associations, even the students who assisted the tour are interviewed and the data is collected. Thus, the data collected included information about the past experiences of participants, the present tour experiences mostly about Foça, and also their future plans for making holidays more accessible.

Finally, the results give opinion about the needs of disabled people during their visit to Foça. This kind of qualitative research has its advantages for representing outputs for the case of a specific area. The results may not be generalized regarded the size of the research design. But it can be a starting point for researching the needs of beneficiaries of accessible tourism in similar areas. Car, the accessible tourism is yet both a research area and a field in the tourism industry which merits to develop much more.

Literature Review

Tourism is a means of increasing the mobilities and decreasing the inequalities as it is indicated by Cole and Morgan (2010). “Tourism for all” means to eliminate any obstacles

about tourism participation of the people. The impediments to access can be such as financial because of poverty or such as physical or mental in terms of disabilities.

“Accessible tourism for all” with its popular and more up to date appellation which is once called “social tourism” is an inseparable part of sustainable tourism (Baumgartner, 2011). So it means that if the services supplied by the tourism industry are reached by all the people in public without any hindrances or obstacles, it brings tourism the sustainability. The term “social tourism” or “accessible tourism for all” should not be mixed with mass tourism which is not at all a way of sustainable tourism. “Accessible tourism for all” has to be a form of tourism which is planned and organized for long term by related local, national and international tourism authorities according to the local needs very systematically. To make tourism more accessible in İzmir (the third biggest city of Turkey; also Foça is a town of İzmir city), Sonuç&Oral (2017) brings a sustainable approach to social tourism. Their suggestion is involving all the actors in planning and practising of social tourism including all the government bodies in collaboration with private sector, NGOs, consultants and people both as users (tourists) and employees as host. Involving the consumer side in all phases, so that suggesting the tourism products according to the differing needs of different segments is the important emphasis of the proposal in this study.

Everybody needs a rest, a holiday, to get away from it all for some time in certain periods in a year. The reason why access to tourism for all is tried to be developed is to benefit everybody from its outcomes so that the individuals and the society become more healthy. And this brings the power of accessible tourism for all because as consumer needs it, it will exist and will continue to be developed according to their needs. Participation to holiday brings many benefits to people. Social benefits, increasing the subjective well-being and quality of life (McCabe, Joldersma&Li, 2010) are some of them. Holidays also improve well-being and health of people (Gump&Mathews 2000, Gilbert&Abdullah 2004, Quinn&Stacey 2010). Also it is emphasized that holiday participation increases the physical capacities of disabled people, increases their emotions of self-sufficiency, independence and security (Bergier, Bergier&Kubinska, 2010). Some studies tell that participation to tourism effects positively the mental health of the elderly people (McCabe 2009, Dolnicar, Yanamandram and Cliff 2012). Some writers indicate that participation to tourism is associated with inclusion (McCabe 2009, Minnaert, Maitland &Miller 2009a). Some studies reveal that participation to holidays improve individual and family relationships (Minnaert et al. 2009b, Bergier et al. 2010)

There are the non-governmental organizations in the world for increasing the access to tourism for everyone. For example, OITS (International Social Tourism Organization) is an international organization working for “a fair and sustainable tourism for all” which means a more humane, environmentally friendly and accessible form of tourism since 1963. The aim of their members is to improve the quality of life, serving communities and territories, respecting tourism workers, valorising cultures and contributing sustainably to the local development (<http://www.oits-isto.org>).

ENAT (European Network for Accessible Tourism) is also another international organization having the mission for developing the accessible tourism for all in Europe since 2006. They are also organizing forums in Middle East and North Africa called as

MENA-ENAT serving to develop the accessible tourism in that region (<http://www.accessibletourism.org/>). members of ENAT exist also in İzmir, one of them being the municipality.

Herkes için Turizm Derneği, being the subject to this study is a very young local association in İzmir founded with the mission to make holidays accessible for all specifically for those who is excluded from the society, with the aim of increasing the quality of life and the living culture of the people by enabling their access to holidays and cultural activities equally as other members of public (<http://herkesicinturizm.org/>).

Methodology

The members of “Herkes için Turizm Derneği” (Tourism For All Association) and “Zihinsel Engelliler Derneği” (Mentally Disabled People’s Association) as being tourists actively participated to a volunteer guided tour to visit Foça, one of the districts of İzmir, by the guidance of the researcher in mid-April 2017. The group subjected to research was comprised of 30 people (7 blind, 3 physically disabled, 4 mentally disabled and their accompanying people) and the tour realised with the support and participation of 5 university students.

Local municipality, tourism faculty and the two associations took part in the organization of the tour. As defined by Minichiello et al. (1990), unstructured interviews are the interviews without predetermined question or answer categories. Additionally, they are a natural extension of participant observation which rely on the spontaneous generation of questions in the natural flow of interaction (Patton, 2002). That is why participative observation and unstructured in-depth interviewing are used as data collection methods to discover the needs of this mixed group of disabled people with various handicap types such as visual, physical or mental as well as those of their accompanying people.

Thematic analysis is used for examining the findings of the participative observation and unstructured interviews. Because, thematic analysis gives experience primacy (Holloway & Todres, 2003). The past and present experiences of the participants are interviewed and also the present experiences are observed and also the future plans are learned by the help of the interviews. Also as mentioned by McLeod (2001), thematic analysis is about understanding people’s everyday experience of reality, in great detail, so as to gain an understanding of the phenomenon in question. In this context, in Foça, according to the findings of the research for consumer needs for the accessible tourism main themes dealt with are discovered as follows:

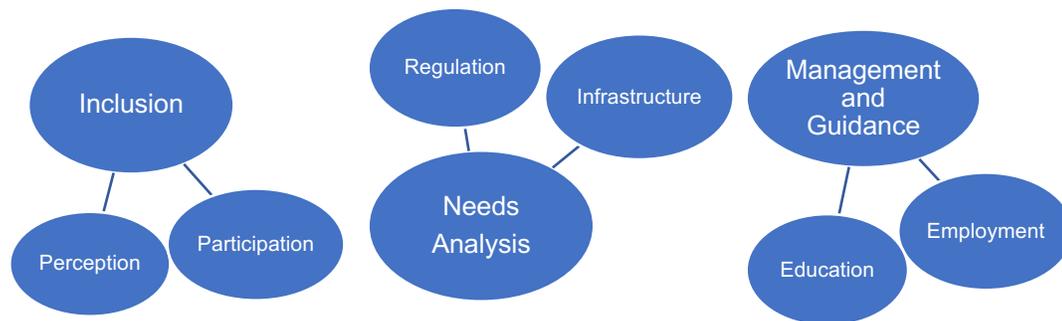


Figure 1: Themes found for the consumer needs of accessible tourism

- *Inclusion*: The inclusion of disabled people, increasing their participation to holidays
 - Participation to holidays: Increasing the participation of disabled people to holidays and enabling them benefit from the feelings of security, independence and increase their well-being and quality of life.
 - *Perception of Society*: Changing the exclusion into inclusion and acceptance in the minds of the different groups: the society, the academicians, the business aspects.

- *Needs Analysis*:
 - *Regulation*: The local, national and international governance and regulation of legal issues about accessibility,
 - *Infrastructure*: The infrastructure needs and expectations of different disabled groups (visually impaired, walking disabled, mentally disabled, etc.),

- *Managing and guiding accessible tours*:
 - *Education*: The education for increasing the awareness of the tourism managers as well as all the staff working in the tourism industry, satisfaction when the needs of disabled or their accompanying people are met,
 - *Employment*: Providing employment opportunities in tourism sector to disabled people.

In fact, as will be mentioned in the findings part in more detail, it will be seen that in the “new” tourism types such as agritourism, “the employee” and the “participation” can be the sub-theme of the same theme “inclusion”. This is not an overlapping theme as mentioned in Javadi and Zarea (2016, p. 38). This is the nature of agritourism as well as most of the types of social tourism and accessible tourism that are produced today.

Although not having a ready set of questions as the unstructured nature of the interview made, the areas examined during the data collection phase were later found out to be in line with the suggestions of the World Committee of Tourism Ethics on Accessible Tourism (<http://cf.cdn.unwto.org>, 31.05.2017) such as:

- The accessible tourism being a human right and business opportunity,
- Denial of any form of discrimination,
- Involvement of all stakeholders about the legal governance and applications,
- Training and education of service providers for awareness and customer service skills,
- Promoting employment for disabled people.

Additionally; goal 3, 10, 12 and 16 of Agenda 2030 of United Nations’ 17 Sustainable Development Goals are showing the other important part forming the theoretical framework. Shortly mentioning, goal 3 is about good health and well-being, 10 is about reduced inequalities, 12 is about responsible consumption and production, 16 is about peace, justice and strong institutions (<http://www.un.org>, 31.05.2017).

Findings About Inclusion of the Disabled People and Perception of Society

Exclusion experiences towards disabled people in tourism show that first and foremost important step of making tourism accessible for all is to change the “exclusion-minded”

prejudiced opinions of the society into “inclusion-minded” perspective. During his applications to institutions or establishments, the director of the “Tourism for All Association” explains the pejorative reactions that he got from different members of the society even from people with a good background, educated and/or even working in the higher educational institutions:

“I went to a head of tourism department at a university in İzmir which was one of the visits i realized for making known our association and searching ways for collaborations from different kinds of establishments. The reply was really exclusion-minded. This professor said that he would never go to stay at the same hotel with disabled people because it would harm his psychology”.

The Director of Herkes için Turizm Derneği (Tourism for All Association) says that he has visited several higher education institutions to search for cooperation possibilities about making tourism accessible for all. A professor, the manager of a tourism department of a university told to him that he wouldn't go to a holiday facility which receives handicapped people. He wouldn't want to share same atmosphere because he would feel bad psychologically. After this talk with the professor, the director has clarified the mission of Herkes için Turizm Derneği (Tourism for All Association): The primary goal was *to overcome the prejudice of the society excluding the handicapped people from community life*. In fact, this aim is for completing a lifetime. Because, it is comprising all the things to be done for the inclusion and continuity of the normal life of all the individuals in the society. This requires first the education and then other concrete targets such as the improvement of the facilities for participation of the handicapped people to the daily life. Most important among all, changing the thinking patterns of the society for inclusion is not so easy. This requires time and cooperation of the different partners from both public and private actors.

Here are examples from the findings about the exclusion of the disabled people from the society when they emphasize their right to have holidays or while they are travelling and even when they try to make reservations for their holidays:

“I called a resort hotel to make a reservation for a certain period for our members for a group of impaired and or disabled people and informed the hotel/reservation manager about the physical or other kind of accomodation needs of our special group and i learnt that the hotel is full for that period. I changed the period, i got again a negative reply. Then, a few minutes later, i made someone else call this hotel to make a reservation the same period of time for the same quantity of people without giving any information of the disable nature of the group, then the same manager said they had availability”.

The director of the Tourism for All Association explains that he met on another day, another occasion, the manager of the hotel to ask why he did not receive the group. The hotel manager explained that he was afraid of missing other guests who did not tolerate seeing around the disabled people during their holidays.

Findings About Needs: Making Tourism More Accessible for Disabled

There are also the impressions of the other participants such as their pleasure when their needs are heard and met. Here is an example by a lady blind tourist:

“I really appreciate when the monument or sculpture that i cannot see is explained via the dimensions that i am familiar with such as ‘this sculpture of the Mediterranean monk is the triple of Ayşe’s height’ otherwise i need a little model set besides the real monument to touch, feel and understand its shape”.

In this part, the adaptability of official accessibility criteria for certain touristic services offered by mainly Foça destination which is subject to the visit for this research is analysed comparatively with those in other parts of Turkey. This include the facilities offered by the beaches and public areas in Foça such as the availability and provision of the ways for the wheelchairs around wider areas, beach wheelchairs, mobile toilets and other equipments. Ephesus antique city is a good example of accessible antique city for its features designed for the disabled. Projects are made by different tourism authorities for developing the infrastructure for the different types of disabilities as well. For example the Ephesus museum is going to be made accessible for people with different types of disabilities.

The director and some of the people from the visitors also reached their demands to the responsible person from the municipality of Foça. For profiting from Foça’s beautiful beaches, the walking disabled people require the beaches to be accessible, that is a mobility hoist or lift (with a high lifting capacity) at the pier. In fact this is a facility which will be for the benefit of the elderly people, too. Because after certain age, people have limited moving abilities and especially considering the population of Foça, many people in living Foça are aged people. Other considerations can be the provision of the ways for the wheelchairs around wider areas, beach wheelchairs, mobile toilets and other equipments. To give an idea about the accessibility of the beaches, Turkey which is a peninsula whose three sides are surrounded by the sea possesses 454 beaches with blue flag. Among them, the ramp until the inside of the sea is provided by only 54 beaches (According to the list provided by Blue Flag Turkey web site for the year 2016, 05.07.2017).



Source: Blue Flag Turkey www.mavibayrak.org.tr

Figure 2: Mobil Lift and Sunbed Examples for Accessiblitiy of Disabled People

Blue flag criteria requires that in the town, at least on one beach, one toilet should be reserved for the disabled at a point where they can reach. And the ramp should enable the access between toilets and the beach and the sea area. TÜRÇEV (Türkiye Çevre Eğitim

Vakfi), The Foundation for Environment Education in Turkey also advises according to the level of slope of the beach area (as in Turkey, there are areas which are not accessible because of rockiness and high slope), to provide:

- The necessary equipment for the physically constrained to be able to swim inside the sea such as sunbed for disabled, elevator for moving down inside to the sea from the port, ramp going till inside the sea and reserving sunbed and umbrella on the beach for disabled,
- Parking area for the vehicles of the disabled,
- Guide signs for all these provisions (Blue Flag Turkey).



Source: Blue Flag Turkey www.mavibayrak.org.tr

Figure 3: Examples of Guide Signs for Accessibility of Disabled People at The Beaches

Another important general need mentioned about accessible trips to Foça and anywhere in Turkey by the Association of Tourism for All is mentioned by The director of Herkes için Turizm Derneği as such:

“If the certain facilities subjected to the research are needed to emphasize in Foça: The beaches, the infrastructure and the accessibility capacity of the destination about the ways, the accommodation facilities, rooms (number of rooms available for the disabled. For example if a group of 30 disabled people go to the same hotel for their holidays it is not possible to find available total room number in one hotel, i tried to book but not reached. And the official rules respected or not inside the room is also crucial. For example i saw with my own eyes in one hotel room which was reported to be “accessible” it was impossible for a wheelchair to manoeuvre inside the toilet. I asked the director of the hotel from where they got the dimensions and who did the construction? This means there is a lack of audit. Also about the accessibility of the historical places to visit for different types of disabilities should be studied”.

Thus this finding shows the difficulty to book at once enough number of rooms in only one hotel or accommodation establishment in case of organizing an accessible trip for let’s say a group of thirty people with mixed type disability in Foça or another destination in Turkey.

In Turkey, the accessibility of the disabled and the responsibility of the local authorities about this topic is managed by Turkish Ministry of Family and Social Policies, Department Directorate of Accessibility. Inside the document; “The Official Responsibilities of the Municipalities for the Accessibility of the Disable People to the Beaches and the Public Places” is mentioned the law numbered 5378 “The Law about the Disabled” as the related regulation (Turkish Ministry of Family and Social Policies).

The availability of the supporting recreational activities in the destination is another important point. In Foça for example, a visit to the local handicrafts atelier of the

“Accessible Cafe” was realized during the tour. The local disabled people were attending to learn how to make flower designs. The products of this atelier were later sold by charity sales.

Findings About Managing and Guiding the Accessible Tours

Another discovery of the study is about knowing to take advantage of different disability types travelling together. People having different disability types have learned to support each other during the association’s tours. For example: The mentally disabled become the eyes of the blind or partially blind.

The research also brings light to the importance of the education and know-how which is the basis for the tourism service employees at each level from the bottom to the top management. Especially, the professional tour guides’ education is essential for the continuity of the accessible tours without any problems. For example, while guiding a tour group with the different types of disabilities, the guide has to follow the routes which will not tire the people, he has to always keep an eye on the group and in order to determine the speed of the group, he has to follow the slowest person. In this study, in the case of Foça tour participants, slowest person, the young lady on the wheel chair was the landmark.

Findings of Research About the Employment of Disabled People in Tourism and Their Participation to Holidays

Findings of the research about the employment of the disabled people in tourism sector show that, there is a need for research and development. Tourism for All Association has revealed that there is an ongoing study of the association in collaboration with academy about this topic. Additionally it is also emphasized that the negative practices in this field have to be corrected or turned into good ones. The “Down Cafe” in İstanbul was mentioned by the participants of Foça tour both by students and disabled people, as an example by its good and bad sides:

“The employment of children with down syndrome by taking advantage of their smiling face is the good practice which provides them with many opportunities such as an occupation, socialization, personal well-being, self-confidence and happiness. However, when their natural trait is exploited by some of the customers, it produces some problems. The children naturally having a smiling face become unhappy”.

So, this means that there is a need to do many things for improving the communication and understanding between the disabled people and the others interacting in tourism sector no matter at what side they are: the employee or the consumer side.

Another finding is about the advantage of travelling through the Tourism for All Association. Having their trip with a group of people that the disabled individuals become familiar with make themselves and their families feel secure and comfortable.

The director of “Zihinsel Engelliler Derneği” (Association for the Mentally Disabled) tells that they are very happy to participate to the tours organized by the Tourism for All Association. Their children’s well-being and independence feelings improve and the families also feel security because their children are with a group known to them.

Another important finding is about the inclusion of the mentally disabled and their families to tourism. The director gives the news of an agri-tourism farm where the families of the

mentally disabled people come together to construct and create all and everything together. And then, they will finally pass their holidays there. By this way they are employed and at the same time, they are going to participate their holidays with feelings of happiness and well-being because they will feel themselves useful.

Conclusion

The results of this study are showing that the driving force of accessible tourism is shaping inevitably the future of the tourism industry with all its sustainable implications. The findings of the study makes contributions to the discovery of the needs of participants of accessible tourism. By making recommendations also contributes to the ways to eliminate obstacles in front of the accessibility of tourism for all. The biggest of all the obstacles are to be cleared from the mind of the society which is exclusion.

Thus, it is understood from the findings of the study that, from the least to the most educated classes of the society there is a need for more educational activities to change the exclusion-mind of society towards inclusion-mind. Further studies may be suggested and according to their results, different types of educative activities can be realized such as projects, informative seminars, company visits and school visits including theoretical and practical activities during which people interact with the world of the disabled people.

The study also contains the needs of participants of accessible tourism and contributes to the development of the theory and practice about accessible tourism by making recommendations. Thus, on the second part, take place the suggestions about the improvement and adaptation of the physical capacities of the destinations according to the needs of different kinds and categories of disabled people (mentally, physically disabled, aged, women, children; which are defined according to the local, national and international legislations). Also, if the number of the participants is high, it creates a difficulty to book all at once for a group of disabled at the same accommodation place especially in Foça. Another infrastructure requirement was found to be the availability of the rooms design and construction type compatible with the legislation and statutory audit.

One of the most important themes is the inclusion of the disabled people by increasing their participation to holidays. Possible announcement of projects by the associations for their employment in tourism in the future will create well-being, independence, security feelings for the disabled people and their families and contributing to increase the quality of life.

This study is made in Foça which is a town of İzmir in Turkey. Further studies will enable more results to contribute to develop accessible tourism both theoretically and practically.

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The Trajectory Touchpoint Tool: A Deep Dive Methodology Into Service Journeys

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Abstract

This paper details the development and testing of a measurement tool designed to better understand service experiences from the user's perspective. It has long been argued that services comprise a journey, with research often suggesting that 'moments of truth', or key interactions between service provider and user, are crucial elements of that journey. For this reason, much service innovation research has focused on particular elements of the service, or even the transitions from one element to another. However, to be truly user focused, a service should be fully evaluated from the user's perspective, taking into consideration all aspects of the service where none are deemed insignificant. Piloted at a hospice which consistently receives user feedback that suggested the services provided are impeccable, the study among 38 hospice users (patients, carers and bereaved) enabled a 'deep-dive' to uncover perceptions of the whole service experience among these diverse users. Results uncovered much room for improvement, suggesting that the new approach fully captures user's experience and informs areas for improvements to service provision that other evaluation mechanisms failed to identify. The tool is currently being tested in further palliative care settings, before it is rolled out into other service industries.

Keywords: service marketing, blueprinting, service journeys, healthcare

Introduction

Services comprise unique human interactions as well as technology, places, time and objects (Polaine et al., 2013). Hence service evaluation is more difficult in comparison to measuring product quality. Yet, the evaluation of a service is crucial in an era where current dogma proclaims that innovation is fundamental in value cocreation (Barile et al., 2016). Even more difficult is the ability to innovate a service that is consistently and regularly evaluated as 'outstanding', 'excellent', 'faultless' or almost any other descriptor that means nothing short of marvellous. How can such a service improve? How can management motivate staff? If innovation and constant improvement is necessary for survival, then service providers must be able to identify those areas where it is indeed excellent and those aspects of the service that do fall short of faultless.

When a team of University researchers were commissioned by a hospice to conduct a service evaluation, the brief was perhaps unusual. They were told that feedback to the hospice was superb: leaving no room for improvement. Yet, the hospice wanted to know which aspects of its service provision were indeed perfect, and where it could be improved. However, there were no service evaluation tools that were suitable to uncover these potential areas for improvement. Indeed, a well-documented and fundamental barrier to improving end-of-life care is a lack of service quality measurement tools that capture the experiences of user's from their own perspective (Teno et al., 2002). In palliative care, many quantitative measures are used and these tend to focus on issues such as how quickly

patients are assessed, whether they receive information leaflets, whether a discussion about their emotional needs is documented, and so on. Consequently, quality of service from the user's perspective is overlooked (Pasman et al., 2009).

It was with a focus on asking service users of the hospice about their experiences with all aspects of the service they and their loved ones received, in a rigorous and systematic fashion, with the purpose of accurately measuring performance and uncovering opportunities for improvement, that the current project was born. The paper begins with an overview of the ways in which hospice provision is unique in comparison to many other services. It then details the development of the new touchpoint tool and its application in hospice settings, where in-depth interviews with inpatients, outpatients, carers and families uncovered rich data which allows for better understanding of those service areas that meet or exceed user's expectations, as well as identifying areas for improvement. The benefits of the new tool over existing measurement techniques are discussed.

Literature Review

Hospice Provision: A Unique Service

The hospice setting is unique. Just as manufacturing firms aim for zero defects, many service providers strive to avoid service failures where customer expectations are not met. However, because services comprise unique human interactions, service failures are almost inevitable. Consequently, organisations focus on service recovery strategies to fix problems and retain their customers for the future. Because a hospice offers care to terminally ill patients, it may not get the opportunity to correct a service failure. This situation makes the identification of what hospice users really need and want, and to ascertain perceptions of the hospice's service delivery from the user's perspective, even more important than for other service providers.

Specific tools to capture the patient experience in palliative care are equally problematic. First, most instruments were developed for other healthcare contexts, with very few specifically designed for palliative care (Sulmasy et al., 2002). Second, many of the key terms in palliative care, such as quality of life, spirituality, dignity, and resilience are not well understood or clearly defined (Simon et al., 2012). Hence there is a lack of quality indicators in end-of-life care, leading to some key areas of palliative care often not being fully assessed (Dy et al., 2015). Of course, this is a barrier to improvement (Pasman et al., 2009) and also means there is substantial variation in the quality of the end-of-life care that people receive (Care Quality Commission, 2015). Third, while numerous studies have attempted to identify outcome measures for palliative care (De Roo et al., 2013; Evans et al., 2013; Schenck et al., 2010), these quantitative measures fail to capture overall patient experience, and instead focus on measuring performance indicators such as how quickly patients were assessed, whether they received information leaflets, whether a discussion about their emotional needs was documented, etc. Whilst these aspects are important, they provide little information about how the patient felt.

Finally, there are specific difficulties in capturing data in order to fully understand hospice service experiences. Patients tend to base their perceptions of the care they receive solely on the basis of the interpersonal relationships they have with hospice care providers, hence they tend to agree that the care they receive is responsive to their needs (Churchman et al.,

2014). Therefore there is an issue of validity due to these extremely subjective perceptions (Casarett, 2005). Participant attrition is high because people receive hospice care only when their health is deteriorating to the point where death is often imminent (Candy et al., 2011). There is also a prevailing view that because patients in hospices are receiving end of life care they are too vulnerable to participate in research, which has stunted the growth of evidence-based research in this area (Casarett et al., 2005; Gysels et al., 2012; Wallace, 2015).

These specific data collection problems mean that a significant proportion of the research conducted into the quality of hospice care uses family members, carers or staff, rather than the patients themselves. Yet, “The real test of performance by...any healthcare provider must be the views and experiences of its users. By asking patients in a rigorous, systematic fashion about their experiences of care and treatment, healthcare services can be accurately measured and improvements made” (Picker Institute Europe, 2009).

Development of the Touchpoint Tool

Originally, the researchers had intended to use service blueprinting in the project. Initially developed as a mapping technique to help visualise intangible service systems from the customer’s perspective (Shostack, 1987; Polonsky and Garma, 2006), the concept was later refined into a powerful technique that can be used to depict a service at multiple levels of analysis. That is, service blueprinting can facilitate the detailed refinement of a single step in the customer process as well as the creation of comprehensive, visual overview of an entire process" (Bitner et al., 2007:4). Service blueprinting is a customer-focused approach for service innovation and improvement, where the ‘onstage’ visible service user and provider interactions must be supported by the ‘backstage’ employee actions and support processes (Bitner et al., 2007). Physical evidence, or the so-called servicescape (Bitner, 1992) is also important when blueprinting a service. Hence, a service blueprint entails breaking down a service into its logical components, establishing the different steps in the service process, and then examining how these steps are executed in order to ascertain how the user experiences the service (Zeithaml et al, 2006).

The service blueprinting literature has traditionally focused on businesses in the private sector. However, it has been argued that this approach is even more relevant to the not-for-profit sector due to growing pressures to deal with a wide range of increasingly reliant customers (Polonsky and Garma, 2006). Indeed, austerity pushes non-profit organisations to deliver services more effectively and efficiently. Yet there are only two known applications of using service blueprinting in a healthcare context. The first found that service blueprinting of the facilities management process for a hospital stay helped to improve transparency and coordination across the service (Coenen et al., 2011). The second used the technique to examine a hospital’s quality management system, and concluded that it was an effective method to help improve resource allocation and process efficiency (Chen and Cheng, 2012). Both of these studies did, however, use a mixed methods approach when using the service blueprint technique.

The current project is not the first to discover that service blueprinting is a complicated activity when attempting to ensure a standardised procedure that is at the same time flexible enough to satisfy customer’s individual needs (Kostopoulos et al., 2012). As Bitner et al. (2007) note, a lot of information is required about customers and the service process, and

this must be collected in a structured manner in order to ensure the blueprint covers all critical aspects of the customer experience. Hence, by the time the research team had fully mapped service provision at a hospice from a user's perspective, the resulting blueprint was cumbersome, complicated, too large and far too complex to be used effectively. Indeed, it was obvious that this full blueprint was too complex to explain to the staff at the hospice, let alone be presented as an aide-memoir in order to guide respondent's storytelling of their whole hospice journey experience.

Despite this size and complexity, the finished blueprint was lacking in two crucial areas. First, key issues that are central to palliative care services such as enhancement of quality of life, spirituality, dignity, and resilience (Simon et al., 2012) were missing. Intangible service elements are, of course, an integral aspect of service blueprinting, but these crucial areas of palliative care are perhaps so abstract that they did not easily emerge when blueprinting the hospice services. Second, by following the blueprinting process, the hospice service began at admission and ended with discharge or death. In other words, a service blueprint contains a single service journey with the particular service provider. However, due to the nature of this service, a hospice user must access other service providers (GPs, MacMillan nurses, other healthcare providers) in order to be referred to the hospice in the first instance. Indeed, when referring to health care services, "a person's experience starts from their very first contact with the health and care system, right through to their last" (NHS National Quality Board, 2015). Thus service blueprinting is lacking in that it fails to acknowledge the system's connections and collaborations with other services. The concept of a services ecosystem is increasingly recognised as important in the design of any service (Ruokolainen et al., 2011), but these interconnections are crucial for hospice care provision. Additionally, the journey continues with after-care treatment plans, bereavement counselling, and other support mechanisms. Hence, while being too large, too complicated, and too cumbersome, the service blueprint for the hospice was also limited, restrictive and incomplete. In other words, service blueprinting was simply not fit for purpose in terms of mapping a hospice-user's journey. Certainly, it was not fit for purpose to take the deep-dive approach needed to uncover experiences from the user's perspective.

The blueprinting exercise was useful, however, in terms of highlighting the complexity and multidimensional aspects of every service touchpoint. The next step, therefore, was to make each of these complex touchpoints easy to understand for users. The team was mindful that in the case of patients, all would be seriously ill and many would be incredibly fatigued, while their families and friends were likely to be anxious, worried or even recently bereaved. Rather than have a blueprint that, as suggested by Bitner et al. (2007), comprises five major sections depicting the physical evidence, the customer actions, the onstage/visible contact employee actions, the backstage/invisible employee actions and the support processes, these were stripped down into a number of touchpoints solely from the user's perspective. Hence, while "onstage/visible contact employee actions" were an important part of each touchpoint, respondents did not need to discuss these separately from the "backstage/invisible employee actions" and the "support processes". Rather, what was needed was a research tool that collected their experiences, thoughts, feelings and reflections at each stage in their journey. Of course, at each stage of this journey, there may be all of these five service blueprint elements present, but what was needed was a tool that collected perceptions from the user's perspective.

Methodology

The Touchpoint Trajectory Tool

What emerged from the blueprinting exercise and the subsequent attempts to make it user-friendly and fit-for-purpose in a hospice setting was a tool that captured each section of the journey: a touchpoint trajectory that mapped out every aspect of the service from the initial referral process (which of course acknowledged the interconnections with other healthcare providers), right through to the present day. The present day for some users entailed being an inpatient in a hospice only a few days from death, while the present day for some relatives comprised a state of grief and the receipt of support mechanisms. Each major touchpoint also allowed for the collection of data important to the user: the tool had to provide opportunities for users to talk about the key issues central to palliative care: issues such as quality of life, spirituality and dignity.

At the same time, the team were mindful that this project had the potential to be extremely stressful and upsetting to respondents. Consequently, it was decided that each touchpoint could be depicted by a number of pictures and easy-to-recognise signs and symbols to act as an aide-memoir for users as they told their story of their journey through each service touchpoint. The team decided to use, where possible, animated pictures, again hoping this would make the exercise more accessible and less formal. The focus of the discussion was grave and stressful, but the tool did not have to add to those emotions. The animated pictures, signs and symbols for each touchpoint were then printed in colour onto large laminated cards, each of which could be placed in front of the respondent to act as an aide-memoir as they told their stories of their experiences. Respondents were free to use all, none, or some of the pictures, signs and symbols in order to guide their storytelling. The major touchpoints identified are shown in Appendix 1, illustrating the different pictures and symbols that each touchpoint card contained.

After an initial introduction and reassurance that the researchers were completely independent to the hospice and that all interviews would be anonymous and in strictest confidence, it was explained to respondents that it was their words, their feelings, their perceptions that mattered. There were no right or wrong answers. In fact, there were few general questions. The researchers clarified that rather than a traditional interview with lots of pre-determined questions, the chat was about their story. The cards were merely to act as a guide to enable them to talk about their story in a systematic manner. The pictures on the cards suggested examples of things they may want to talk about at each stage of their story. None of the cards were meant to be completely comprehensive: respondents could talk about some or all of the pictures on each card. They were also encouraged to talk about anything else in their journey that the cards omitted. It was made clear that the aim of the chat was to capture their story, viewing it as a journey from the very beginning, when they had to consider hospice care, through to the present day. Consequently, each of the touchpoint cards was placed in front of the respondent, beginning with the pre-arrival card, to help respondents to focus on the details for each major stage of their journey. For some respondents, the final card was not relevant. The in-depth interviewing technique allowed for probing of issues and examples, and interview input was restricted mainly to questions such as, “and how did that make you feel?”, “what would you say to other people in your situation?”, in order to probe, but interviewers asked few general questions, the probing

emerged from the interviewees themselves. Interviews were recorded and transcribed verbatim.

Sample

The initial sample (n = 38) comprised 18 patients (current inpatients, outpatients and 3 discharged patients), 12 users drawn from the family and friends of patients (6 belonging to inpatients and 6 belonging to outpatients), and 8 bereaved family members. A demographic profile of these respondents is presented in table 1.

Table 1: Demographic Characteristics of the Pilot Sample

Affiliation with Hospice	Age Group	Gender	Marital Status	SES
Inpatient	50-54	Female	Partner	DE
Outpatient	80-84	Female	Widow	DE
Outpatient	75-79	Male	Single	AB
Outpatient's carer	55-59	Male	Married	AB
Inpatient	90+	Female	Widow	DE
Inpatient (Day)	85-89	Male	Married	AB
Inpatient's carer	40-44	Female	Married	C1
Outpatient	75-79	Female	Married	DE
Outpatient	75-79	Female	Married	C1
Outpatient	55-59	Male	Married	C2
Outpatient	70-74	Female	Separated	AB
Outpatient	80-84	Female	Widow	C1
Outpatient	65-69	Female	Married	AB
Outpatient's carer	50-54	Female	Married	C2
Inpatient's carer	50-54	Female	Married	AB
Outpatient's carer	65-69	Male	Married	AB
Outpatient	65-69	Male	Married	AB
Outpatient	65-69	Female	Divorced	AB
Outpatient's carer	70-74	Male	Married	AB
Inpatient's carer	85-89	Male	Married	C1
Inpatient	80-84	Female	Married	C1
Inpatient	80-84	Female	Widow	C1
Inpatient's carer	65-69	Male	Married	C1
Outpatient's carer	65-69	Female	Married	C1
Outpatient's carer	70-74	Female	Married	C1
Inpatient's friend	65-69	Female	Married	C1
Inpatient's carer	50-54	Female	Married	C1
Bereaved family	75-79	Female	Widow	AB
Bereaved family	60-64	Female	Widow	C1
Bereaved family	45-49	Male	Single	AB
Bereaved family	70-74	Female	Widow	AB
Bereaved family	70-74	Female	Widow	AB
Outpatient discharged	70-74	Female	Widow	AB
Bereaved family	50-54	Female	Married	C1
Bereaved family	70-74	Female	Widow	C1
Bereaved family	60-64	Female	Widow	AB
Outpatient discharged	45-49	Female	Single	AB
Outpatient discharged	65-69	Female	Single	C1

Findings

Noteworthy is the way in which the animated, brightly coloured cards made people smile. They appeared to put people at ease, and were invaluable in enabling the researchers to concentrate on what respondents were saying. Conversations with some patients took place

while the patient was in bed. The cards were simply placed on the bed and patients either picked them up or glanced down at them, using the individual pictures as memory prompts. Certainly, respondents reacted very positively to the pictures. What was also striking was the number of respondents who initially expressed doubt that they had much to talk about. Over and over respondents expressed surprise as to how long they had spoken, and how much they did have to say. In other words, the cards did what they were designed to do: enable a ‘deep dive’ into the experiences of patients and their families without being overbearing or intrusive.

This ‘deep dive’ into the individual’s experiences of their hospice trajectory resulted in over 104,000 words of data which was subsequently subjected to extensive thematic analysis. While the full results are beyond the scope and focus of the current paper and will therefore be presented elsewhere, a brief overview of some preliminary results is presented. What is important to the context of the current paper is not the results themselves, but the fact that the new tool did reveal opportunities for improvement, which is a major contrast to the findings of the data previously collected using quantitative tools and anecdotal evidence.

Results did reveal many excellent aspects of service delivery by the hospice. Indeed, results identified multiple instances of excellence embedded throughout the services the hospice offered. Staff are appreciated, respected and do a brilliant job. They frequently go above and beyond what people expect. *“They greeted you like long lost friends and really helped you through what was a very difficult time”*. The ability of the hospice setting to facilitate teamwork amongst staff was appreciated by a number of respondents: *“They each know what each other was doing. You felt like you were talking to a team and you don’t always get that”*. The hospice makes people feel welcome, safe, and most importantly people trust the services that are offered: *“From the moment he sat down she said “you don’t look comfortable there, do you need a blanket?” straight away. Straight away I just took a deep breath and thought phew, they are looking after him!”* The study revealed that the hospice is responsive and make a difference to the lives of not only patients, but families and carers too: *“...he moved into a single room ... it meant that his little grandchildren could come and see him... there was a nice lounge, as they were only two and four they could go in for a few minutes and then go and play in the lounge ... they didn’t get overwhelmed”*. Importantly, the technique also revealed spiritual and emotional issues relevant to palliative care, which has been lacking in other tools: *“it is an incredibly important emotional support for him, to be honest I don’t know where we would be if we didn’t have it, thank God we do have it.”*

The study did reveal many instances where service provision could be improved. Indeed, the detailed stories, encompassing each major touchpoint in the trajectory, told by 38 individuals in their own words, revealed areas for improvement at each stage. Many of these are easy to implement (and have indeed been implemented already by the hospice). What is most important in the current context is that these areas had not emerged when using alternative data collection methods.

In terms of pre-arrival, it emerged that hearing about the hospice is often serendipitous. One carer spoke of being at the hospital when she *“spotted a leaflet – I don’t know why the GP had not mentioned it – we needed it earlier – a lot earlier... because we have*

struggled". Others spoke of the lack of information provided by other healthcare providers: *"We went back to the hospital and asked for some help because we really felt like we had been left on our own"*. The information that is available is useful, but in terms of the website, for example: *"not everyone is computer savvy, you know... we were able to look it up but he doesn't go on the computer...and in the first instance you don't know what's going to happen"*. Already, there are moves in place to discuss such issues with other healthcare providers. The current service ecosystem, or interconnections between this service and the services that come before hospice provision, need to be examined and improved.

Arrival and admission is usually easy and seamless, often accompanied by a sense of relief, confidence in the staff, and a major contrast to the hospital experiences that users are used to. Nevertheless, the accounts revealed that if people don't live locally and don't know where the hospice is, finding it can be a bit of a worry: *"it's obviously kind of signposted but the trees grow over the signs this time of year"*. When people first arrive, they get a fabulously warm welcome - but knowing who is who is a bit daunting: *"they introduced me to everybody, and then it was the hard bit of remembering names, getting them all right!"* Trees have already been cut down to enable people to read the signs and therefore eradicate the stress caused by feeling lost when going to somewhere that is already terrifying for some people. Further work is being done to probe perceptions of name badges, posters with photographs of staff and their names, or pictures of uniforms to explain the different staff and who they are.

Preferences for single rooms over shared wards appear to be dictated by the individual, their personality and sociability, with one family commenting: *"she was not a particularly social person...a shared ward was a problem"* while for one inpatient in a single room: *"the first couple of nights I was a bit lonely... I felt a bit at the end of the queue"*. Hence the hospice need to try to accommodate these individual preferences as much as is practically possible.

In terms of clinical and support services, quite a number of patients and carers opened up about depression and expressed a desperate need for more counselling: *"I think the counselling sessions could be longer. I feel that maybe that's too rushed?"* And a very difficult area, but one that needs to be discussed and procedures put in place is the issue of clarity of communication to the relatives of the dying: *"looking back I think I know what was going on...they said a few times if I'd like to stay that night... I'd said I'd have a think and went home...when I came back they said it again and I thought they were trying to tell me something"*

There are some issues with bereaved families having to go back to collect death certificates: *"my son was off work....I don't know if I'd have been in the right state to go back"*. ECH will now offer the option to have the death certificate delivered by a volunteer to bereaved relatives if they think coming back to the hospice so soon is too traumatic.

Finally, in contrast to the prevailing view that because patients in hospices are receiving end of life care they are too vulnerable to participate in research (Casarett, 2005; Gysels et al., 2012; Wallace, 2015), the study revealed that patients and their families were impressed that the hospice had taken the trouble to invest in the study, perceiving it as another

indication that ECH cares about its users: "*it shows that you people appreciate me and you are listening*"

Conclusions

This paper has presented an overview of the development of a new service evaluation tool, designed to enable a 'deep dive' to probe the perceptions and experiences of the journeys taken by different service users. The tool was developed for a specific hospice setting, hence incorporated user journeys from pre-admission to discharge or bereavement. The tool emerged from service blueprinting (Bitner et al., 2007) which proved to be an excellent starting point. However, on the one hand service blueprinting failed to acknowledge the service ecosystem in which a hospice operates, hence there was no consideration of the interconnections between hospice provision and other healthcare providers. Also, perhaps given the special nature of palliative care, the blueprint omitted the crucially important but admittedly abstract concepts such as spirituality, dignity, and quality-of-life. On the other hand, the completed service blueprint for the hospice was overly complex and too large to use effectively.

The touchpoint trajectory tool was not difficult to use. Indeed, its use of easily recognised signs and symbols, together with animation, made for these in-depth interviews to be conducted in an easy and relaxing manner, despite the content of many of these discussions being distressing and upsetting. The tool put people at ease, enabled the interviewers to come across as friendly and not too formal or overbearing, and most importantly enabled respondents to talk about their journeys in a systematic manner. Unlike the myriad of quantitative tools that tend to be used to collect patient data, this new touchpoint trajectory tool uncovered many areas for service delivery improvement. In sum, the new tool is fit for purpose. The Picker Institute Europe (2009) stresses the need for patients to provide their views and experiences in a rigorous and systematic fashion, as only in this way can healthcare services be accurately measured and improvements made. The new measurement tools answers this call.

The tool is currently being trialled at three further hospice settings and a hospital palliative care unit. Preliminary results suggest the tool is fit for purpose in palliative care settings other than the one it was designed for. Looking to the future, the touchpoints themselves will need to be adapted when the tool is trialled in other service provision industries. Nevertheless, the concept and the methodology itself promises to offer service providers with a systematic data collection method that addresses not only the major moments of truth but also the nuances of a service that can lead to innovation and ultimately a better service for those who experience it.

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Appendix

Touchpoint Tool



Role of Neo-institutionalism and Organizational Culture in Service Innovation Exploitation and Exploration

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Abstract

The services sector in general has flourished to an extent that it has surpassed manufacturing and agriculture in many countries. Though there are several research studies that seek to understand the strategic, tactical and operational issues pertaining to services in general and service innovation in particular, however the research regarding the antecedents/enablers of service innovation orientation using a large scale empirical data has been limited. Neo-institutional theory is used to develop the constructs of institutional pressures for service innovation orientation and direct relationship between institutional pressures and service innovation orientation is suggested. In addition, it is theorized that the influence of institutional pressures on service innovation orientation is moderated by the firm's organizational culture. The hypothesized model would be tested using data from healthcare industry in a developing country context. Empirical examination using structural equation modelling may provide the evidence for our proposed model.

Keywords: service innovation, neo-institutionalism, organizational culture, empirical research

Introduction

In the continuously changing economic landscape of the world, service firms need to renovate their processes and service provisions to survive and compete at the same time (Thakur & Hale, 2013). Service innovation is a significant factor that provides growth opportunities for firms in all service sectors. In this context, service innovation could potentially serve as a competitive priority for the service firm, which advances firm's capabilities and processes to create more valuable service offerings for its customers.

Service innovation entails a broader perspective and has led to a huge growth in the service firms in the last decade. It produces value for multiple stakeholders including customers, employees, suppliers & vendors, owners and larger society in general in the form of better or newer service provisions, service delivery and service operating and business models (Ostrom et al., 2010). However, one must not overlook the importance of supportive environment that may either encourage or inhibit the service innovation orientation of firms leading to demise or success of the service firms.

In order to assess the precursors for the adoption of service innovation, one must consider the internal as well as external factors that may influence the firm's decision making. To this realization, neo-institutional theory may help us to discern the adoption of service innovation that incorporates the external factors in its decision making. However, there is not a single study that looks at the adoption of service innovation from the lens of neo-institutional theory and organizational culture.

Service firms do not simply react to the institutional pressures coming from the outer environment. Instead, institutional pressures are screened, assessed and acted based on firms' own internal structures and values (Locke et al., 2009). Researchers suggest that the effect of institutional pressures is shaped by the firm level factors like senior management's perception, administrative structure, etc (Cui & Jiang, 2012). For example, in the case of public service organizations that are more characterized as having a hierarchical culture (focusing more on consistency and where legitimacy supersedes efficiency) may respond differently to private service companies where efficiency is the main objective (Parker & Bradley, 2000). Thus, there is dearth of empirical research identifying the firm level variables that may moderate the effect of institutional pressures on service innovation (Heugens & Lander, 2009).

Hence, the purpose of the current study is to explore the interrelationships between institutional pressures & organizational culture that emanate from the external and internal environment of the firm respectively and are transmitted all the way through operational channels, and affect firm's decision about the adoption of service innovation. Particularly, in this paper, following research questions are addressed: How does *neo-institutional theory* explain the adoption of service innovation *more appropriately*. How does organizational culture moderate this relationship?

Theoretical Background and Hypotheses Development

Service Innovation

Service sector is a significant segment of most of the major world economies and service innovation is considered as an important driver of the growth of service firms (Agarwal et al., 2003; Prajogo & McDermott, 2014). This increasing focus on service innovation is reflected in academic research (Dotzel et al., 2013) as is evident in proliferated number of publications and from various research disciplines (Carlborg et al., 2014; Toivonen & Tuominen, 2009).

Schumpeter (1934) views innovation to play a significant role in the economic development of a country and contends that it should be distinguished from inventions. He argues that an invention must be commercialized in the market and also make a substantial profit in order to be recognized as an innovation, suggesting that invention has no inherent value. Moreover, the commercialization and diffusion of inventions is more valuable than the invention (Gummesson, 2014). Developing on a Schumpeterian perspective, (Toivonen & Tuominen, 2009) defined service innovation as "a new service or such a renewal of an existing service which is put into practice and which provides benefit to the organization that has developed it; the benefit usually derives from the added value that the renewal provides the customers. In addition, to be an innovation the renewal must be new not only to its developer, but in a broader context."

One prominent issue related to service innovation has been about the perspective link between service innovation and manufacturing innovation. In this domain, Coombs and Miles (2000) categorized service innovation research into three streams namely, assimilation, demarcation, and synthesis. The assimilation stream suggests that service innovation can be studied and analyzed by using the same theories and concepts originally build for product innovation research without any modifications (Drejer, 2004; Miozzo &

Soete, 2001). The demarcation stream presents the other extreme position that the service innovation profoundly differs from the innovation in manufacturing sector, in nature and character.

Finally, the synthesis stream (which is considered in this study) builds on both the assimilation and demarcation perspectives and offers an integrative outlook of the service and product innovation research theories and concepts. It argues that service innovation research may differ in some aspects from innovation in manufacturing but it can still benefit from the relevant aspects of product innovation (Gallouj & Savona, 2009; Hollenstein, 2003).

The research on innovation in services has differentiated between various types of services in its investigation. Avlonitis et al. (2001) have suggested service innovation typology that describes it into six varying types: new-to-the-market services, new-to-the-company services, new delivery processes, service modifications, service line extensions, and service repositioning. Such a typology assumes a continuum of innovation ranging from radical to incremental innovation (Ettlie et al., 1984) and depicts the degree of change. Radical innovation on the one hand, includes ground breaking development and commercialization of products, services or processes that are new to the world whereas incremental innovation involves extensions to existing firm offerings (Prajogo & McDermott, 2014).

March (1991) in his seminal paper has identified the significance of both exploitation and exploration in the learning within organizations. Since then the concept of exploitation and exploration have been widely used in the work on innovation (He & Wong, 2004; Jansen et al., 2006) and the relationship between the two can be compared to that between incremental and radical innovation (Tushman & Smith, 2002). Exploitative innovation relates to the improvements to existing product and service offerings using existing capabilities to incrementally enhance service in order to protect existing customers in established markets. On the other hand, exploratory innovation encompasses fundamental and radical novelties from existing services and relates to the novel products or services targeting in niche markets. In the context of current study, exploitative service innovation is defined as the augmentations and improvements to existing services, while exploratory service innovation as the extent to which service firms seek to develop and commercialize new services that are new to the market.

Neo-institutionalism

Institutional theory offers a potential explanation for the adoption of diverse organizational practices within and across firms in the light of pressures originating from multiple stakeholder (DiMaggio & Powell, 2000). Institutional practice is defined as “a set of organizational routines that are perceived as economically valuable even in the absence of empirical evidence of its economic effectiveness” (Ketokivi & Schroeder, 2004). Institutional theory claims that the institutional environment presents beliefs and rules for apposite organizational structures, operations, behaviors and practices (Scott, 2013). These implicit and explicit rules emerge due to the interaction of multiple institutions in the environment and eventually shape the organizational actions. The theory suggests the isomorphic progression of the firms to become homogeneous in structure under the

institutionalized norms, pressures and rules, deviation to it may otherwise lead to the disqualification of the firm in that industry.

DiMaggio and Powell (2000) have classified institutional pressures into normative, mimetic and coercive pressures that push firm-s to adopt shared notions and routines leading to isomorphism. These different types of pressures are raised by different economic agents (customers, suppliers, competitors, government and the firm itself) (Oliver, 1997) and eventually come into play to transform the existing practices of the firm.

Neo-institutionalism and Service Innovation

In the case of service innovation, where institutional pressure can originate from different stakeholders, institutional theory can provide a powerful framework to understand those pressures and their role in incorporating service innovation. Service firms strive to maintain their competitive position in the respective industry by differentiating their offerings. In other words, service firms have no other option but to respond to the pressures from the external environment to remain sustainable and hence look for continuous renovation of their offerings besides adding new offerings, which are termed here as service innovation exploitation and exploration, respectively. In the sections below, three different institutional pressures are considered in relation to their effects on service innovation.

Normative Pressures

Normative pressures pertain to the pressures that emerge from the shared expectations of what is perceived to be suitable and gradually become the collective norms that are tacit and followed by the firms. These pressures usually emerge from various actors in the environment including professional groups, trade and industry associations, other supply chain partners and society (Teo et al., 2003). In the context of our research, the collective expectations for innovation in the service industry necessitate and constrain the service organizations to incorporate a conscious innovation strategy in their offerings. With the turn of globalization and increased competition, both exploratory and exploitative service innovations are recognized as being vital to the long-term viability of service firms (Prajogo & McDermott, 2014). The general positive tendency attached to the service innovation concept will create a value and norm towards its adoption. Therefore,

- H₁: Perceived normative pressures for service innovation have a positive impact on service innovation (a) exploitation and (b) exploration.

Mimetic Pressures

Mimetic pressures pertain to the pressures that emerge from the aspiration to act like a model or successful firm in a particular industry (DiMaggio & Powell, 2000). There are a variety of reasons for such a mimicry. A typical firm might get legitimacy in the market by following the footsteps of a successful firm by placing its offering in line with the standard generated by the model firm. Service innovation is considered to be the major source of competitive advantage for a service firm, giving it an advantage over its competitors. Thus, mimetic isomorphism, which refers to the mimicry of the practices, policies and structures of the successful firm, provides impetus to a service firm to embrace service innovation in order to place itself after the leader firm sharing its practices and objectives. Hence,

- H2: Perceived mimetic pressures for service innovation have a positive impact on service innovation (a) exploitation and (b) exploration.

Coercive Pressures

Coercive pressures pertain to the pressures that emerge from the formal or informal requirements put up by the strong stakeholders (DiMaggio & Powell, 2000). A firm might depend upon its suppliers, consumers or government for resources to achieve their individual goals and that may be needed for the very existence of the firm. The coercive pressures may also emerge from the political influences forced by the powerful firms, on which the fringe firm depend.

In the context of current study, customers and suppliers may demand from the service firms to adopt the innovation in their offerings. Failure to abide by this requirement may lead the customers to go for more innovative service substitutes while leaving potential suppliers to also find other alternatives which may give suppliers' business more legitimacy in the market. Moreover, at times the governments in emerging markets also push their service firms to be innovative as innovation is widely viewed as a significant driver of growth (Agarwal et al., 2003). Hence,

- H3: Perceived coercive pressures for service innovation have a positive impact on service innovation (a) exploitation and (b) exploration.

Organizational Culture

Organizational culture reflects the internal cohesion of the firm among its employees and their work habits. It is made up of the collective values, customs and beliefs that eventually shape the perception, opinion, practices and goals of organizational members (Deshpandé et al., 1993).

In the extant literature, various typologies of organizational culture are suggested (O'Reilly et al., 1991; Reigle, 2001). Among these, Competing Values Framework (CVF) of organizational culture, proposed by Cameron and Quinn (2011), is most widely used in the extant literature (Naranjo-Valencia et al., 2011). In this paper, Competing Values Framework (see Figure 2 in appendix) is used as it offers a relevant, simple and thorough coverage of different types of cultures within the organizations (Liu et al., 2010). Moreover, the CVF has been tested for the validity of its operationalization in the extant literature (Khazanchi et al., 2007).

Based on Competing Values Framework, adhocracy culture depicts the dynamic and flexible nature of the firm which is outwardly oriented and constantly screens the industry and market for newer opportunities. Creativity, entrepreneurship and risk taking are some of the building blocks of such a cultural orientation. Clan culture also represents the flexibility but is more inwardly oriented and emphasizes the internal diversity and system integration. Coordination, employee engagement and concern for employees are some of the basic attributes of a clan culture. Market culture focuses more towards stability and consistency and its operations are outwardly oriented. Productivity and market competitiveness are some of the major characteristics of market culture. Lastly, hierarchichal culture emphasizes more on control and consistency and is also internally

oriented. Efficiency, internal harmonization and conformity to rules and regulations are some of the essential elements of hierarchy culture (Naranjo-Valencia et al., 2011).

Institutional Pressures, Organizational Culture, and Service Innovation

Neo-institutionalism is one of the most often cited theory that sheds light on why organizations adopt certain strategies and actions in any industry (e.g. (Rogers et al., 2007; Teo et al., 2003). The institutional pressures that originate from the external environment, are then transmitted in the internal systems within the organization via operational means and can either encourage or inhibit firms' orientation towards innovation adoption. Extant literature provides mixed evidence of the potential effect of institutional factors on the firm's innovation strategy. Teo et al. (2003) reports the significant impact of perceived coercive pressures while (Liang et al., 2007) found these insignificant. Moreover, researchers suggest for conducting further research in order to explore the role of underlying moderators in portraying the clear effect of institutional pressures (Heugens & Lander, 2009).

Organizational culture encompasses the entire internal system within the organization and thus impacts the corresponding strategy and attitude towards innovation emanating from institutional pressures (Cameron & Quinn, 2011; Suddaby et al., 2010). Managerial decision making (Nikolaeva & Bicho, 2011), leadership style (Berrone et al., 2010), etc simultaneously influence and get influenced by the organizational culture and ultimately confine the impact of institutional pressures. Hence, organizational culture translates into a comprehensive frame of reference to quantify the filtered effect of institutional pressures (Cameron & Quinn, 2011; Heugens & Lander, 2009) on organizations innovation strategy. Figure 2 (see appendix) depicts the conceptual model presented in this paper.

Clan Culture

Clan culture may enable a service firm to adopt service innovation exploration and exploitation practices in the presence of normative pressures that rest on the idea of collective expectations and acceptability (Cameron & Quinn, 2011; DiMaggio & Powell, 2000).

The clan culture promotes collaboration and harmony among the employees which is consistent with the normative obligations for service innovation exploration and exploitation. Therefore, higher clan culture attributes in a service firm may offer a more favorable context for the positive response of normative pressures for both the service innovation exploration and exploitation adoption. Likewise, a service firm having clan culture, that encourages flexibility and internal integration, may act more positively and carefully to coercive pressures for service innovation exploration and exploitation practices to increase the profitability of the firm (Chen et al., 2009). Thus, it can be argued that the service firm with higher clan culture may have higher impact of coercive pressures on service innovation exploration and exploitation adoption. Lastly, a firm with higher clan culture, that entails more inward focus and values the internal employee engagement and discretion, may not pay much heed to the mimetic pressures to adopt its competitors practices (Cameron & Quinn, 2011). Hence, higher clan culture characteristics in a service firm may not induce it to react to the mimetic pressures related to service innovation exploration and exploitation adoption. Hence, it is hypothesized as follows:

- H4a: Clan culture will positively moderate the relationship between perceived normative pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H4b: Clan culture will positively moderate the relationship between perceived coercive pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H4c: Clan culture will negatively moderate the relationship between perceived mimetic pressures for service innovation and service innovation (a)exploration and (b)exploitation.

Adhocracy Culture

Adhocracy culture may facilitate a service firm to embrace service innovation exploration and exploitation practices when these are becoming norms in the industry. Adhocracy culture promotes flexibility and external orientation for the service firm to look for more opportunities and support organic structures for expansion. In such a cultural orientation, service innovation exploitation and exploration practices considered as the perceived collective norm of expanding in the service industry, may motivate the service firm to adopt such practices to achieve expansion either in the existing market or by serving in a market niche, respectively (Cameron & Quinn, 2011). Therefore, higher adhocracy culture attributes in a service firm may provide a more favorable context for the positive response of normative pressures for both the service innovation exploration and exploitation adoption.

In the same way, a service firm with high adhocracy culture, which exhibits flexibility and outward focus, may act more positively and thoroughly to coercive pressures for service innovation exploration and exploitation that may emerge either from customers or suppliers. Following such coercive pressures may in turn offer service firm with prospects for expanding the existing market share and serving a market niche, which are central to the adhocracy culture (Porteous et al., 2015). Similarly, a service firm with high adhocracy culture, will be very much concerned with the practices of successful service firms in the industry and will act positively towards the mimetic pressures for service innovation exploration and exploitation employed by the successful firms in the industry. Such a strategy is in accordance with the risk taking and entrepreneurial attributes of the adhocracy culture which entails more outward focus and values the external collaboration and discretion (Cameron & Quinn, 2011). Hence, higher adhocracy culture characteristics in a service firm may induce it to respond positively to the mimetic pressures related to service innovation exploration and exploitation adoption. Hence, it is hypothesized as follows:

- H5a: Adhocracy culture will positively moderate the relationship between perceived normative pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H5b: Adhocracy culture will positively moderate the relationship between perceived coercive pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H5c: Adhocracy culture will positively moderate the relationship between perceived mimetic pressures for service innovation and service innovation (a)exploration and (b)exploitation.

Market Culture

Market culture may prevent a service firm to adopt service innovation exploration and exploitation practices emerging out of the normative pressures. A service firm with market culture focuses more towards stability and consistency and is outwardly oriented to increase its market competitiveness. However, it requires flexibility and transformative strategies to respond to normative pressures for service innovation exploration and exploitation, creating misalignment with the important attributes of market culture. Moreover, positive response to the normative pressures for service innovation exploration and exploitation may bring loss in productivity and hamper the consistency and stability in productivity initially due to the associated risk of innovation, which is in conflict with the objectives of the market culture (March & Olsen, 1984). Thus, it can be argued that market culture will resist the normative pressures for service innovation exploration and exploitation.

Unlike the above analysis of normative pressures, a service firm with a higher market culture may react positively to the coercive pressures for service innovation exploration and exploitation. It is primarily due to the fact that conforming with the service innovation requirements of the stakeholder may provide access to the major resources in the form of increased demand from the customers and access to better outsourcing opportunities leading to increased market share, competitive pricing and market leadership, all of which are success attributes in a market culture (Zailani et al., 2012). Therefore, it is suggested that market culture will provide favorable context for the coercive pressures for service innovation exploration and exploitation.

Lastly, service firm with market culture stresses more on attaining good standing in the respective industry and would thus mimic the practices of successful competitors in the industry. Hence, it is suggested that market culture will positively moderate the impact of mimetic pressures for service innovation on service innovation exploration and exploitation (Cameron & Quinn, 2011). Hence, it is hypothesized as follows:

- H6a: Market culture will negatively moderate the relationship between perceived normative pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H6b: Market culture will positively moderate the relationship between perceived coercive pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H6c: Market culture will positively moderate the relationship between perceived mimetic pressures for service innovation and service innovation (a)exploration and (b)exploitation.

Hierarchical Culture

Service firm with hierarchical culture will incline more towards formal rules and processes designed mainly on internal considerations of the firm and not from the environment. It encourages consistency and stability in its dealings. Most of the public services portray the shades of hierarchical culture (Djellal et al., 2013; Parker & Bradley, 2000). Such a cultural orientation may undervalue the norms for service innovation in the industry. It is primarily because service innovation exploration and exploitation practices require risk taking and flexibility besides frequent external environment scanning for improved offerings. This in

turn would involve miscellaneous alterations in planning and execution of various practices. However, the tenets of hierarchical culture come in conflict with such requirements. Following the similar reasoning, it is less likely that a service firm with hierarchical culture would follow the others in the industry. Moreover, bureaucratic controls in form of formal policies and regulations, hierarchies of authorities and other means to standardize practices are used to attain efficiency. Such firms always look for efficiency by “playing it safe” and avoid uncertainty (Covin & Slevin, 1989) and does not pay much heed to the external concerns of others in the industry and market changes are not anticipated proactively. Furthermore, service innovation exploration and exploitation projects are deemed risky and costly avenues and may potentially interrupt the stability and consistency of various operations (Cameron & Quinn, 2011). Therefore, higher hierarchical culture organizations, like many public service providers (Parker & Bradley, 2000), will be less responsive to normative, coercive, and mimetic pressures for service innovation exploration and exploitation. Hence, it is hypothesized as follows:

- H7a: Hierarchical culture will negatively moderate the relationship between perceived normative pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H7b: Hierarchical culture will negatively moderate the relationship between perceived coercive pressures for service innovation and service innovation (a)exploration and (b)exploitation.
- H7c: Hierarchical culture will negatively moderate the relationship between perceived mimetic pressures for service innovation and service innovation (a)exploration and (b)exploitation.

Methodology

Sample and Data Collection

In order to test the hypothesis, empirical quantitative technique will be employed to fully gauge the proposed relationships. A questionnaire survey would be employed at the first stage to collect the data. Our target sample would be the firms operating in the service industries, particularly healthcare, where there is potential for innovation in services.

Measures

Measures for institutional pressures, organizational culture and service innovation exploration and exploitation are adopted from the existing literature. For the service innovation exploration and exploitation constructs, relevant items/instruments are adopted from the research studies by Prajogo and McDermott (2014); Jansen et al. (2006). For organizational culture scale, organizational culture assessment instrument (OCAI) of Deshpandé et al. (1993) is used consisting 16 item instruments that measure the four types of organizational culture on four dimensions: organization-dominant characteristics, management of employees, organizational glue, and criteria of success. For the construct of institutional pressures for service innovation, approach by Teo et al. (2003) is used to operationalize the constructs of normative, mimetic, and coercive pressures.

Summary and Future Work

This paper provides a theoretical model for explaining moderation effect of organizational culture in the relationship between institutional pressures and service innovation exploration and exploitation. Various hypotheses are generated to be tested.

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Appendix

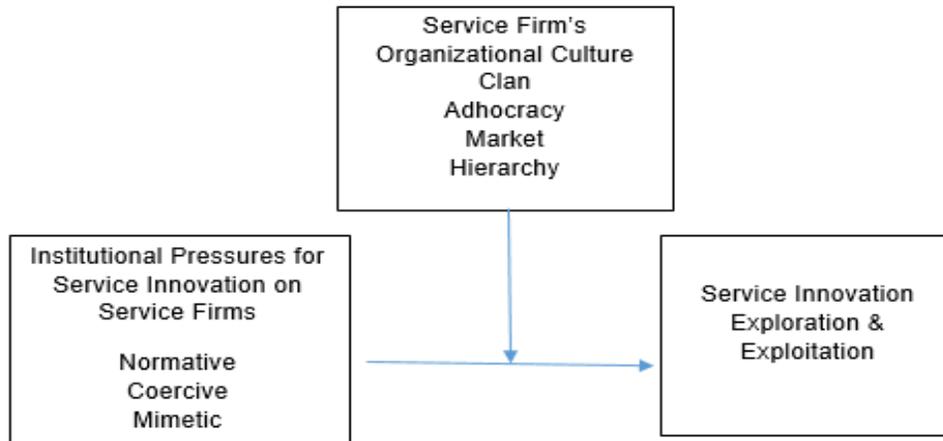


Figure 1: Theoretical model showing the role of institutional pressures and organizational culture on service innovation exploration and exploitation

Flexibility	
Internal focus	<p>The Clan culture (<i>Development of HR</i>) Workplace: Friendly and extended family place Leadership: Mentors and parent figures Organizational bonding: Loyalty, tradition, and commitment Organizational emphasis: Long-term returns from HRD, cohesion, and morale Definition of success: Sensitivity to customers and concern for people Organizational style: Teamwork, participation, and consensus</p>
	<p>The Adhocracy culture (<i>Expansion/transformation</i>) Workplace: Dynamic, entrepreneurial, and creative Leadership: Innovators and risk takers Organizational bonding: Commitment to experimentation and innovation Organizational emphasis: Being on the leading edge, growth, and new resources acquisition Definition of success: New and unique products and services Organizational style: Individual initiatives and freedom</p>
Control	
External focus	<p>The Hierarchical culture (<i>Consolidation & equilibrium</i>) Workplace: Formalized and structured place and procedures govern what people do Leadership: Good coordinators and organizers, smooth runners, and efficiency minded Organizational bonding: Formal rules and policies Organizational emphasis: Stability and performance with smooth operations Definition of success: Dependable delivery, smooth scheduling, and low cost Organizational style: Secure employment and predictability</p>
	<p>The Market culture (<i>Maximization of output / rationalization</i>) Workplace: result oriented, getting the job done, competitive, and goal oriented people Leadership: Hard drivers, producers, competitors, tough, and demanding Organizational bonding: Emphasis on winning, reputation and success Organizational emphasis: Competitive actions and achievement of measureable goals Definition of success: Market share, competitive pricing, and market leadership Organizational style: Hard-driving competitiveness</p>

Source: Deshpandé et al. (1993)

Figure 2: The competing value model

Improving Service Quality Through Effective Service Blueprinting: An Empirical Investigation

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Introduction

Delivering high quality services requires an effective service design process in order to ensure service reliability, an important parameter of perceived service quality (Parasuraman, Zeithaml and Berry, 1988). Towards this direction, many service organizations have adopted Service Blueprinting (SB) technique (Kingman-Brundage, 1988; Shostack, 1984) as a tool for improving the design of the services they offer and their operations. Service blueprinting represents a method for managing and controlling service processes (Shostack 1982; Fliess and Kleinaltenkamp, 2004). The prime logic behind this technique is to view the service process from a molecular structure perspective (Shostack, 1982). A blueprint depicts all sequences and steps of the service delivery process graphically in a two-dimensional flowchart. The horizontal axis represents the chronological sequence of every sub-process, whereas the vertical axis describes which task has to be executed ad by whom. The complexity of an SB process varies depending on the complexity and divergence of the service process that is mapped (Shostack, 1987). Yet, in general, the design process involves four steps: the identification of the necessary processes, the isolation of fail points, the establishment of time frames, and a cost – profit analysis (Shostack, 1984), crossing five significant detaching lines: the line of “interaction”, the line of “visibility” and the line of “internal interaction” (Kingman-Brundage, 1988), the line of “implementation”(Gummerrsson and Kingman-Brundage, 1992) and the line of “penetration”(Fliess and Kleinaltenkamp, 2004). This allows separating the management of back office and front desk while incorporating the customer ad significant parameters of the service delivery process.

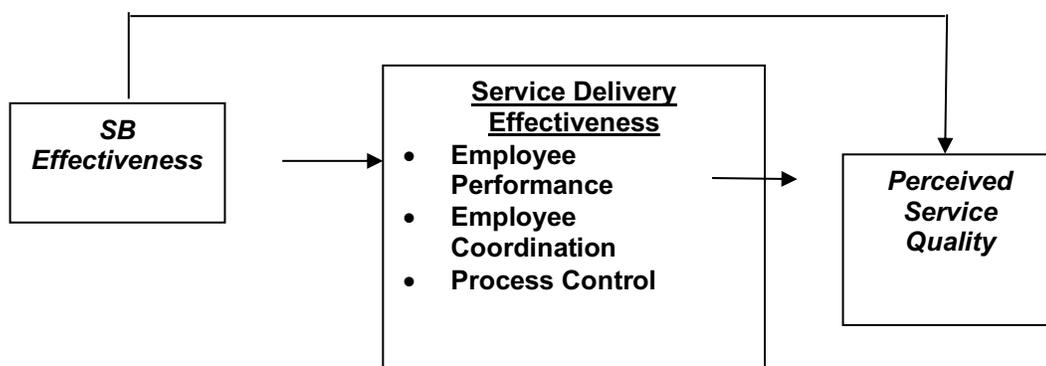


Figure 1: Theoretical framework

Despite the fact that the SB technique has received significant attention in the literature (Shostack, 1984, 1987, Kingman-Brundage, 1989, Lings and Brooks, 1998, Zeithnam and Bitner, 2000, Fliess and Kleinaltenkamp, 2004, Bitner, Ostrom and Morgan, 2008), most of this body of work is normative. As a result, the benefits for both the company and the company's customers from service blueprinting remain without empirical investigation and, consequently, scholar knowledge remains rather frivolous.

The current study fills this gap by developing and empirically testing a conceptual framework that incorporates the influence of Service Blueprinting Effectiveness (SBE) on customer Perceived Service Quality (PSQ): a) directly and b) indirectly through the positive influence SBE has on employees' performance, employees' coordination and the quality of the service delivery process control (Figure 1).

SB Effectiveness and Customer Outcomes

SB has been proven to have a beneficial influence on the customers' end experience both in terms of service quality and customer satisfaction (Polonsky & Garma, 2006) mainly due to the incorporation of the customer's view in the service design process (Randall, 1993; Bitner, Ostrom, & Morgan, 2008). One of the main reasons why the use of blueprints can improve the quality of customers' experience is that the integration of customers' view into a service blueprint can help front line employees to cope with customer non-compliance. An effective SB includes multiple employees' responses to customers' requests. Hence, during the service encounter if a customer doesn't follow the employees' instructions, the front line personnel can easily deliver the predefined plan following the blueprint, which allows for such divergences (Shostack, 1984). If this is not possible because the customer's behaviour is too divergent from the original script, front line employees could use the blueprints to offer an alternative service scenario to the customer. In both cases, the negative influence of non-compliance on service quality will be reduced.

On the other hand, if the customer enacts correctly the role that the company allocated to them, the service delivery process gains more efficiency and reliability as long as the company has previously designed a service blueprint effectively. In these cases, since customers are handled as "partial employees" (Mills & Morris, 1986; Bitner, Faranda, Hubbert, & Zeithaml, 1997), with the use of blueprints, service providers can better fit their behaviour to the rest of the activities involved in the service delivery process and avoid inefficiencies, such as double efforts, bottlenecks e.t.c. (Ling & Brooks, 1998; Fliess & Kleinaltenkamp, 2004). Therefore, the quality of the service outcome will be improved.

SB Effectiveness and Service Delivery Effectiveness

In the service literature, many academics have highlighted the positive influence that SB has on employee cooperation. Fliess and Kleinaltenkamp (2004) lay the opinion that SB improves the quality of information sharing and cooperation between employees. On the same direction, SB has also been named as a base of upgrading coordination among departments (Lings and Brooks, 1998) and as an important link between systems and processes (Verboon, Iwaarden and Rewiele, 2004). Service blueprinting is a rationalistic way of formulating and graphically expressing such routines and hence achieving high levels of employee cooperation, in the case of a service delivery process. In such cases knowledge from company's former experience and present research, relatively to the service process, can be captured within a blueprint and communicated to the personnel in

a way that, problems such as double effort and bottlenecks are avoided (Lings and Brooks, 1998).

In addition to the positive influence an effective blueprint has on employee cooperation, the existing literature is also replete with normative arguments that support the significant influence that SB has on the quality of the control of the service delivery process (Shostack, 1982, Shostack, 1984, Gummerrsson and Kingman – Brundage, 1991, George and Gibson, 1991, Zeithnam and Bitner, 2000). The tangible evidence that an SB provides to a firm' personnel, can be a base for improvement of process control in many stages of service development and management such as: new service development process (Shostack, 1982), cost analysis of a new or existing service (Shostack, 1984) and service reengineering (Zeithnam and Bitner, 2000). Finally, SB effectiveness have been proved to have a positive influence on employees' role performance. An effective blueprint can be used by the employees as a guide that describes accurately the tasks they have to perform (Shostack, 1984). Also, it can reduce role ambiguity and increase employees' self-efficacy, something that increases employees' performance (Singh, 1993; Hartline & Ferrell, 1996)

Methodology

In order to empirical test the research hypotheses data was collected from the hotel service sector in Greece. In order to generalise the results to the population, a primary, quantitative research was carried out based on structured questionnaires (Parasuraman et al, 2004). Since the conceptual framework includes both customer and organizational variables, data from both managers and customers were collected. For that reason, two different questionnaires were designed, one for hotel managers and one for hotel customers. In order to ensure that the collected sample is representative of the population, data collection was carried out through a two-stage cluster sampling method. Following this approach, the first stage involved the random selection of 389 hotels from the total population of hotels in large cities in Greece. From the 389 hotels we contacted, 120 agreed to participate in our study, resulting in a response rate of 31 % at this stage.

In the second stage the “key informant” method was followed (Kumar, Stern, & Anderson, 1993) in order to collect data on the service delivery system. Hence, in each hotel a structured questionnaire was completed by a manager who had a good knowledge of the hotel's service delivery procedures. At the same stage, in order to collect customer data, with the hotel managers' approval, 5 customers were personally interviewed on the hotels' premises. After discarding 15 unusable customer questionnaires, the total sample consisted of 120 questionnaires from managers and 585 questionnaires from customers. The customer questionnaires were aggregated on the hotel level to enable the statistical analysis

In order to measure all variables, apart from SBE, we used adaptations of reliable likert type scales previously developed and used in other studies. A new scale was developed for SBE following the recommended procedures. All scales were proven to be unidimensional and valid in terms of discriminant and convergent validity, as well as internally consistent as reflected by construct reliability (CFA, AVE, CR, Crobach Alpha). The continuity and normality of all the variables were also tested and all scales fulfilled the aforementioned criteria. (Kurtosis and Asymmetry coefficients, Kolmogorov-Smirnov normality test.

Results and Conclusions

The results of the statistical analysis (SEM with the use of EQS) revealed that the hypothesised conceptual framework is valid. Confirming previous normative work, the present study proves that the effectiveness of the service blueprinting process has a positive influence on customers' perceived service quality. This influence is both direct and indirect. The direct influence relies on the fact that in the existence of an effective blueprint customers are fitted in a standardised but informed script and hence their experience is enhanced. As explained before, the indirect effect derives from the positive influence that effective blueprints have on employees' performance, employees' cooperation and the quality of the process control.

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Key Features of a Positive Hostel Experience: A Net Ethnographic Approach

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Abstract

The aim of this paper is to explore the factors contributing to a positive stay at a hostel by electing key items and describing their nature. The study employs an exploratory, empirical approach, mixing both ethnographic and netnographic methods to collect guests' experiences within selected top-rated hostels in Europe and Latin America. First, participant-observation fieldwork was carried out in five hostels, that aimed at understanding hostelling operations and guest perceptions. Then, a content analysis of 431 online comments was conducted to explore the critical features of service experience in this sector. Lisbon and Rio de Janeiro were the target of this study as they are destinations that have achieved top-rated hostel awards. The findings suggest that a hostel experience carries a more symbolic than utilitarian meaning, especially in relation to its social dimension. According to the major results, a hostel stay is positively enhanced by ten key features: staff, supplementary services, facilities, location, atmosphere, guest interactions, cleanliness, design and decoration, value for money and safety. Moreover, the staff, supplementary services, and facilities were the most mentioned features in hostels and therefore must be emphasized for their potential to create a favourable environment for social interactions. Some hostels are renouncing a low-quality stigma in order to establish themselves as a 'cool' type of tourist accommodation. Offering a stay based on good value for money and social atmosphere, those establishments seem to be outlining the future of the sector by redefining the contemporary hostel's image and attending to modern travellers' more specific needs. In this mode, and considering the increasing importance that hostels represent to tourism, this study provides information for scholars and industry practitioners interested in how service experience can be enhanced in the hospitality industry. The findings are restricted to a qualitative analysis and a limited sample size. This paper is a preliminary in-depth examination of the factors that positively influence a hostel stay from a customer experience perspective. It provides insights into service experience management for the tourist accommodation sector.

Keywords: hostels, hospitality, guest-stay, positive experience.

Reverse Logistics and Its Feedback Function in Service Companies

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Abstract

Introduction

Reverse logistics is a part of supply chain management, which is responsible for reprocessing of so-called reverse flows emerging in all supply chain members including final customers. In a manufacturing context, the reverse flows typically include product returns, recalls, (reusable) packaging or end-of-use products.

The recent developments in RL fit with concepts such as the circular economy or closed-loop supply chain management (see Govindan et al., 2015). In other words, the RL exceeds the boundary of a single company (the original domain of RL) toward suppliers and customers and became one of the tools for greening the supply chains. Diverse tasks and function of RL such as the collection of reverse flows, recycling or even product design (including the design for disassembly) are optimized from supply-chain perspective.

By mediating customers' experience with the product and return process, RL is a valuable source of ideas for innovation activities in supply chain members. The feedback mechanism of RL improves the understanding of customer value and its drivers by better knowledge of issues in product quality and return process (Mollenkopf et al., 2011). Specifically, the customer engagement is useful for re-design of product return policies (Genchev, 2009). In other words, the feedback function of RL has the potential to improve both product and return process design, which can lead to total cost decrease in the end. Nevertheless, the feedback function of RL is documented and elaborated in research just marginally (Klapalová and Krčál, 2017).

In this respect, the ambition of the article is to conduct the literature review on feedback function of RL in service companies (service chains) for two reasons. First, RL is usually analysed in a manufacturing environment, because the extent of (tangible) reverse flows in services is limited to facilitating goods (as defined in Fitzsimmons, 2010). Second, the service environment has some specificities (consistently labelled as IHIP - intangibility, heterogeneity, inseparability, and perishability) that cause challenges for supply chain management (Ellram et al., 2004; Niranjan and Weaver, 2011) as well as for reverse logistics (Klapalová and Škapa, 2016). With regard to (product and process) innovations, the model of the producer in the centre is no longer effective nor efficient due to customer duality (co-creation) in services (Lusch, 2011).

Methodology

Due to limited extent of research in manufacturers, similar was expected in services, so the whole analysis took service companies as one group; without elaborating the distinction between service sectors (or product-service systems as classified by (Tukker, 2004)) with

one exception: The logistics companies were out of the focus, because RL is/can be a part of their core activities.

The systematic analysis covered social science journals that were indexed in the Web of Science (Thomson Reuters) and Scopus (Elsevier). The restriction to the two databases only was done for reasons of practicality: First, the analysis was limited to a sensible number of articles. Second, it is rational to assume that the articles under scrutiny belong to the most influential ones, with the highest impact on both the academia and business.

As the topic of reverse logistics was reflected in larger extent among academicians in the mid of 90ties only, the search was retrospectively limited by 1990.

Results of Content Analysis

The identification of relevant article was done by means of a query that searched the database for the keywords in three arrays: the title of the article, keywords and abstract (see Tab.1 for example). In the first step, the articles, which mentioned both the reverse logistics (or closed-loop supply chain alternatively) and services were searched for. The next required keyword of service was supplemented by the most common examples of service branches such as banking, insurance, hospitality etc. so that relevant articles were not missed simply because of missing the word “service”. In the second step, the query was extended by adding keywords about the product and process improvement.

Table 1: Example of query for Scopus database

```
( TITLE-ABS-KEY ( "reverse logistics" AND ( service OR retail OR banking OR t?urism OR hospitality OR restaurant OR insurance OR advertising OR cleaning OR entertainment OR health OR travel ) ) AND LANGUAGE ( english ) AND DOCTYPE ( ar ) AND TITLE-ABS-KEY ( ( product W/1 design ) OR ( product W/1 innovation ) OR ( product W/1 development ) OR ( product W/1 improvement ) ) )
```

The numbers of articles generated by queries are presented in Tab. 2. Due to databases' overlap, the total number is not a simple sum of results for the WOS and Scopus. Since 1990, 547 published articles dealt with the topic of reverse logistics/closed-loop supply chain management in (some) relation to services. Less than 10 per cent of them mentioned improvement/innovation activity. As the identification based on keywords in title/abstract/keywords doesn't take the context of keywords and omits the full texts, the 39 final articles were read thoroughly to check, if they are relevant in terms of the research. After conducting the above procedures eleven articles left for content analysis (Appendix 1), because many times, the word of *service* did not denote the service industry, but referred to some process outcomes like customer or logistic service.

Methodologically, the articles-in-focus employed the case study design, literature review, and mathematical modelling. The latter group suggests optimal network design for reverse logistics (and its integration with the forward one) in relation to after-sales services. Optimization methods like the analytical hierarchical process are used for (1) finding the total cost minimum for logistics and operations and (2) the optimal customer service level/improvement of customer loyalty. No customers' information for improvement initiatives is taken into calculation as the articles left the non-financial effects of reverse logistics.

Table 2: Distribution of Articles

Services in relation to the topic of:	Web of Science	Scopus	Total without databases` overlap	Total for RL and CLSCM
Reverse logistics	147	236	308	547
Closed-loop supply chain management	111	225	261	
Reverse logistics AND improvement	8	15	22	39
Closed-loop supply chain management AND improvement	9	14	19	

Note: total number omits the duplicate articles (found in both databases). All numbers are valid for August 2017

Surprisingly, the research paper focusing specifically on IS support of after-sale service didn't address customer feedback for product/process improvement either.

Except for the review articles, the domain of case studies and mathematical papers were telecommunication and retail. The presence of retail is not surprising as the discipline of reverse logistics has its roots in that industry. The articles dealt with the role of retail in supply chains as a part of logistics network optimization or in pricing decision about the returned product; however, the role of retail as an intermediary for customers' feedback in product return processes is absent.

Only one paper mentioned the customer feedback related to product return and its importance for proper product recovery. The article linked the reverse logistics to services via the concept of product service system – in this case, it was the leasing of baby prams (instead of ownership).

Conclusion

The rather limited number of articles that employ the reverse logistics in services focus on the direct effect of product return such as cost or customer satisfaction. The content analysis revealed only one article (out of eleven articles, which underwent analysis) that briefly mentioned the feedback (information) function of reverse logistics. This is not surprising, as the information value within other value dimensions generated by reverse logistics/closed-loop supply chains is the least studied (Schenkel et al., 2015).

Keywords: customer feedback, reverse logistics, literature review

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Appendix

List of final set of articles for the content analysis

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Service Innovation in Cultural Heritage Institutions: Towards a Conceptual Framework

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Abstract

This paper aims at providing a contribution to disentangle the complex nature of service innovation in cultural heritage institutions. Cultural heritage is a broad domain, encompassing “all contemporary demonstrations, when intangible, and past evidences, in the case of tangible artefacts, of human creative activity that are inherited from previous generations and considered to be of value, and therefore maintained in the present and transmitted to future generations for their benefit” (Pereira Roders & van Oers, 2011, p.6). The management of cultural heritage resources is vested under the broadly defined cultural heritage management sector (McKercher, Ho & DuCros, 2005) and institutions included in this sector are museums, heritage sites, archaeological sites, libraries and archives (KEA, European Commission, 2006). Innovation has become an important concern for these institutions. The landscape of cultural heritage management is experiencing important changes that require and create opportunities for innovation.

These institutions are facing the challenges of decreased funding, increased demands for accountability, accessibility and diversification, dynamic and complex consumer preferences, and the growing competition from leisure experiences (Achiam & Sølberg, 2017; Bakhshi & Throsby, 2010; Camarero & Garrido, 2012). Although European heritage institutions mainly depend on central or local government funding, they are being forced to assume greater responsibility in their finances, with an increased emphasis on public value and efficiency as well as a growing pressure to find new ways to expand their potential revenues. Financial stringency and changing of cultural consumption patterns are driving a shift from the concept of permitted access to a policy of inclusion, accessibility and engagement. Managing heritage sites and resources has been evolving from a curatorial role to a much more visitor focused approach, which seeks to actively attract, engage, inspire and inform visitors (Calver & Page, 2013). Many institutions, especially museums, are in practice operating as multiple purpose organizations (Garlandini, 2016; Jacobsen, 2014), performing at the same time a wide range of meta-functions – cultural, educational, conservational, economic, social, and network – in relation to other institutions, visitors and communities. Overall, it is observed that the challenges faced by cultural heritage institutions require a spirit of innovation (Achiam & Sølberg, 2017), putting the management of innovation at the forefront of their priorities (Camarero & Garrido, 2012).

However, our current understanding of innovation in this context is still inadequate. Indeed, there is no clear definition of innovation itself when applied to these organizations (Bakhshi & Throsby, 2010). With few exceptions (e.g. Bakhshi & Throsby, 2010; Camarero & Garrido, 2012), much of the current emphasis is focused on technological innovation and its advantages for audience development, communication and marketing as well as for enriching the visitors’ experience (Bakhshi & Throsby, 2012; Bonacini, 2011; Mu.SA, 2017). While technological innovation is important for cultural heritage conservation,

enhancement and management, the adoption of up-to-date technologies per se does not guarantee their capability to endure and develop in a sustainable way. Indeed, the challenges of these institutions are not primarily on technology, but on the transformation of their role and attitude towards innovation (Visser, 2017). This calls for a more comprehensive view of innovation, including also the non-technological changes associated with the innovative fulfillment of visitors, community and stakeholders demands. This is in line with the emerging approach to innovation in services (Gallouj, Rubalcaba & Windrum, 2013), including public services (Djelall, Gallouj & Miles, 2013), which emphasizes the need to take into account both technological (visible) innovation and non-technological (invisible) innovation. Camarero & Garrido (2012) also raises the need for more research on innovation in different cultural sectors to address the link between strategy and service innovation in these organizations. In addition, research on innovation in this context is dominated by case-specific discussions and empirical analysis on antecedents and/or consequences of innovation, whereas little consideration has been given to the broader theoretical development.

In order to contribute filling this gap, this study uses grounded theory, a qualitative method, to deepen the discussion about the nature of service innovation in cultural heritage institutions. The grounded theory approach (Glaser & Strauss, 1967; Strauss & Corbin, 1990) consists of a set of procedures for analyzing data and developing theoretical frameworks (Glaser & Strauss, 1967; Strauss, 1987). This approach avoids traditional logical deductive reasoning and goes beyond most qualitative methods in its potential to generate new theoretical insights (Connell & Lowe, 1997). Grounded theory has been successfully applied in studies on services, including hospitality and tourism (Mehmetoglu & Altinay, 2006; Nunkoo & Ramkissoon, 2016). To the best of our knowledge, this approach has not been used yet in the specific context of cultural heritage innovation, though usefully applied to model visitor experiences at heritage sites (Daengbuppha, Hemmington & Wilkes, 2006; Goulding, 2000). The inductive nature of grounded theory makes it a suitable methodological tool for the present study, which aims at developing a conceptual framework to allow a more comprehensive understanding of service innovation in cultural heritage and its distinctive managerial challenges. Prior to the data collection stage, interviews with insiders (i.e. managers of heritage institutions in Italy) were conducted to gain a general insight into the overall research problem. Following Daengbuppha et al. (2006), these interviews were conducted to increase familiarity with the research setting. Data collection includes semi-structured in-depth interviews with managers of cultural heritage sites, observation and complementary documentary analysis. A purposive sampling strategy guided the initial selection of participants. The data analysis process was based on the main principles of the grounded theory (Strauss & Corbin, 1990, 1998).

Based on this approach, this paper provides some preliminary insights into innovation in cultural heritage institutions in the path of developing a conceptual framework of service innovation. The strategic-thinking process is identified as a key issue in order to understand service innovations in this context and their supporting processes and mechanisms. The research strategy adopted in this study would allow to better tackle with the invisible or hidden nature of innovation in this context (Bakshi & Throsby, 2010; Djellal, Gallouj & Miles, 2013). With regard to managerial implications, a holistic and multifaceted understanding of innovation is necessary for these institutions to set and implement a

service strategy that is functional to their extended role in the 21st century. As an in-progress research paper, it is currently limited to a small set of interviews and observations.

Keywords: cultural heritage, service innovation, grounded theory

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Medical Tourism Coalition Promotes Sustainable Tourism Development

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Abstract

Faculty and students of Harris-Stowe State University (HSSU), a Historically Black College (HBCU) located in St. Louis, Missouri formed a Medical Tourism Coalition of hospitals, businesses, community stakeholders and government organizations to increase both domestic and international visitors to the Missouri/Illinois Metroplex. It was decided that coalition would serve to provide highly ranked and recognized medical care, increase patient utilization, and add to hospitality industry revenue. A curriculum was developed that would focus on the knowledge requirements of the medical tourism industry. In addition, students and faculty formed a Medical Tourism Coalition of globally renowned Metroplex hospitals, businesses, community and government to increase domestic and international health visitors. Five action steps were accomplished to address the foreseeable practical challenges that would be encountered. 1. Hospital visionaries were identified and interviewed. 2. The Medical Tourism Association (MTA) continued to guide the coalition with advice including management and organization policies and procedures. 3. An interstate university partnership expanded global research and presentations plus medical tourism education in Hospitality and Tourism, Social Work and Healthcare. 4. Tourism opinion and healthcare leaders convened and a coalition was formed. 5. MTA chapter certification is in process. Consequently, solutions adopted by the coalition members include the development of integrated, standardized processes to assure satisfactory outcomes for the medical tourism patients, caregivers and providers throughout their experience. As a result, students will be equipped to provide the talent for the medical tourism industry.

Keywords: coalition, curriculum, healthcare, medical tourism, sustainable tourism development.

Introduction

Faculty and students of Harris-Stowe State University (HSSU), St. Louis, Missouri formed a Medical Tourism Association Coalition to increase both domestic and international visitors to the Missouri/Illinois Metroplex. The coalition would help provide medical care, increase patients, and add to hotel and restaurant revenue. Health and wellness travel (multibillion-dollar business) is one of the leading trends in the travel market and the fastest growing travel segment. St. Louis hospitals are globally renowned for medical specialties, consequently a working group could increase the number of patient referrals.

Method

To accomplish goals set by the Medical Tourism Association (MTA), and coalition, it was decided that the University develop a Medical Tourism Curriculum to be housed at HSSU. This program would assure that Certified MTAT Facilitators would provide expertise and coalition success and sustainability. Action steps included a literature review, similar

programs, and industry practices. The Medical Tourism Curriculum Strategic Plan included five steps.

1. Faculty and students identified hospital administrators to ascertain need for a regional healthcare hub and identify visionaries. A list of questions was created. (See Exhibit 1). Administrators were identified, appointments were made and interviews conducted.

Exhibit 1: Medical Tourism Hospital Questionnaire

- How do you attract potential customers?
- Do you market outside of the St. Louis Metro area? If so, what strategies are in place? Do your strategies include incentives?
- Do you offer special amenities to visitors?
- What are the most common services that you provide to those not from the area? Do they receive special treatment?
- Are there any patients who do not have insurance who are considered a medical tourist? If so, how do they pay for their care?
- Do you assist the families of the patients with extended stay locations; such as, hotels or apartments?
- Do you actively participate in the Medical Tourism Association? If “Yes”, have you experienced an increase in potential patients? If “No”, have you considered membership in the association?
- How could your hospital help with a medical tourism effort in the St. Louis, Metroplex?

Source: Harris-Stowe State University Health Care Administration Students

2. MTA Consultants advised that efforts would add to hotel and restaurant revenue. Data indicates that medical tourists spend between \$7,475 and \$15,833 per medical trip.

3. Organizational meetings were convened. Agendas included discussion of the project, potential advantages for STL hospitals and the STL Metroplex.

Questions included 1. Are hospitals ready for a coalition; 2. Possible funding sources; 3. Who should be involved, and 4. Where do we go from here? The group agreed that although global and domestic medical tourist patients and their families/caregivers were coming to STL, the effort should be expanded and coordinated. It was agreed that although hospitals could not always offer competitive pricing, working as a group the ability to market quality and service could result in increased revenue and profits. Also, since St. Louis is already a tourist destination, the STL Chamber of Commerce and STL Visitors and Convention Commission could add medical tourism to the current marketing mix. A coalition was formed.

4. To further the coalition’s goal to increase medical tourism in the Metroplex, HSSU faculty met with Southern Illinois University Carbondale (SIUC) faculty. A partnership was created to increase research opportunities, as SIUC. Logistic discussions included hotel and restaurant services, excursion tours, patient cultural sensitivities and resources exchange information.

5. To advance the coalition's goal, additional opinion leaders were recruited as members and HSSU faculty presented at national conferences.

Conclusion

Medical tourism curriculum can be enhanced through additional course offerings. The coalition's ability to market quality and service could result in increased revenue and profits for the STL healthcare sector and region. In addition, a Medical Tourism Industry Management course was written, approved and added to the course catalog.

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Combining Quality Management Tools With Quantitative Approaches to Improve e-Banking Operations

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Abstract

The aim of this study is to develop a methodological framework, which combines quality and marketing approaches with multiple criteria decision tools in supporting decision makers to redesign Internet Banking services (e-Banking). For this reason, we adopt an enhanced version of a customer driven methodology, i.e. Quality Function Deployment (QFD), which integrates techniques offered by Operations Research such as AHP, ANP and PROMETHEE. It is noted, that the current research is in progress and in this respect some of the preliminary steps and initial have been concluded, while others are in the process of implementation. In this respect, results of these initial steps will be presented at GLOSERV conference.

Keywords: internet banking selection criteria, analytic hierarchy process, quality function deployment, service quality

Introduction

Bank organizations attempt to become more customer oriented by implementing various tools to improve customer relationship and achieve higher level of service quality (Keisidou et al., 2013; Fatima and Razzaque, 2014; Brun et al., 2014; Paul et al., 2016). This is attributed to the fact that in retail banking, service quality remains a critical issue for maintaining a competitive advantage (Kandampully and Duddy, 1999; Akamavi, 2005; Paltayian et al. 2012;2016). Meanwhile, worldwide internet spreading has been increasing dramatically. The use of e-commerce replaces and enhances traditional market channels by opening web-based store fronts. The rapid growth of Internet users, obviously leads to the fourth technological revolution, which demands decision makers to proceed in augmenting the concept of service quality and redesigning services to accommodate the opportunities offered by technology evolution (Ghosh et al., 2004; Rowley, 2006; Ho and Lin 2009).

In the same way, as the international economy expands and advances towards institutional and market completeness, banking industry is undergoing a rapid change. Banks have largely implemented service delivery technology as a way of augmenting the service traditionally provided by bank personnel. Implementation of Internet technologies is based both on the need to reduce delivery costs and to deal with the challenge posed by technologically innovative competitors (Byers and Leader,2001; Howcraft and Beckett,1996). It is therefore evident that there is a strong tendency for financial institutions to invest resources in the internet infrastructure-technology (Bauer et al 2005; Loonam and O'loughlin,2008). Zeithaml et al. (1996), defined e-service quality 'as the extent to which a web site facilitates efficient and effective shopping, purchasing and delivery of product and services'. Additionally, to deliver superior service quality, managers of companies with web presences must first understand how consumers perceived and evaluate online customer service quality (Parasuraman et al., 2005).

Literature Review

Despite the fact that e-banking has spread rapidly over the recent years, to the best of our knowledge, there have been relatively few scholarly investigations into the services and characteristics that transform a web banking platform into a portal as well as into the dimensions that determine the customer's evaluation and satisfaction of the portal's service quality. Furthermore, some authors attempt to detect and investigate the influence of the most critical quality factors (dimensions) which affect consumer's acceptance of internet banking services. Earlier studies provided some ideas and research instruments. For example, Ho and Lin (2010) adopt the dimensions of electronic service quality (e-service quality) and customer-perceived service quality to develop a framework that can be used to measure internet banking services. The five dimensions are customer service, web design, assurance, preferential treatment, and information provision. Bauer et al. (2004) used security and trust, basic services quality, cross-buying services quality, added value, transaction support and responsiveness to determine the customer's evaluation of the portal's service quality. Also, Hussien et al. (2014) use nine quality attributes (usability, reliability, responsiveness, privacy, incentive, fulfillment, efficiency, assurance and empathy) in their research to collect decision maker's perceptions and rank the Internet banking service quality in public and private banks in Egypt. Moreover, Loonam and O' Loughlin (2008) explore the emergence of self-service banking technology and investigate customers' perceptions of internet banking self-service within the Irish financial services sector defining ten dimensions of quality; namely, web usability, security, information quality, access, trust, reliability, flexibility, responsiveness, self-recovery and personalisation/customization. Marimon et al. (2012) propose scales to measure service quality and service recovery in the setting of electronic banking (e-banking) services were used seven quality dimensions (efficiency, system availability, privacy, responsiveness, contact, perceived value and loyalty) are used.

Banking web portals can offer a variety of services since technology is the major force behind developments that breach geographical, industrial and regulatory barriers, creating new products, services, and market opportunities. Internet technology has modified banking channel services giving the opportunity to customers to have access to online banking services 24/7. Online banking has especially played an important role in the e-payment area, providing the environment of safe online platforms to support various transactions such as transfers, online applications etc. However, despite the fact that online banking platforms provide advantages such as faster transactions and cheap or zero handling fees (Kalakota and Whinston, 1997), there still exists a non-negligible percentage of customers who are reluctant in adopting such services mostly due to uncertainty and security concerns (Kuisma et al., 2007; Littler and Melanthiou, 2006). Therefore, understanding the basic reasons for this attitude and their possible antidotes would be useful for bank managers in formulating strategies aimed at increasing online banking use.

Banking organizations in Greece faced enormous challenges in the last decade in their efforts to reposition banking services incorporating technological attributes and processes (Hummel et al., 2017; Vinoth and Rajkumar, 2016) in an attempt to overcome daily operating problems such as long queues and high waiting times. Those complex conditions are intensified due to high concentration of the banking industry as a result of the rapid adjustment of the Greek economy. In their efforts to address this problem, banking organizations adopt strategies for promoting alternative distribution channels (e-channels

of services) but there is still a long way ahead in order to have the desired performance and results.

Related studies are the one by Ho and Lin (2009) who developed a scale that could be used to measure the service quality of internet banking and to understand the underlying service quality dimensions. They developed a measurement instrument that was mainly based on the perceived service quality scale proposed by Cristobal et al. (2007). The questionnaire items were based on the literature review and on interviews with internet banking users. The questionnaire consisted of 30 items related to the four major dimensions of perceived e-service quality (PeSQ). A five-point Likert scale was used to assess the extent to which participants agreed with the performance statements and PCA was conducted to identify the underlying service quality dimension and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy provides an index from zero to one. Moreover, Hussien et al., (2014), collected decision maker's perceptions and ranking of the Internet banking service quality in public and private banks in Egypt. Marimon et al. (2012) proposed modified versions of the E-S-QUAL and E-RecS-QUAL scales to measure service quality and service recovery in the setting of electronic banking (e-banking) services and to examine the impact of electronic service quality (e-quality). An online questionnaire was used to survey customers of e-banking services and data was analysed by EFA. In addition, QFD related specific studies, are provided by Gonzalez et al. (2004) who developed a case that considers both external and internal service management issues and subsequent service innovations based on the framework of traditional QFD. The application of the customer window quadrant (CWQ) and the action plan matrix in the analysis of customer and service elements (machine availability, availability and convenient service, user-friendly human interface, openness, special services, saving cost, security, standardization, comfort) constitute a different approach for QFD. A second study that incorporates QFD is given by Gonzalez et al. (2008), in which the authors use data from the National Bank of Spain to demonstrate the KE (Kansei Engineering) and QFD procedures in order to define how customer "Wants" can be incorporated into an e-banking system.

Methodology

The overall goal of the QFD method is to achieve a higher level of customer satisfaction (Fung et al., 1998). The focus in the QFD process is often the determination of target values of the attributes of a product/service, with a view to achieving a higher level of overall customer satisfaction (Griffin, 1992; Bode and Fung, 1998). When an organization applies the QFD process, it is able to link customer needs and expectations, product and/or service specifications, competitive performance evaluation, and target performance values with a visual planning matrix. The complex relationship between customer requirements and product/service attributes, and the correlation among these attributes can be illustrated in a typical HOQ (Akao, 1990; Hauser and Clausing, 1998).

The proposed methodological framework takes into account factors that influence the adoption of internet banking and at the same time recognizes the interdependencies between services specifications and consumer preferences to harmonize them, while ensuring consistency of a service planning process. This study attempts to combine quality and marketing aspects with multiple criteria decision tools, which support decision makers to redesign Internet Banking services (e-Banking). We adopt an enhanced version of QFD, which integrates multiple criteria techniques such as AHP, ANP and PROMETHEE.

Findings

So far, in the first step of this research, quality factors were defined that affect acceptance of internet banking in Greece. For this reason, a special questionnaire was designed based on a list of e-banking quality criteria distributed among customers. These factors were determined through literature review and field survey. The survey was conducted through an electronic form and correspondents were approached by two methods: by using email among customer's data base and by personally assisted to fill the form, using special purpose tablet software. The sample consisted of 327 instances which correspond to a response rate of 24%. The results of the empirical survey were utilized to detect the "Voice of the Customer". Those preferences influence the adoption of internet banking services and serve as the input data for the proposed enhanced QFD framework. Exploratory Factor Analysis was utilized to extract the quality factors that influence the use of web banking in Greece.

Conclusions

This research is on the process of conducting the following steps. In the second step of the project, enhanced QFD will be used to construct the appropriate first House of Quality. Through the QFD planning matrix we can relate customer wants with banking activities that can be processed through internet platforms. The AHP methodology is used to evaluate each pair of e-banking customer wants to various types of banking activities. The AHP approach represents a technique for considering various data or information about a decision-making problem in a systematic manner (Saaty, 1980, 1988; Golden et al., 1989). It is a method designed and developed to solve multiple criteria decision problems, characterized as a highly flexible method which may be applied in a wide variety of situations (Zahedi, 1986; Badri, 1999).

In the third step of the project a second survey among middle and top technical managers will be undertaken to extract the importance of the technical specifications of e-banking platform. In this final step of the project the importances (weights) for e-banking technical specifications, derived from the enhanced QFD model, will be combined with PROMETHEE, (or an equivalent outranking multiple criteria methodology) to determine the final weights of evaluation criteria and introduce a more reliable process of ranking the service specifications. PROMETHEE was developed by Brans (1982) and further extended by Brans and Vincke (1985) and Brans and Mareschal (1994).

As a conclusion, through this study, we aim to overcome drawbacks of the traditional QFD methodology, remedy some issues related to PROMETHEE when applied as a standalone procedure (Albadvi, A., 2004; Oberschmidt et al. 2010; Turcksin et al., 2011), and build an extended framework able to determine the weights of the service technical specifications and introduce a more reliable ranking process of the quality factors. This ranking can support decision makers to introduce and redesign e-banking operations, improve the overall quality of their services and, of course, convince their customers to turn their attention to electronic platforms for their daily transactions. Some limitations of this research are related to the sample which was based on customers of a specific bank (convenience sampling). In addition, sometimes electronic questionnaire platforms cause systematic error depending on the familiarity of the correspondents with similar platforms. In this respect, further research can be directed in expanding the sampling procedure in all four systemic banks in Greece and incorporate both electronic or traditional forms of data

collecting. Another future plan is to conduct a comparative analysis using European wide data and additional information provided by the literature.

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Innovation in a Declining Service Industry: Can an Old Game Meet New Needs?

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Abstract

In many countries, the golf industry is in a state of decline. In North America, the decline began in the early 2000s and has continued through 2016. The number of golf rounds played has declined steadily, and about 100 courses per year have failed and closed since 2000. In Europe, the industry peaked in 2009 and has shown small decreases in participation since that time. Certainly, the industry will survive, but during this “shake-out” period, which golf courses will remain once the supply and demand have equalized? The newest research in the field of entrepreneurship might provide guidance. Theories in entrepreneurship explain the performance of new ventures, but they might also be useful for explaining how companies in declining industries can innovate to survive. This abstract describes how three new models of entrepreneurship might be applied to companies in the golf industry. The preliminary results indicate a large variance in golf course performance, which can be explained by some firms’ innovation in service delivery.

Introduction

Around the world, the emergence of new customer segments, technologies, markets, and political movements is creating unprecedented pressure on organizations. Whole industries, once thought to be a permanent part of our economy, are now facing decline and extinction: bricks-and-mortar retailing, taxi and limousine services, travel agencies, stock brokerage, and truck driving. These industries must all confront existential threats. Yet, we can imagine that some organizations in declining industries will survive – but which ones (Klepper, 1997)? The existing research on successful strategy during industry decline does not reflect the newest academic contributions from management and entrepreneurship. This paper describes a qualitative study on the strategy of some companies in a declining industry: the Florida golf industry (Feldman, 2015). This abstract describes ongoing research that is designed to distinguish the strategies of golf courses that are successfully adapting to industry decline. The purpose of this research is to understand the extent to which modern theories of innovation explain the difference between surviving and struggling golf courses. This is comparative qualitative study based on semi-structured interviews and direct observations of golf courses in Florida. Our early results indicate that compared to failing golf courses, successful ones are using unconventional approaches that adhere to academic concepts such as bricolage, “Kirzner 2” innovations, and the “Jobs to be Done” approach to innovation.

Background and Literature Review

For decades, scholars in management and marketing have used the biological concept of a life cycle to explain how organizations change over time. The concept has been developed as a product life cycle (Levitt, 1965), an organizational life cycle (Kimberly & Miles,

1980), and an industry life cycle (Williamson, 1975). In all three analogies, the life cycle model is intended as a description of how products, services, and organizations change over time. The progression tends to mimic the changes that we see in an organism, with stages occurring along the lines of: birth, immaturity and rapid growth, maturity and slower growth, zero growth, then weak performance and decline in relevance. The life cycle concept has also been used with a prescriptive intent. Authors have tried to identify the best strategies, tactics, and behaviors for firms in each stage of the life cycle. However, the advice is frequently uncertain or contradictory. One common example occurs in research on the early stage of the industry life cycle. The debate focuses on whether “first-movers” in a growing industry accrue advantages by being first to innovate, or whether they suffer from paying high R&D costs and high customer education costs (Lieberman & Montgomery, 1998). The last stage of the life cycle is decline – characterized by negative growth rates, a shrinking customer base, and vigorous competition that results in a “shake-out” and exit by the weaker companies in the industry. In some cases, products, services, or whole industries can demonstrate a “life cycle extension” during which they are reinvigorated or return to the favor of the market (Figure 1). A famous example of a product that was extended out of decline was DuPont’s nylon. Originally, its main end-users bought nylon for military applications: parachutes, ropes, and thread. As those sales reached maturity, nylon was made into a knitted fabric and became the dominant design for women’s hosiery. As colorless hosiery reached its maturity, tinted hosiery was introduced so that the life cycle for nylon could be extended. Then, nylon was woven into coarser fabrics to create carpeting, rugs, and yarns. Finally, it was engineered for strength and durability so that it could become the cording that makes tires resistant to punctures.

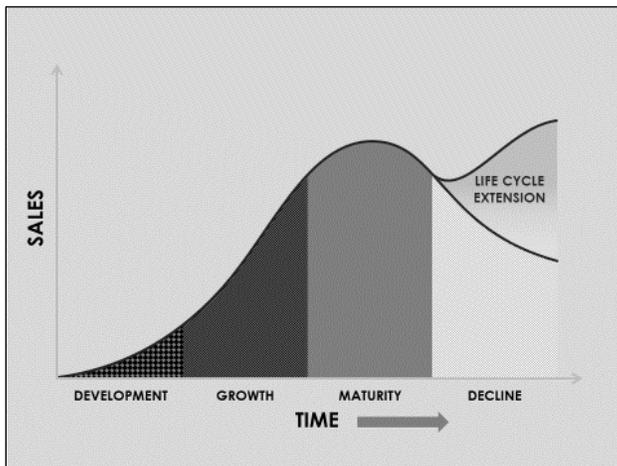


Figure 1: Industry life cycle

The Declining Golf Industry

We decided to examine the Florida golf industry because it has been in a declining stage of the industry life cycle for over a decade. Many courses have already failed, and those that have survived have had ample opportunity to recognize the decline and begin to respond to it. Nevertheless, more courses are expected to fail until the ratio of supply and demand returns to near parity.

The business of golf peaked in the US in the year 2000. Many experts were surprised that the peak occurred when it did. In the mid-1980s, the National Golf Federation (NGF), in

conjunction with McKinsey & Company, estimated that golf participation would continue to grow for decades and that the industry needed to add capacity. That forecast was based on the belief that there was insufficient supply of courses for the expected demand. Even *Sports Illustrated* was part of the claim that more courses were needed. “With 20 million golfers in America and not enough courses to go around, many players make do with scruffy public links” (Reilly, 1988). In the late 1980s, NGF created a strategic plan that included the slogan “A Course A Day.” The goal was for the industry to build an average of one course per day for the decade from 1990 – 2000. Unfortunately, the goal was met: almost 400 courses per year were opened during that time. At the end of the building boom in 2000, there were 16,000 courses and 30 million golfers playing about 520 million rounds of golf per year. At about that time, participating rates began falling. Consequently, the decade of the 2000s saw a reversal compared to the previous decade: the average course hosted 36,300 rounds of golf in 2000 but only 33,250 in 2008. Because of lower participation and over-supply, many courses closed: on average, over 100 courses failed and closed annually from 2001 – 2008. The trend has continued into the current decade. In 2011, 158 courses closed and 19 new ones were opened – a net decrease of 139 courses (NGF, 2012). In 2003 there were 30.6 million active golfers in the US, but only 24.7 million by 2014 (Feldman, 2015).

The data in the state of Florida shows a similar trend. Table 1 shows the decline in number of golf courses and course revenue in Florida from 2007 to 2013. The data indicate that private courses have enjoyed slow growth – about 4.5% average annual growth rate after inflation. The other two categories have shown zero or negative growth over the six years (SRI International, 2015).

Nobody expects the golf industry to become extinct; at the end of the decline, when the supply and demand for golf has returned to near parity, there will be some courses remaining. “A few companies do indeed weather the storm, sustaining life through the constant descent that now clearly characterizes the industry” (Levitt, 1965: 6). If some courses will survive, which ones?

Table 1: Florida Golf Course Operating Trends

	2007	2013
Number of courses	1,119	1,103
Private course average annual revenue (in 2013 \$)	\$4.64 million	\$6.04 million
Public course average annual revenue (in 2013 \$)	\$2.40 million	\$2.42 million
Municipal course average annual revenue (in 2013 \$)	\$2.09 million	\$1.75 million

New Models of Innovation

In recent years, scholars have identified three models that explain how companies have devised simple but powerful innovations. While promising, they have not been considered as potential solutions for companies in declining industries. Each is summarized in this section.

Bricolage – until recently, the concept of bricolage has been applied almost exclusively to the arts. Bricolage is a creation (e.g. sculpture or painting) that is constructed from a diverse set of ideas and materials that are already at hand. It has entered the realm of entrepreneurship as a description of how some managers are able to succeed by “making do” with whatever resources, skills, and capabilities are already available. The predominant

approach has been to use bricolage to explain how entrepreneurs can “bootstrap” their ventures to preserve equity and cash. Instead of going to the capital markets for funding, they have been shown to excel at re-combining existing resources to meet needs in the market. However, Gundry et al. (2011; 4) recognized that bricolage might be useful for explaining success under condition of industry decline: “[I]n the context of an economic downturn, some organizations continue to use existing resources to operate and even grow, developing new products and services in anticipation of changing or new market needs, while others remain stalled in their efforts and unsure of how to use what they have to survive and prepare for the upturn. It is in such unpredictable circumstances that bricolage is particularly useful, as it calls on creativity to respond to changes in the environment.” Golf courses in Florida report declining budgets for maintenance, training, and marketing (SRI International, 2015). Seeking outside funding might be an option for corporate-owned courses, but not for the majority of courses that are owned individually or by small investor groups. Instead, we suggest that bricolage might be a model to explain how nimble, creative managers might maintain a course’s revenue during industry decline.

“Job to be Done” Approach to Innovation - The “Jobs” concept was described by Christenson, et al. (2016) as a way to reconsider the typical approach to market segmentation by customers and by products features. Instead of determining what features are demanded by each type of potential customer (a process that can result in dozens of versions of a product), the “Jobs” approach suggests that managers should understand what job a customer is “hiring” a service to do for him or her. It is the *job*, not the customer or the service, that becomes the unit of analysis that must be understood by the vendor. Applying this approach to the golf industry would require course managers to ask themselves “What job are my customers hiring my golf course to do for them?” Or another question might be “What new job could my golf course do for people who have never hired a golf course before?” Innovative managers might re-imagine how their golf courses could be hired to do new jobs for new customers.

“Kirzner 2” Innovations - Kirzner’s research on entrepreneurship and innovation has informed our understanding of opportunity recognition, entrepreneurial cognition, and the nature of opportunities (Kirzner, 1985). In all of those streams of research, the commonality is the view that innovators must be alert to see and discover new opportunities that others do not see. Disequilibriums and opportunities occur randomly in markets, and alertness is required to identify them. This view of an opportunity as an objective, discoverable phenomenon has been called a “Kirzner Mark 1” approach by Korsgaard, et al. (2015). In this view, the innovator is NOT the source of the idea, but is the person who exploits an opportunity that is discovered. In contrast, a less familiar approach to innovation has been called a “Kirzner Mark 2” approach. It assumes that an opportunity unfolds over time rather than being merely discovered by an alert innovator. In this conceptualization, alertness helps an innovator create, construct, and coordinate the opportunity instead of seizing it when it appears. For golf course managers, adopting a “Kirzner 2” approach to innovation might entail an aggressive attempt to deploy assets in a novel way. Golf courses often control expensive, beautiful, and unique resources: real estate. Could the real estate be used for other kinds of recreation? Instead of waiting for an opportunity to appear on which to create a turnaround strategy, maybe innovative managers can envision new ways to attract new customers to outdoor recreation. A Kirzner 2

innovation could explain innovation in a declining industry just as it has been used to describe innovations in the entrepreneurship research.

Methods

We are interviewing owners and general managers of golf courses in west central Florida. At this time, interviews with two general managers or owners have been completed. Several others have agreed to participate in the study. Table 2 illustrates the recent operating results of a typical golf course in the region. Both measures of performance show a steady decline over the last five years. During the interview, the general manager confessed that he “is very pessimistic about the future of the golf industry.” He has been a professional golfer and course manager for more than 20 years but has never seen such dire signs for the industry.

Table 2: Florida Golf Course #1

	2012	2013	2014	2015	2016
# golf rounds played	38,600	38,500	36,600	35,600	35,800
Total Revenue	\$2.2m	\$2.2m	\$2.1m	\$2.0m	\$1.8m

Because the industry has been in decline for at least 15 years, everyone in the industry is aware of declining participation rates, over-supply of courses, falling revenue, and golf course failures. Consequently, we expect to find some evidence of innovation among owners and managers who believe decline is not inevitable or permanent. To the extent these innovators adhere to the approaches described in this abstract (bricolage, “jobs to be done,” and “Kirzner 2”), we intend to make two contributions. First, academic theories currently used for explaining entrepreneurship can also make contributions to our understanding of declining industries. Second, managers of companies in the declining stage of the life cycle might gain some insights into how to seek an extension of the life cycle.

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Brand-Driven Service Format Innovation

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Abstract

This study extends a conceptual framework of brand-driven retail format innovation (Botschen and Wegerer 2017) into the service sector where brand leadership and service format innovation excellence are important management priorities and points of differentiation. Similar to the retail industry service companies increasingly depend on the success of new off- and online-innovations and their process related innovations (e.g., Amazon Go, Uber taxi, Google or Airbnb) on a strategic and operational level to secure competitive advantages and to drive future growth (Steenkamp et al. 1999; Shankar and Yadav 2011; Keller and Lehmann 2006; Keller 2012; Thakur and Hale 2013; Hristov and Reynolds 2015). However, there is limited research (Filho 2012, 2015) examining the possibilities of using branding principles for innovating service formats although brand and innovation management are clearly strongly interrelated and mutually dependent (see also google scholar on brand driven new service design, new service design development, innovation, brand and service innovation). Neglecting linkages between branding and service innovation, however, might result in an isolated optimization of two main drivers of future success and may hinder the mutual strengthening of service innovations and service brands. (Aaker 1997; Calder and Calder 2010; Talke and Hultink 2010; Kapferer 2014). The purpose of this study is to apply the proven framework of branding and retail format innovation - characterized as outcome related touchpoint experiences - to the design of service format innovation (Sorescu et al. 2011; Filho 2012, 2015, Brexendorf et al. 2015). The paper begins with outlining the theoretical principles that ground our conceptual framework (McCracken 1986) in a service context. Second, the linkage and impact of touch point experiences (Esch et al. 2014) on the concept of new service format design is discussed. After explaining the employed methodology the logic of the framework of brand driven retail innovation is applied to service companies in general. A case study of a regional bank is prototypically used to illustrate the application of the designed approach and to report achieved results. The paper finishes by drawing conclusions on the practical and theoretical implications of the brand driven service innovation framework.

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Dedicated Recruitment Service Outsourcing and Value of Service Provider – Case Study: SDA Ltd Company in Poland

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Abstract

Company in the process of building its value, use its competitive potential, and create the ability for its use - the competitive capacity. The correct identification and use of the competitive advantages is very important. The value of an company is related to its ability to generate income, so it depends to a large extent on the competitiveness of production or services, marketing effectiveness, cost of capital, time and risk. It therefore combines the factors that the company management uses to create the final value (Bossak, 2004). A company that is building its value is obliged to provide its customers with higher added value for the same price. However, building this value cannot be at the expense of owners (shareholders) who expect a certain rate of return. Therefore it is important to properly identify and exploit competitive advantages. Increasing the value of an enterprise is inextricably linked to its ability to maintain and strengthen a long-term, permanent and difficult-to-copy competitive position. Therefore value makes a company being competitive.

One of the elements of effective management of a modern company is the ability to respond immediately to changes and to predict the likely market behavior of competition. This last 30 years in the global economy has been a period of constant change, the implementation of new technologies and concepts of management in all business sectors. At that time, in highly developed countries, the importance of the service sector in the economy increased significantly, which was reflected in changes in the area of human capital management, especially in employment and recruitment (Grześ 2016). Seeking by enterprises of new directions in the area of cost-effective and efficient business models has led to the emergence of a new business sector that allows entrepreneurs to reduce their costs of employment and increase their work efficiency. The need to focus on a company's core business has made outsourcing one of the most popular human resources management tools in the organization. The aim of it is a transfer of certain operations from the company to outsourcers to be implemented by the contractor's resources. (Marcinkowska 2015).

Increasing demand for outsourcing services and their importance in creating enterprise's value chains prompts an analysis of how outsourcing can influence the value creation of a provider of such services. Hence, the research goal of the authors is to find an answer to the following question: *does the provision of dedicated recruitment outsourcing services affect the value of a service provider?*

Approach/Method

In order to find evidence to answer the question of whether the provision of dedicated recruitment outsourcing services (as a specific variation of outsourcing services) influences the value of a service provider, the case study is used as an appropriate method for the

analysis of qualitative phenomena (Grzegorzczak 2015). Case study allows to formulate conclusions about causes and outcomes of a real, economic phenomenon, such as an organization, its management processes, components or surroundings. The study undertaken by the Authors is a single case study. The analyzed organization - Software Development Academy (SDA Ltd) - is an organization of a specific character. It belongs to elite companies providing dedicated combined recruitment and training services in the IT and as the only one in Poland SDA Ltd is providing this type of services recruiting and training larger groups of potential employees. Hence the case of SDA Ltd is unique and revealing, and the process is of a prolonged nature. SDA Ltd has been operating since 2014 and is currently the largest independent programming academy in Poland taking into consideration the number of branches, number of participants being trained at one time, the highest number of trained graduates. The company has 10 branches in the biggest cities of Poland (eg. Warsaw, Gdańsk, Poznań, Cracow, Łódź, Wrocław). The main activity of the SDA Ltd is provision of courses on programming: the ground up (junior developer); advanced; dedicated. SDA Ltd pursues its Alumni Success Program, which aim at preparation of candidates for employment in ICT companies and associates candidates with those companies. All academic staff are experienced programmers at the levels of senior developer or software architect. As a result almost 80% of graduates of the courses offered by the SDA Ltd are successfully employed in more than 100 largest ICT companies operating in Poland. The mission of SDA Ltd is to reduce the shortage of human resources in the IT market by educating programmers through the high quality courses that are responding to the needs of employers. SDA Ltd give opportunity to learn new skills and acquire new knowledge to those who want to join the fastest growing sector in the Polish labour market.

In the case study method, the authors used various techniques and tools for data collection and analysis, such as participant observations, analysis of documentation of the company in focus and the Internet sources.

The first step in the analysis was to formulate a research question: *how the SDA Ltd increases its value by developing a dedicated recruitment outsourcing service?* Then the case selection was made and the data collection tools were defined. Subsequently, fieldwork was conducted in the organization. Further the collected data were examined in the evaluation and analysis processes. Finally, findings from the analysis of the case were confronted with literature to find general conclusions and to make recommendations for a group of subjects (Czakon 2011).

Results

In today's global economy, we are increasingly aware of the importance of outsourcing in the manufacturing and service delivery processes. On the basis of literature research, the authors found that similar trends occur among Polish companies. Such a market situation provokes an increasing number of entities (especially SMEs) to provide outsourcing services.

Among them, the special case is the unique company SDA Ltd, which by offering dedicated IT recruitment outsourcing services within a few years has significantly increased its value. SDA Ltd's unique offer includes not only the recruitment and training individuals as expected by a client but also the provision of such services to teams of

potential employees. By providing this type of recruitment, SDA Ltd creates additional value in the following areas:

- Employer Branding - positioning the company on the IT job market as open to modern educational initiatives and employee friendly organization.
- Recruitment - the company gains an additional, fast and alternative channel for recruiting human resources into IT programmers teams. Employees are strictly qualified to meet the needs of an employer.
- Ease of implementation - employee is ready for immediate work without the need for additional training in the area of project management or software development, and is strengthening loyalty to the employer.
- Limit the risk of training and then losing the employee by securing with a loyalty agreement.
- Reduced recruitment costs – SDA Ltd. Recruitment and training services are about 50% cheaper than other agencies offering standardised services of recruitment or training.

As a result of the analysis, the authors concluded that: running and developing the offer of dedicated recruitment and training outsourcing services increases the value of the service provider.

The results of the case study in the form of a description of the process of providing dedicated recruitment and training outsourcing services by SDA Ltd can be used as a model of operation by other companies with similar resources, organizational structure and functioning in similar conditions. In this sense, the results of the case study can be generalized. Moreover, the requirement of close links between management theory and economic practice is also fulfilled.

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The Automation of Service in the Hotel Industry

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Abstract

The hotel industry by its nature is a service industry. Traditionally in the hotel industry, service has been rendered by a person. However the capabilities of technology are improving by leaps and bounds, bringing questions of how technology will impact the hotel industry (Ivanov, Webster, & Berezina, 2017). How will automation change service in the hotel industry? How will technology impact the hotel labor market? What changes to jobs and job skills will result? These questions were explored with senior executives in the hotel industry for this study.

Advances in technology have the opportunity to change guest service. Technology today allows better capture and utilization of guest history data, improved communications within organizations and with consumers, and the automation of some common guest service functions.

Jobs in the hotel industry have been lost to automation across time, and the future is predicted to bring a myriad of changes to job structures (Frey & Osborne, 2013). Robots can deliver towels to a hotel room, flip burgers and raise and lower french fry baskets in a restaurant (Pierce, 2015). There is great debate on whether the hotel front desk will be a thing of the past, and if robots will comprise a large portion of hotel housekeeping staff (DeChant, 2015; Giang, 2015). Research is needed to identify which technology products and services are being utilized, and how technology adoption will affect labor needs and skill sets in the hotel industry (Law et al., 2014).

For the hotel industry, these changes and automation have been gradual and have not been widespread. The hotel industry is fragmented in ownership. Much of the industry is comprised of independent owners, management contracts and franchise agreements, thus complicating and sometimes impeding the process of automation of jobs at hotels (Cobos et al., 2016). So while technology advances are abundant, the adoption rate of technology varies widely across the industry.

While the hotel industry has been slow to adopt technology in the past, recent efforts to increase the minimum wage and restrict changes to employee scheduling are creating more interest in the automation of low skill jobs for hotels (DePillis, 2015). For some markets the availability of skilled hospitality labor is threatened as government regulations, and alliances impact the availability of immigrant workforces (O'Carroll, 2017). As the cost of labor increases, labor availability decreases, cost of robots decline, and their capabilities increase, many low wage service jobs in the hotel industry are expected to be replaced (Frey & Osborne, 2013).

The study investigated changes to the workforce as a result of automation. The study examined tasks in the hotel workplace that are expected to be replaced, as well as additional technology staffing or skill sets that will be required to maintain and optimize automation on a hotel property.

The study was two pronged in its focus. A blend of quantitative and qualitative approaches was used for this study. Both primary (interviews of hotel human resource professionals, and technology professionals) and secondary (industry studies and reports) data were collected. Interviews with human resource and technology professionals were conducted using a structured format. Interview data was analyzed using a constant comparative method to generate grounded theory (Glaser & Strauss, 1999). The use of grounded theory for this study allowed the hotel industry, not the researchers, to identify the developments, theories, and predictions about the impact of technology (Taylor et al., 2015).

Results indicate that the hotel industry is on the cusp of great changes in guest service and labor for the hotel workforce. Technology is changing the process and product of guest service. Technology is bringing elements of self service throughout the arrival process in hotels, changing the very nature of guest service from transactional to interactional. This change is resulting in a change to the required skills sets and job functions, as well as overall organizational structures and cultures. Allowing guests to utilize self-service options is expanding in other areas of the hotels as well. Self-service for hotels has not yet resulted in much of a reduction to workforce, however, for some markets and some hotels, changes in staffing are expected.

Other results highlight improvements to technology which are allowing hotels to capture, and utilize information about guests to create more personalized service. The use of artificial intelligence (AI) is allowing hotels to learn and predict guest preferences, and to deliver a more personal experience. The use of Chatbots with AI will affect staffing and service deployment for several areas of hotels.

Technology is expected to replace staffing in other areas of hotels, particularly where employee safety is concerned. However, at the current time for most hotel companies and for most areas of the hotel, labor savings from technology is resulting in redeployment of employees to other tasks with the emphasis on improvements in guest service, and not yet a reduction in staffing. Additionally, some hotel organizations reported that changes in job functions as a result of technology is resulting in sweeping changes to hotel organizational structures with redefinition of traditional job roles, tasks and culture.

The study also outlines changes to job functions and skills for hotel employees. Employees will need additional skill sets to maintain, and help guests to use technology systems and networks. Conversely, as guests embrace technology, guest service will become more interactional, requiring a different skill set. Given that the rising generation would rather talk to a device than a person, finding workers with this skill set is an additional challenge.

Finally, the results also outline differences in technology implementation and adaptations across the hotel industry. Technology implementation varies widely with ownership and management structure, and level of service.

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First Impressions in the Digital Age: A Comparison of Internet Load Times Between Desktop and Mobile Platforms

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Abstract

“You never get a second chance to make a first impression.” In today’s digital age, the first impression or the first point of contact a consumer may have with a business is likely to be online. This is particularly true for the hotel industry (Ozturk et al, 2016). When consumers’ first impressions or first interactions with the web site are positive, consumers have a higher perception of the business and its subsequent products (Bilgihan et al., 2015). In travel planning specifically, research has shown that when consumers have a favorable first impression with a travel webpage the result is an increased likelihood to stay on the website and use it for trip planning (Kim & Fesenmaier, 2008).

The first encounter consumers have with a website is influenced by the site’s load time. When a site fails to load quickly, consumers often abandon the site in favor of competing sites that load more quickly (Selligent, 2017). Research shows that “47% of consumers expect a web page to load in two seconds or less, and 40% of people abandon a website that takes more than three seconds to load (Akamai, 2009; Chartbeat, 2017).

Mobile Technology

Mobile devices have changed travel planning, booking, and travel information sharing processes (Lamfsus et al., 2014). Seventy three percent of consumers in 2016 used a mobile device for travel research, and mobile bookings accounted for about half of all digital reservations (Abramovitch, 2017; EMarketer, 2017).

Mobile devices have many advantages in hotel booking. Mobile devices have brought both speed and convenience in travel booking (Ozturk et al., 2016). The mobile environment also introduces constraints that impact the user experience which must be considered when designing websites for mobile users. Mobile devices have smaller screen sizes, and have lower computing power than personal computers (Ozturk et al, 2016). The lack of a keyboard makes user input interaction with the site more challenging, and bandwidth limitations can cause excessive download times.

When using a mobile device to search for hotel information and make travel bookings, consumers have the option of using an app or accessing the information through a mobile website. Studies show in travel planning consumers are more than twice as likely to use a mobile web site as a travel app. (Linton & Kwortnik, 2015; Ozturk et al., 2016). While most mobile users have downloaded at least one travel app, about half of those apps are deleted from the mobile devices (Linton & Kwortnik, 2015).

Consumer adoption of mobile devices has led to a ‘Mobile First’ philosophy of web design. Due to limitations of mobile environments, best practice is to serve different websites to mobile and desktop users. Traditional website development designs for personal computer access first, then adapts the design for the mobile user. Mobile First emphasizes developing for mobile platforms, and optimizing this experience, and only then adapting it for desktop computers.

Prior research has looked at web page load time on personal computers, however there is little to no research on web page performance on mobile devices. Additionally, many earlier studies looked at website performance of hotels or hotels companies over limited geographic regions. Given the global nature of hotels and hotel guests, this study sought to include hotel companies across the globe. This study is one of the first to compare web page load speed between personal computers and mobile devices.

Methodology

This study sought to compare web site performance for hotel websites. The website URLs for 260 international hotel companies, and brands were compiled from industry and financial reports. The population included websites for hotel companies with six or more hotels. While the population for the study was not exhaustive, the study included websites representing more than 52,000 hotels, and 66 companies throughout the world.

Two on-line tools (GTMetrix and WebPageTest) were used to assess each site’s load time performance. GTMetrix was used to assess the performance difference between a desktop and a mobile platform (Android, Galaxy Nexus). WebPageTest was used to assess the impact of browser caching on download time using a Nexus 5 mobile phone on a G3 network from WebPageTest’s Dulles, Virginia location.

Results

Differences in performance were found between desktop and mobile platforms, with mobile lagging behind desktop performance. The impact of hotel company size, and geographic location of parent company was also investigated.

Implications

As consumers increasingly move to mobile use in travel planning and reservations, delivering a high quality mobile experience becomes imperative. When hotel companies fail to manage that first touch or first impression it is a loss of the immediate transaction, and also devalues the brand in the eyes of the consumer. For many hotels, the web page is the first contact with a consumer, and load speed can greatly impact that experience. This study shows that for many hotel companies the web load time on mobile devices lags considerably behind personal computer load time. More importantly the web load time for mobile devices exceeded what eCommerce research has found necessary for consumer acceptance, which could result in consumers abandoning the site in favor of faster competitors.

Limitations

Web page load time is only one element of website quality, and must be considered in light of the goals and objectives of the site. While the population for the study was robust in size and contained most of the major hotel companies worldwide, it was not exhaustive. The

study did not include independent hotels, nor those not affiliated with larger hotel companies.

Emerging web technologies make it possible to present information in new and exciting ways. Likewise consumer devices, network performances are continually evolving. As such, web load times will change as technology evolves. Finally, it is recommended that web page load time be examined at future intervals.

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Use of Information Technology in Nautical Tourism in Croatia: Case Study of e-Charter

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Abstract

The Government of the Republic of Croatia has initiated the One-stop-shop Program to give state administration users the possibility to satisfy all their needs in one place without having to know the competencies within an individual state administrative body or to be familiar with its organisational structure. This paper describes a case study of e-Charter: the first Croatian e-One-stop-shop service. The system of e-Charter has become the first public interactive service in the Republic of Croatia with two way communication. Our one-stop-shop G2B (Government to business) service and at the same time G2G (Government to Government) service, e-Charter has enabled the communication of the relevant Ministry with Charter branch. It has also enabled electronic interlinking among the Ministries themselves. The system has been developed as a Web – Application being on the servers of the relevant Ministries and they are easily accessible, depending on the users involved from the internal network of Ministries or Internet. E-Charter has shown to be a unique solution in the world for eliminating black charter business activities. Benefits of e-Charter implementation are obvious for both the Ministry of the Sea, Tourism, Transport and Development as well as charter companies: their business efficiency has been increased, while the operating expenses were significantly reduced. For charter companies the time of providing is shortened and expenses reduced.

Keywords: information technology, nautical tourism, Croatia, e-charter

Balancing High Touch and High Tech in the Service Encounter: A Discussion Based on Service Value Chains

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Abstract

Service value chains including those to be found in the various service sectors including hospitality and tourism have been amply described and analysed in the literature (Choi 2001, Weiermair 2006, Song, Liu and Chen 2013, Yilmaz Umit and S.Bititci 2006). Based on earlier work on value creating chains within enterprises by Porter (1995) value chains typically trace service value creating activities along variably vertically-, horizontally- or diagonally-integrated chains of services from design (creation) to production and co-production (with customer), consumption, marketing and sales. For example, in the case of a customer (tourist) this implies first searching for a hotel or a tourist destination, making reservations and staying and enjoying a vacation including returning home and preserving the post vacation value of such a holiday trip. Such a value chain analysis can involve all holiday related activities from the tourist's first service encounter in terms of awareness and information generating activities to the last activity of after holiday returning home and memorizing the holiday. "High Touch" services are in their most extreme form personal activities by alive and present service personnel who are in life contact with their customers (tourists). "High Tech" services at the other extreme constitute impersonal standardized services provided through various forms of information technologies. Amalgams between high tech and high touch can equally be found. Over the past well over 60 articles have been published which have dealt with various aspects of modelling value chains across and between different phases of the service or tourism value chain (e.g. G Shaw, A.Bailey and A. Williams 2011, Y. Stamboulis and Skayonnis 2003, Y. Yilmaz and U.S. Bititci 2006, Weiermair 2006, A. Song J. Liu and G. Chen 2013). Quality and price or more directly satisfaction scores with various parts of the value chain in the service creation, production and consumption process have been used as a yardstick for measuring value contributions which accrue to the stakeholders of the service encounter. The latter are the consumer(tourist), the service worker, the service providing enterprise (its management and owners) and possibly external value effects to the environment. This constitutes the theoretical framework in which we will discuss the importance and role of employing high tech versus high touch with respect to influencing service value contributions for any of the aforementioned stakeholders. As a case in point, we can take the service value chain in the form of a destination or tourism value chain (Weiermair 2006) and begin with the first stage of the service encounter in which the tourist obtains information regarding the choice of a destination or a specific accommodation. He/she now faces a multitude of information channels to choose from. The tourist can rely on information and recommendations from friends or from more or less personalized agency services or he/she can use for his/her decision-making process internet information, whereby all information sources may contain misleading information causing perception biases. If we are dealing with a destination unfamiliar to the customer e.g., no prior experience, the destination becomes an experience good where trust in the information obtained plays an inordinate role. Put differently the value of obtaining useful information

relevant for the customer's needs and preferences hinges upon the accuracy and trustworthiness of the information (e.g., the quality dimension) and the time and cost of obtaining this information (the price dimension). Evaluating the value effects (price and quality) upon the service- or tourism stakeholders of using either high touch or high tech strategies throughout the value chain will be the central subject of the discussion, which will also include discussing value effects of engineering customer experience (J. Pine and J. Gilmore 1999 Columbia Business School, S. Hackel and L. Carborne 1999) as well as experience marketing (B. Schmitt 2011). Our a-priori hypothesis is to argue that cost/efficiency concerns have in the past been the overriding secular forces reducing cost through continuous improvements in information technologies at the cost of important quality dimensions which have been neglected in the value calculus.

Keywords: value chains in the service (tourism) sector, integration of the service encounter across different parts of the value chain, effects of high touch versus high tech elements in the value chain, distribution of value enhancements across stakeholders of the service encounter

Visitor Center or Buggy Whip? A Qualitative Investigation of Millennial Attitudes

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Abstract

Last year, Millennials became the largest living generational cohort, overtaking Baby Boomers for the first time. Both this generational shift and advances in technology are potentially changing tourism marketing. Using generational theory as a guide, this paper focuses on one specific marketing staple that should be revisited concerning its effectiveness to reach the Millennial market: the visitor information center (VIC). This qualitative and experimental research uses a convenience sample of students and recent graduates from a university in the southeastern United States to study this research question: Do Millennials consider visitor information centers to be important sources of information? From this research, four dominant themes were identified regarding Millennials' use of American visitors centers: "Yes!", "Maybe," "No," and "No Way." When U.S. VICs were introduced in welcome centers in 1935, information was an asset; today it is a mobile commodity. From this research, it does not seem that the largest living cohort in the United States sees much value in visitor information centers today. Adding the "No" and "No Way" categories, 75.56% of Millennials' comments about and intentions to visit a VIC were negative. The author suggests that destination marketing managers need to rethink their VIC strategy. They can either revise VICs to be of more interest and value to Millennials, or invest marketing budgets toward this cohort for effectively with a different strategy.

Keywords: visitor information center, marketing, information search, Millennials

Introduction

The tourism customer base is undergoing significant change. In 2016, it was announced that Millennials overtook Baby Boomers as America's largest generation (Fry, 2016). Coupling this announcement with the significant technological advances of the last decade, it is possible that tourism marketing warrants an overhaul. A major question to be posed to destination marketing organizations (DMO) is this: Is your destination marketing Millennial-ready? In light of this generational shift, traditional marketing theories and corresponding expenditures should be challenged at various levels. Sacrosanct strategies should be revisited. While developing literature specific to Generation Y or Millennials exists in the tourism space, it is not abundant, and little research has yet to be specifically applied. This paper focuses on one specific marketing staple that should be revisited concerning its effectiveness to reach the Millennial market: the visitor information center.

This submission first summarizes recent research on visitor information centers. Next, using generational theory as a foundation, it examines existing research on Millennial trends and lifestyle issues in the general marketplace and specific to tourism. It then uses qualitative research in the form of focus groups and open-ended questionnaires to examine whether the traditional model and expenditures for the visitor information center (VIC) in

the United States seem an effective marketing strategy against the increasingly significant Millennial market segment.

Literature Review

Overview of Visitor Information Centers

American VICs can be stand-alone facilities in urban centers or located within welcome centers usually at state entry points along the interstate system. The first U.S. welcome center opened in 1935 in New Buffalo, Michigan. Such centers began proliferating with interstate development in the 1970's, attracting the attention of academic researchers. In 1978, Cadaz and Hunt found that, of those who stopped at two Utah welcome centers, 24 percent did so specifically for information. While subsequent research of welcome centers was considerable at the time, it focused mainly on visitor profiles, or examining specific issues such as the impact of gas shortages (Gitelson and Compton, 1983). By 1994, research by Fesenmaier and Vogt added an economic dimension, suggesting that motorists stopping at welcome centers were positively influenced in length of stay and chosen attractions, contributing a direct economic impact to the state. In 1995, Perdue concluded that the most important attributes of welcome centers were restrooms, ease of access, lighted parking, availability of telephones, shade and grassy areas, and the information that visitors found most important was related to road conditions and weather as well as free highway maps.

The proliferation of research about VICs and welcome centers has slowed during the last two decades. During this time, technology has made giant leaps and dissemination of tourist information has changed in tandem. Potential tourists now have libraries of information available in the palms of their hands. Additionally, information from the web also ranks as the most credible source of information outside of friends and family. The cohort most likely to have the skills to search the internet independently today and find the information they need is the group recently proclaimed the largest in size: Generation Y, or the Millennials.

Generational Theory

Mannheim's study of generational theory in 1952 laid the groundwork for successive studies of generational cohorts (Leask, Fyall, and Barron, 2013). Strauss and Howe (1991) divide the population into four living generational cohorts: Silent Generation (born between 1925 and 1942); the Baby Boomers (born between 1943 and 1960); Generation X (born between 1961 and 1981); and Generation Y or Millennials (born between 1982 and 2000). Benckendorff, Moscardo, and Pendergast (2010) define generation as referring to people born in the same general timespan or a group that shares certain attitudes and behaviors. Strauss and Howe describe generation theory as the practice of dividing the population into generational cohorts based on three criteria provided by Mannheim: location, actuality and units (Leask, Fyall, and Barron, 2014). Location refers to the years encompassing the generation and is by far the most disputed aspect of the theory. Actuality refers to how the individual responds to the environment in which he or she grew up and how the environment influences the individual's behavior. Units refer to sub-groups within the specific generational cohort (Leask et. al., 2014). Each generation experiences national and global events and trends together at similar times in their lives and consequentially this

affects the way that generation and those individuals behave (Clark, Dave, and Dotson, 2008).

Millennials and Tourism Decisions

Much research attention has focused on Millennials in the general marketplace. Researchers have also begun to explore the impact of this now largest demographic on tourism and hospitality industries (e.g. Huang and Petrick, 2010; Gardiner, Grace, and King, 2012; Leask et al., 2014). While different studies attribute differing traits to differing scenarios for the Millennial generation, Leask et. al, (2014, p. 463) state “there is some level of agreement about the application and relevance of four Gen Y traits,” in emerging behavioral patterns at visitor attractions: in the adoption and use of digital media, acceptance of cultural diversity and related social issues, strong orientation to family and social groups, and that Millennials remain longer in an adolescent mental state with a need for instant gratification. Additionally, the researchers affirmed Millennials’ preference for experiential consumption within the attraction space, with evidence suggesting a preference for events tailored to their generation. Concerning technology, they corroborate Millennials’ preference for digital technology, especially for social media on a mobile platform, both to access tourist information and to share their own travel experiences.

The Research Question

Two of the traits researchers seem to agree on, use of digital media and strong ties to family and social groups, may suggest Millennials’ use of few sources for information search. Information from friends and family is well regarded as the most important information source in tourism marketing (Vogt, Stewart, and Fesenmaier, 1998; Loda, Norman, and Backman, 2007). Additionally, researchers found Millennials have not just a preference for, but a dependence upon their mobile, digital technology (Lou, Feng, and Cai, 2005). Given the conclusion reached by Moscardo and Benckendorff (2010, p. 25) that “there exists very little research into any of the possible relationships between Gen Y and tourism,” we put forth this exploratory research question: *Do Millennials consider visitor information centers to be important sources of information? Why or why not?*

Methodology

Study Background

A qualitative research approach was adopted to attain depth of detail about Millennials and VICs. Focus group interviews and self-report questionnaires comprised entirely of open-ended questions were used. Following best practices for using self-report questionnaires (Hill, Thompson, and Williams, 1997), the opportunity to follow-up by email was built into the research design. Because research into VICs has not been a frequent topic in the literature of late, and no literature was found specifically related to VICs and Millennials, this research is considered exploratory.

Subjects and Sample

For this convenience sample, students and recent graduates from a university in the southeastern United States comprised this study. Students were juniors and seniors in academic status. Recent graduates were from the same university, had graduated within the last five years, and were employed full time. N=48 before three responses were eliminated as beyond our age limit for Millennials. See table 1 for details.

Table 1: Demographic Characteristics of Respondents (N=45)

Age	Sex	Students	Grads/Employed
19-25:22	Male: 21	26	19
26-34: 23	Female: 24		

Procedures and Question

A mixed method approach was used in this study. A series of focus group discussions was first conducted with 25 students in an introductory hospitality class. The original concept of the focus group was to gain a broad understanding of Millennials' travel behavior. From this discussion emerged many constructs that seemed unique to this cohort, including that VICs were underutilized in the group's search behavior for travel information. To gain a deeper understanding, an open-ended questionnaire was administered. Respondents were advised of no right or wrong answers and an incentive for completion dependent upon the thoroughness and thoughtfulness of answers. They were also advised to find about an hour of time for completion. As did Smith and Vogt (1995), to create reasonably high processing involvement, subjects were asked to "Picture yourself with both the time and resources to take a vacation. While this will not be the vacation of a lifetime (i.e., limitless expenses), it will be to a place you can afford to finally visit, or return to. Pause for a few moments and imagine yourself there." They were then presented with many open-ended questions about travel, followed by close-ended demographic scales. To put the research question in context, about halfway through questions, subjects were asked to describe a two-day itinerary, including activities and where they might eat. Then the respondents were asked: *Will you go to a local visitor center while you're there? Why or why not?*

After initial analysis, a direction emerged about VICs, and recent graduates were incorporated to help insure validity, in that the sample represented the full range of ages for Millennials. The recent graduates were members of a Facebook group, and were contacted via a Facebook group message. While 74 people in the group viewed the post, 19 responded, for a 25.7 percent response rate. Recent graduates were only asked to include the year they were born and to answer this question: *If you vacation to a new area, will you go to the visitor information center there? Why or why not?*

Findings

The study covered a two-month period. Focus group interviews were transcribed and used to help formulate the open-ended questionnaire for the student group. According to the thematic analysis procedure (Boyatzis, 1998), responses were analyzed to categorize text segments representing specific patterns. Themes emerged by means of data immersion. Responses were read multiple times, especially where emerging themes related to visitor centers. Codes were developed to refine concepts and categories. Four dominant themes were identified regarding the use of visitors centers: "Yes!", "Maybe," "No," and "No Way." Table 2 includes representative comments from the categories that emerged from response analyses.

Table 2: Summary of Comments by Category

Category	Number	Percent
Yes!	7	15.56
Maybe	4	8.89
No	28	62.22
No Way	6	13.33
Total	45	100

“Yes!”

Seven respondents (15.56 percent) were classified as positive about going to a VIC. These comments were either completely positive or enthusiastic about visiting a VC while on their trip:

Sure. We stopped in this one to see if to get a map of the national park.

Yes. Visitors centers have great information about their areas. They are a good source on things to do when you don't know of any. We hit every visitor center I can remember when I was a kid on all of those road trips. Most were to national and state parts, so hitting the visitor center is essential. I still like stopping at them and so does my brother and cousins.

Yes, because visitors centers usually have the information I'm looking for finding certain historical sites.

It's one of those things that, to me, is there for a reason! They have the information visitors may need. Also, local coupons! But I do look up Calendars of Events before I go to new places.

“Maybe”

Four respondents (8.89 percent) placed in this category (the smallest group) were somewhat open to going to a VIC, but not completely positive and certainly not enthusiastic. Often, there were caveats or conditions placed on whether or not they would go to the local VIC.

If it looks interesting from the outside we will go in the visitor center, otherwise we would not unless we were bored.

Depends on if I pass by it.

If I need to.

If one is available.

“No”

The majority of all comments (28 or 62.22%) were in this category. These responses were usually short, and involved getting the information they needed from the internet, from friends and family, or a host of other reasons. The distinct majority of “no” answers (12 of 14 responses) came from the recent graduates who were all in the older category of Millennials and in the workforce rather than in college.

I feel I can just go downtown and ask a few locals and be better off.

No, I have found Google and other online websites are much more helpful and convenient.

No. No need to with all the info available online. I might visit their website.

No, I research online and I ask for friend/family recommendations on social media. I typically ask friends/family for suggestions before I go. After I arrive I try to find a local-looking bar/hangout and talk to people that live there to find out the best places to go, things to do, etc. All WOM and limited planning.

No, I do research online, read blogs and reviews.

No, I'll look on TripAdvisor or find all I need online.

No, too much work. We fly by the seat of our pants.

“No Way”

This group of six respondents (13.33 percent) had decidedly negative feelings about VCs. Four of the five statements came from the younger half of the Millennial segment; none was from the older, working segment. All of their comments are listed here because they are all distinct.

No, I have never visited a visitor center. For some reason I have a perception of these places being ‘cheesy’ and full of brochures. It is not a place I expect to get a valid opinion on what I would be interested in doing.

I personally would not. My parents would though. I feel like it’s a waste of my time to go out of my way to find information about a place that I can just look up online. I feel like the information and reviews I can read online will be more helpful than one person’s opinion at a visitor center.

No I will not. They usually only offer a bunch of overpriced attractions. I get all my information online.

No visitors center. Waste of time. Paid to solicit for certain companies, I don’t trust their opinion.

No, because I find no joy in going to them.

Another category (not mutually exclusive from the others) was coded “Misinformed” for its strategic implications. During the focus group interviews which preceded the open-ended questionnaire, the VIC mission and activities were discussed. Comments in the open-ended questionnaires revealed that five participants (11 percent) did not understand or know about VICs. These comments are representative:

Yes, now that I know they have deals and can help me see what there is to do.

I probably would not until I had this course. I definitely will try to go to one next time I travel. If it is helpful I definitely will visit them more often.

No, I would not visit a visitor information center unless that’s the same thing as the rest area center when you drive into a new state. In that case, I do like to stop there for a break during driving and when I do I like to grab a brochure or two.

Conclusions

New technologies have generated a series of mutations in the tourism industry (Schiopu, Fadurean, and Blake, 2016). When U.S. VICs were introduced in welcome centers in 1935, information was an asset; today it is a mobile commodity. From this research, it does not seem that the largest living cohort in the United States sees much value in visitor centers today. Adding the “No” and “No Way” categories, 75.56% of Millennials’ comments about and intentions to visit a VIC were negative.

Clearly there are limitations to this study and opportunities for future research. Qualitative data concerning Millennials and VICs should be obtained from a national and international sample, rather than just from one location in the southeastern United States. Qualitative results could then be utilized as a guide to formulate a quantitative instrument administered to a random sample. Furthermore, as differences were previously found among different units or subgroups of the Millennials (Dimova, 2015), future research could help determine if there are differences between age and gender with this cohort, and how Millennials feel about online information supplied by VICs.

Considering that the Web, social media and blogging were all named among the 100 innovations that transformed tourism (Hjalager, 2015), and that the internet is Millennials' medium of choice (Richardson, 2010) making access to information hardly an issue, DMO managers need to rethink their VIC strategy. They can either revise VICs to be of more interest and value to Millennials, or invest marketing budgets toward this cohort with a different strategy. However, before taking action, DMO managers should fully understand the target markets that are their best prospects. If Millennials are among those prospects, more research is warranted to see if VICs could be made more attractive to them. However, due to their size, it is perilous now or in the near future to ignore Millennials as an important audience segment.

Future research should be conducted to replicate this exploratory research, and to determine if millennial travelers have needs VICs can indeed help to mitigate. This study adds to tourism literature by offering support of generation theory and by potentially helping DMO's to direct their marketing resources more effectively toward the increasingly important Millennial target market.

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Meta-analysis of Theory Approaches Genesis to Web Reputation Measurement and Evaluation Applied Toward the Online Travel Agencies (OTA) Research Context

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Abstract

This article deals with the topic of reputation management measurement for online travel agencies. The developed instrument helps to analyze consumers' perception of information about the company in several Internet sources. Precise results are conditioned by a two-step survey. The final figure can be used to compare results of several companies or to monitor the progress of a concrete company. Future research will investigate the opportunity of managing the reputation based on survey results.

Keywords: e-tourism, web reputation, reputation measuring, OTA reputation

Introduction

Today tourism and hospitality are influenced by new informational technologies in all its spheres. For business it is no longer a competitive advantage to use IT, but an essential appliance for survival on the market, let alone e-commerce companies, which operate within the confines of the Internet. Many processes are automatized and are much easier than ever before – to learn about particular destinations, to monitor prices, to find out other peoples' opinions etc.

The Internet itself is a great instrument in achieving many goals, if it is used in a right way. Web 3.0 helped the consumer to become more sophisticated and demanding, he does not want to be passive user, but to generate content himself. (Ukpabi & Karjaluoto, 2016)

Planning and booking online is now increasingly common for travelers. The travel industry has a great potential to adopt electronic commerce (e-commerce). Online travel agencies (OTA) function as traditional travel agencies, offering travel-related products and information, but they operate within the Internet boundaries.

Internet influences decision making process a lot, as 80% of Internet users trust the info they found (Nielsen, 2012). Anyway, different information sources have their own credibility depending on if the source is eminent, if there are opinion leaders etc. Moreover, usually while decision making process several sources are considered. Personal blogs with observation of experience or discussion in public of forum are not so easy to be qualitatively evaluated. These parts compose a web environment, or web reputation. (Inversini, Cantoni & Buhalis, 2009).

That is why it would be useful for OTA companies if there was a methodology for measurement and evaluation of web reputation of a company in a context of online reservation of accommodation. It will give them an opportunity to see the outcome of their

work, to understand one's weak points and to identify further steps in improving one's services.

The purpose of work is identification of particular web reputation components for OTA and including all of them to a model of web reputation measurement and evaluation. Actuality of this work is conditioned by the fact that by now there are no researches on web reputation particularly for OTAs.

Literature review

Informational and communication technology have been changing the way business operates in tourism and hospitality industries for four decades already (Buhalis & Law, 2008). If we observe materials from the ENTER conferences, 1994-1999, and the HITA conferences, 1994-1999, we will find changes and trends in various direction in hospitality and tourism (Frew, 2000). Such spheres as information access and distribution, quality assurance in tourism, informational systems in tourism etc. developed a lot and were influenced by different IT technologies.

Ip, Leung & Law (2011) showed that while using ICT the overall performance of the company is improved. It is important and beneficial to implement ICT to management as well. The increase of company productivity due to ICT applications was also proven by Torrent-Sellens, Ficapal-Cusí & Boada-Grau (2016) after analyzing the sample of 500 small and medium enterprises in tourism.

Nowadays it is stated that ICT influence customers' behavior and at the same time helps companies to position their products in a particular way, therefore managing consumers' perception (Ukpabi & Karjaluoto, 2016). Managers can use ICT applications to understand customers' needs, what provides companies with a competitive advantage (Low, Buhalis & Cobanoglu, 2014). The relevant level of ICT in company also helps to increase the perception of quality of products (Brida, Moreno-Izquierdob & Zapata-Aguirrec, 2016). Therefore, informational and communication technology gives wide range of instruments to manage customers' experience.

Internet content influences customers' decision making process a lot, what makes it more difficult for companies to keep in under control. The Word-of-Mouth is now being replaced by Electronic Word-of-Mouth (EWOM). It can be defined as 'any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet' (Hennig-Thurau, Gwinner, Walsh & Gremler, 2004, p. 39). Even though the impact of EWOM on corporate reputation is poorly investigated (Van Norel, Kommers, Van Hoof & Verhoeven, 2014), we know for sure that 80% of Internet users trust it (Nielsen, 2012).

There are several approaches to evaluation of web reputation. It can be done with help of analysis of user generated content (UGC) on search engines results (Inversini, Marchiori, Dedekind & Cantoni, 2010); with analysis of particular user-generater online review websites (e.g. TripAdvisor) (Baka, 2015); providing a virtual working platform and extracting semiotic codes (Hoster & Gottschalk, 2012); making argumentation analysis for a particular destination, studying all reasons given within UGC to choose or not to choose

the destination (De Ascaniis & Morasso, 2011) and others. However, there are no instruments particularly for OTA companies.

Methodology

The instrument for measuring the web reputation will be a questionnaire. As a result of the survey there will be a particular figure, which will help to evaluate the web reputation.

In order to form the questionnaire, we need first to conduct another, primary survey. This one will provide us with insights about consumers' perception of different accommodation types and will help to formulate particular questions for the final questionnaire.

Therefore, the first part of creating the research design is a primary exploratory study in form of desk research of the secondary data. The aim of this stage is to gather the background of the field of the study. This review gave understanding of web reputation, types of web reputation measures and the main forms of communicating of web reputation to customer. It provided insights into the issue and helped to develop hypotheses for future quantitative research.

Based on investigations described above, several hypotheses were put forward.

- H1. There is a difference in perception of different travel companies' types.

This means that people expect and value different aspects while choosing and staying at hotel and at the apartment. As already told before, there are differences in consumer behavior while choosing OTA or another type of travel companies. However, there is still a need for proving the difference in perception of these types. Validating this hypothesis will prove the need for current research.

- H2. Different information sources and has variable credibility.

Each source has its own contribution to consumer's awareness about particular object.

H3. Consumers of different accommodation types pay attention to different features of informational sources.

This hypothesis is about certain features connected with Internet sources, to which consumers pay attention while making their choice.

Then it goes a quantitative part of the research. It will emphasize numeric measurements and the statistical analysis of data collected through survey. Indeed, it will help to identify particular parts of web reputation measurement framework - sources, which are used by our target audience and its priority and credibility.

Accordingly, after providing these hypotheses, the survey will be conducted in order to confirm or reject them and to find out to which extent consumer perception is affected by certain factors. Questions will be formulated accordingly to the results of desk research. The sample of survey will be a simple random sampling, and the survey itself will be done online.

The link to the questionnaire will be placed in several social nets. Such sample will provide us with people of different age and occupancy. The link will not be placed on websites, devoted to tourism sphere, as visitors of these sites are a-priory inclined to trust particular type of information sources and as a result, they may be not objective.

Here are the main dimensions of the questionnaire:

- Personal information (items: age, occupation).
- Type of accommodation preferences (items: preferred types, expected value from each type etc.).
- Preferences in Internet sources while looking for information (items: preferred sources, sources' credibility, important features of Internet sources).

Most questions will have ordinal scale to identify the order of the items accordingly respondent's preferences (from most important/preferable to least important/preferable) or to see how respondents evaluate credibility of sources (from 1, least credible, to 7, most credible).

Questions about age of the respondent and their occupation will give an opportunity to draw conclusion regarding connection between particular generation and its attitude to information from the Internet. This information might help while building marketing communications in future. The perception of different accommodation types will be also investigated.

There will also be a question about preferred types of accommodation (to rate the types from 1, least preferable, to 7, most preferable). Depending on results, it will be possible to make cluster analysis – to divide all answers by preferred accommodation type to see the most important features in placement. Here lays the possible difference between behavior regarding different travel companies' types. This will give an insight about key aspects for apartments: what matters while choosing the place and staying there and what affects people's minds most, what is the most important aspect while searching for information (completeness of information, simplicity of use and search, visibility etc.).

Several questions about Internet sources will help to see what consumers use to search for information they need and how do users evaluate the credibility of different sources. While analyzing this section, such metrics as mean, median and mode will be used to estimate the credibility (which information source is rated as credible the most, what is the average credibility rate for each of sources etc.) and popularity of each source.

Respondents who will choose 'Online travel agencies' as their preferred type of travel company will be considered as target audience for OTAs. Analysis of these responds will provide us with particular informational sources, which influence consumer's opinion most and what credibility is considered according each of them. They will form a framework for web reputation measurement.

The result of the research will be identifying the main touch points and aspects, which are taken into account while planning a trip, perception of experience and after usage evaluation.

Factor analysis (correlation, covariation and regression) will be made in order to see if there is a connection (and if yes, how strong it is) between preferred type of travel company and sources of information used to gather needed details. This helps to understand what to pay attention to while operating in the Internet.

The main outcome of the research will be a number of sources used to find information about particular type of companies (S1, S2...Sn); parameters of sources significant for users (Pa1, Pa2...Pan), its credibility (C1, C2...Cn) and priority (P1, P2...Pn) and coefficient (Kc) of source contribution in web reputation perception. The coefficient will show what source is the most important for customers while gathering information, and therefore, what channel company should emphasis on. The framework will help to see the change of these coefficients for each source in time.

Here is the formula for calculation the coefficient for each source contribution:

$$k_c = \frac{C_w + P_w}{2}, \quad (1)$$

where C_w is weighted credibility, P_w is weighted priority.

Weighted credibility C_w for parameter number x is calculated as follows:

$$C_{w_x} = \frac{C_x}{\sum C_n}, \quad (2)$$

where C_x is a credibility for parameter x, and $\sum C_n$ is sum of credibility of all parameters.

Weighted priority P_w for parameter number x is calculated accordingly:

$$P_{w_x} = \frac{P_x}{\sum P_n}, \quad (3)$$

where P_x is a priority for parameter x, and $\sum P_n$ is sum of priority of all parameters.

The coefficient Kc is an average weight of each source, based on its priority for consumer and perceived credibility. As a result, the coefficient shows the possible contribution of each source in web reputation perception.

The coefficient is an average weight of each source, based on its priority for consumer and perceived credibility. As a result, the coefficient shows the possible contribution of each source in web reputation perception.

Anticipated results

For current research the dependent variables are connected with evaluating the web reputation. However, due to literature analysis we know what does it include, so consumers will be asked about their preferred sources of information (therefore parts of web reputation) – the first variable, and the way they rate it according to its credibility – the second variable. This will help to identify the significance of each source, what is useful in evaluation of web reputation for OTAs.

The result of validating the first hypothesis will show what particular aspects are important while estimation and considering exactly online travel agencies. We will see if it is different from choosing other types of travel companies. This will lead us to distinguishing things, which influence the perception of web reputation. The existence of difference between perception of different travel companies' types will prove the practicability of the research, as this will mean that current developed ways to measure web reputation are not applicable for OTAs.

The second hypothesis gives us a vision of different types of sources influence on web reputation. In other words, this shows the composition of web reputation and proportions of components. Sources which are used by respondents who have 'OTA' as their preferable type will be included in a framework on web reputation measurement.

The last hypothesis will reveal the main parameters of informational sources which are important to consumers.

After considering all aspects important to consumer, the framework of web reputation measurement will be provided. This instrument will be a short questionnaire with two blocks of questions, which will be used for future monitoring of web reputation perception. The first block will contain two questions, responses to which will compose a coefficient (individual for each respondent): credibility and priority of sources, which were revealed after the first research.

Table 1: Example of Analyzing of the First Block of the Survey

Source	Credibility	Weighted Credibility	Priority	Weighted Priority	Coefficient k_c
S ₁	C ₁	$= C_1 / \sum C_n = C_{w1}$	P ₁	$= P_1 / \sum P_n = P_{w1}$	$= \frac{C_{w1} + P_{w1}}{2} = K_{C1}$
S ₂	C ₂	C _{w2}	P ₂	P _{w2}	K _{C2}
S _n	C _n	C _{wn}	P _n	P _{wn}	K _{Cn}
Total	$\sum C_n$		$\sum P_n$		$\sum K_n$

The second block will include questions about estimating sources according provided parameters (completeness of information, simplicity of use and search, visibility etc.). Then each estimation - mark from 1 to 10 - will be multiplied by the coefficient of credibility k_c and summed to get a final result.

Table 2: Example of Analyzing of the Second Block of the Survey

Source	Coefficient k_c	Parameter 1	P ₂	P _n	Total
S ₁	$= \frac{C_{w1} + P_{w1}}{2} = K_{C1}$	P1S1	P2S1	PnS1	$\sum Pn(S1)$
S ₂	K _{C2}	P1S2	P2S2	PnS2	$\sum Pn(S2)$
S _n	K _{Cn}	P1Sn	P2Sn	PnSn	$\sum Pn(Sn)$
Total					Overall mark

As a result, even if a source is considered to be good in several parameters but consumers do not consider it to be important and credible, this source will not have a big influence in overall web reputation perception.

The overall mark is relative, so the ‘total’ figure itself does not provide any information. Anyway, by conducting the research periodically, it will be possible to monitor web reputation perception in time. This instrument might also help to compare web reputation among competitors of the same travel company type.

This questionnaire may be used for survey, conducted once a month and only with customers of particular company (by direct mails of customers, on reservation platforms after making a reservation with a company etc.). It can be placed on the web site of OTA and the results can be analyzed and set to zero once a month, or sent to direct mails of consumers.

Conclusion

IT technologies have brought us to century where all stages of consumer decision processes, purchasing and after purchasing actions are based on the Internet platform. While for ‘older’ types of companies on tourism market as hotels or hostels there is plenty of studies, including reputation measurement, nothing was done for OTAs in this field.

All in all, the results of survey will provide both theoretical and practical insights. The outcome from the first survey will be estimation of difference between perception of different travel companies’ types to see that there is a need in this survey. Then we will see what exactly is different to frame an instrument for measuring web reputation precisely for this type of companies. It will also become clear which distinctions has different generations regarding decision making process. It will help to build specific strategies for them. This survey can be repeated semiannually to keep results updated.

The second questionnaire, the model for measuring web reputation itself, will consist of two blocks, but still will be short for respondents’ convenience, so company could conduct surveys among its consumers regularly (once a month). The overall result mark will help to monitor web reputation in time to see the progress (for example after implementing new strategy) or to compare company’s web reputation to competitor’s one.

The coefficient of source contribution to in web reputation, if calculated for all respondents within one survey, will provide a company with rating of the most significant sources for its customers. It will show what to pay attention to first (the most important sources). The future research might provide the insight about using the coefficient in practice to manage web reputation of OTAs.

Limitations

Due to the fact that the survey will be conducted online, all respondents will be relatively active Internet users, so the sample wouldn’t include people who don’t use Internet. This fact does not affect results a lot as the aim of the work is to measure web reputation of a company, and for ‘offline’ users it does not exist.

Web reputation is a very close term to a regular reputation, which includes WOM, news about particular company etc. It is difficult to divide these two notions, as they have mutual influence on each other. Anyway, the survey includes only online sources of information, which form web reputation, so here we take into account only web part of company

communications. Future research may also provide a framework for managing web reputation for online reservation of accommodation, based on found coefficients.

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Web 4.0 Promise for Tourism Ecosystem: A Qualitative Research on Tourism Ecosystem Stakeholders' Awareness

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Abstract

When the development process of web from the beginning until today is taken into the consideration every new era has emerged with new talents and opportunities. This development process can be interpreted as the fact that the internet is shaped by the change of the relationship between the creator and the user. The development process has been discussed with in different ways by researchers. Aghaei , Nematbakhsh and Farsani (2012) indicated that since the advent of the web four generation of the web are introduced: Web 1.0 as a web of cognition, web 2.0 as a web of communication, web 3.0 as a web of co-operation and web 4.0 as a web of integration. On the other hand Patel (2013) mentioned that there is not any specific research about web generation from the web advent and he offered an analytical distinction that outlined qualities of web: “*Web 1.0 referred as a web of information or percipiense, Web 2.0 as web of verbalization, web 3.0 as web of affiliation and web 4.0 as a web of integration and Web 5.0 as web of Decentralized smart communicator*”. The idea of the semantic web, of exploiting the possibilities for serendipitous reuse of linked data, dates back at least to Sir Tim Berners-Lee’s plenary talk at the first International World Wide Web (W3C) Conference at CERN in Geneva in 1994 (O’Connel, 2011).

Some call the Semantic Web as 'Web 3.0' (e.g., Socco, 2011; Weber, 2007; Cardosa, 2007) but some authors point out that the Semantic Web is just one of several converging technologies and trends that will define Web 3.0 and it deals with a series of IT applications and languages that have improved the intelligence of the Web (e.g., Berners-Lee, Hendler, & Lassila, 2001; Spivack, 2006; Spivack, 2007; Fumero, Roca, & Sa’ez, 2007; Gruber, 2008; Cardiff, 2009; Hendler & Berners-Lee, 2010). Some wanted to reject the term “Web 3.0” as too business-oriented others felt that, whatever it was called, the Semantic Web’s arrival in the Business section of The New York Times reflected an important coming of age (Lasilla & Hendler, 2007).

Web 4.0 presents a new web perception that artificial intelligence agents play a role in human and machine interaction. The most important feature of web 4.0 is that your computer contains applications that can run without installing any programs.

The major motivation of this study is stemmed from the fact that web 4.0 will reveal new structures in consumers, services, stakeholders and business models in the tourism ecosystem. Technologies such as intelligent agents, big data, internet of objects and augmented reality will be important factors in this change.

The study consists of literature on development of web and web 4.0, research and findings. The main purpose of the research is to determine the tourism ecosystem stakeholders' awareness about the changes that the web 4.0 arguments may have on the tourism products

and services, tourist profiles and business models in the tourism ecosystem. The study also aims to explore the tourism ecosystem stakeholders' predictions about this issue. In order to achieve these aims, the study adopts a qualitative research method and the research design, is both an exploratory and descriptive. Exploratory research design gains importance when previous research on a certain topic is limited. This research undertook qualitative research method and exploratory research design since the notion of Web 4.0 in tourism is relatively new issue. The semi-structured interview technique as the principle method in data gathering was utilized. The semi structured interview form consisting of 5 open-ended questions was constructed by the authors to determine stakeholders' awareness and predictions about the changes that the web 4.0 arguments may have on tourism ecosystem considering the relevant literature and previous research evidence.

The population of the research consists of tourism enterprises, public institutions, non-governmental organizations and the other public institutions that play a supporting role in the tourism ecosystem in Izmir destination. Due to constraints on time and funds, the research was limited to participants from central Izmir and its provinces. 18 participants including 6 hotel enterprises directors, 3 owners of travel agencies, 4 public institutions managers, 3 non-governmental organizations managers, and 2 academicians that play a supporting role in the tourism ecosystem in Izmir destination were interviewed face to face. Sound recorders were used and the interviews lasted approximately from 45 - 90 minutes.

Data in this study was analyzed via descriptive analysis used in qualitative researches. In the initial stages of data analysis, the qualitative data obtained from the interviews was transcribed from sound recorders to a written sheet. In the second phase, respondents' statements were analyzed interpretatively considering their awareness and predictions about the changes that the web 4.0 arguments may have on the tourism products and services, tourist profiles and business models in the tourism ecosystem.

The results revealed that the majority of participants are aware of web 4.0 and its potential impacts. When the findings are evaluated in general, it has been determined that the majority of participants have the opinion that web 4.0 and affiliate developments will have a negative impact on tourist movements. Stakeholders stated that it is possible to reduce touristic movements for reasons such as ease of use, low cost, the possibility of disadvantaged groups to participate, and travel to risky areas. It is also envisaged that these developments may at the same time create a new type of tourist that will participate in tourism from their home or service centers without travel.

On the other hand, it is among the predictions of participants that web 4.0 and affiliate developments will generally reduce the costs of tourism businesses, especially labor costs. Due to the decrease in faults, customer satisfaction is also expected to increase. New collaborations and business models that will inevitably emerge between Web 4.0 technology and software companies and tourism ecosystem stakeholders are marked as an important development that will accelerate these effects.

Another highlight of the survey's findings relates to the new tourism products can be offered through the use of new technologies and possibilities provided by web 4.0. Stakeholders stated that these technologies can be used to animate mythological stories and historical sites. They also anticipate that such technologies can contribute to gastronomy

and museum applications. Some stakeholders have emphasized that touristic products, which are the fictions of tourists' dreams, can also be created.

Keywords: intelligent agent; augmented reality; semantic web; web 4.0; tourism

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What Hoteliers Say in Big Dispute: A Case Study on Banning of Booking.com Website in Turkey

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Abstract

The proliferation of the Internet and e-commerce has changed the ways of doing business and influenced all elements of marketing mix; especially distribution channels have been affected deeply. Suppliers in various industries benefit from opportunities posed by e-commerce such as reduced costs, access to new market segments, two-way communication, and providing information easily and continuous transactions on 7/24 basis. Adoption of online distribution channels has posed serious threats to traditional distribution channels. Tourism distribution channels have been a significant topic of research during the last decades and the topic has been covered both from the supply and demand perspectives (Bitner and Booms, 1982; Buhalis, 1998; Buhalis and Laws, 2001; Buhalis and Law, 2008; Kracht and Wang, 2010; Coenders, Ferrer-Rosell, and Martínez-García, 2016). A large share of tourism consumers prefer to use the Internet, mainly online travel agencies (OTAs) to book; therefore, while the traditional intermediaries (tour operators and travel agents) market shares have been declining, OTAs seem to have a promising future due to their higher growth rates (Masiero and Law, 2016). Tourism consumers, especially when they perceive a higher risk in their travel planning process (in case of international travels or distrusting online payment methods, doubts related to data protection), they tend to choose traditional travel agents instead of booking online (Bogdanovych et al., 2006). On the other hand, online booking provides convenience, fast responses and information from different sources. A dispute with local travel agencies resulted in a case opened by the Association of Turkish Travel Agencies (TÜRSAB) against Booking.com for allegedly carrying out "unjust competition against travel agencies" in 2015. The commercial court in Istanbul ordered the travel website Booking.com to be blocked while a case continues about whether Booking.com requires a license to offer its services in Turkey; therefore, activities of the global online travel agent Booking.com were halted. Although Turkish hotels are still available on the website to buyers from other countries to book, Turkish tourism consumers cannot book Turkish hotels, but they can book rooms anywhere in the world. Booking.com helps 13,000 Turkish businesses represented by the Turkish Hoteliers' Association (TÜROB) offer accommodation to tourism consumers. This research employed a case study of banning on Booking.com in Turkey to analyze the role of online travel agencies for small size hotel operators and the effect of this ban on Turkish tourism from hoteliers' viewpoint. As a qualitative research design, case studies investigate a situation in real life, daily context or setting which is limited in terms of time and place (Creswell, 2013). Sample of the study was 24 boutique hotel operators who manage small size establishments with maximum 30 rooms. Hotels were located in seven different destinations in Aegean Region of Turkey. Data collection of the study was based on semi-structured interviewing. In-depth interviews were conducted in July 2017 and interview sessions mostly ran for approximately 30-60 minutes. All interviews were recorded with a voice recorder by the permission of participants and then transcribed. Content analysis was used to classify the

findings and identify specific themes emerged from answers. Although it differs among destinations, customers of boutique hotels in Aegean Region are mostly Turkish travelers. Some of these destinations which in previous years attracted more international travelers are presently facing a sharp decline in number of foreign customers. Therefore it was confirmed that the proportion of Turkish and international travelers has changed dramatically in favor of domestic customers especially for the last two years. According to hoteliers, their customers are mostly repeat customers and/or contacting them through word-of-mouth. Other customers mostly find these hotels by online channels like search engines, social media, reservation and review websites. Most of the hoteliers believe that working with online travel agencies and similar websites is a necessity in today's world. They regard Booking.com as the most important and effective channel when it comes to find customers. Moreover, hoteliers mostly complained that conventional travel agencies don't work with them because of insufficient sales volume, since they don't have too many rooms. Hoteliers stressed out that Booking.com offers flexible working conditions for hotels in terms of setting quotas, rates, deals, and campaigns through the extranet system. Booking.com also helps its hotel partners by providing consultancy services in order them to manage their accounts effectively and increase their bookings. While hoteliers mostly appraise the benefits and advantages of Booking.com, they also expressed some disadvantages too. According to them, the commission rates are high. Hoteliers also complained about high rates of cancellation on refundable reservations coming from Booking.com when compared to other channels. Most of the hoteliers were not aware of the real reasons behind the banning of Booking.com in Turkey. While a few hoteliers knew that the reason was unfair competition, most of them believed that the reason was about not paying tax in Turkey. Still some of them perceived this ban as a result of political issues between Turkey and the Netherlands. Hoteliers mostly believe that even if Booking.com was guilty in this process, the punishment was too severe. They believe that there would be other solutions instead of banning this website, especially when considering the present crisis in Turkish tourism. Although longer-established boutique hotels could sell their rooms by the help of their longtime connections, repeat guests and by word-of-mouth, online reservations coming from Booking.com is vital for start-up hotels since they mostly don't have enough connections. Most of the hoteliers believe that banning of Booking.com had negative effects on Turkish tourism although this ban was not the only reason behind the decline in tourism demand towards Turkey. Most hoteliers claimed that Booking.com is a reliable and fair website advertising their establishments by making them visible and accessible worldwide. Therefore, hoteliers lost one of their effective channels which helps them to get reservations online and decrease marketing costs significantly at the same time. This study is designed to examine the opinions of hoteliers as one of the actors in this dispute. In this ongoing research, opinions of all actors (travel agencies, the Association of Turkish Travel Agencies, Booking.com, and tourism consumers) will be inquired in order to handle the issue from different perspectives.

Keywords: online travel agencies, intermediation, distribution channels, Booking.com

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Exploratory Study of User Commitment on Social Network: A Typology Proposal

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Abstract

The objective of this research is to understand user commitment in the context of social networks. We propose a conceptualization of commitment as a cognitive and affective immersion activity that evolves over time. Our research aims are, firstly, to define commitment through social networks and understand its role in creating relationship between users and organizations; secondly, to test the hypothesis that user commitment is an evolving process; and, thirdly, to propose a commitment-based typology of social network users. We followed an exploratory approach and used content analysis on face-to-face interviews with 18 male and female social network users. Our main results show that commitment starts from a simple interaction and evolves into a cognitive and emotional experience. According to our analysis, users can be classified into three categories of commitment. *Content creators* are highly motivated and passionate about their activities on social networks. They create their own content with the aim of publishing it on different networks. Members of this category consider themselves leaders and opinions makers. *Content consumers* exhibit a strong desire for learning and seek, mainly, to acquire knowledge. They are motivated by developing their understanding in their chosen areas of interest. For them, social network can be considered as a new method to learn and improve their level of knowledge. *Social followers* are driven by the pursuit of social interactions with friends, family and other social network users. Their main activities consist of following the news in their community, sharing and exchanging information, such as pictures and videos, within their network.

Keywords: commitment, social networks, user typologies, consumer behavior, qualitative research

A Comparative Study on Brand Image Measurements

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Abstract

Brand image is a crucial aspect of marketing (Gardner and Levy, 1955; Moran, 1973; Reynolds and Gutman, 1984, Park, Jaworski, and MacInnis, 1986). To use Dobni and Zinkhan's (1990) definition "brand image is largely a subjective and perceptual phenomenon that is formed through consumer interpretation, whether reasoned or emotional." The importance on brand image, regardless of the type of the brand in question either product, or service, is considered as a reflection of the fact that the consumers are guided by their own perceptions, hence the perception of consumers could be considered as reality in marketing (Kapferer, 2002). Brand imagery can be measured in various ways (Keller, 1998) and this study aims to understand the differences between the personification approach and the non-personification approach in predicting commonly used dependent variables such as satisfaction of the consumers, brand's reputation, and consumer purchase intentions, when measuring brand image of a corporate brand. Consequently, the objective of this research is to compare the two approaches within the same construct, which would enable us to understand if there is a difference between in the usage of these two approaches. The non-personification or direct approach uses questions such as, 'Do you trust this brand? Alternatively, researchers can use the approach of brand personality to measure product (e.g. Aaker, 1997; Bosnjak and Hufschmidt, 2007; Geuens, Weijters, and De Wulf, 2009; Plummer, 1985) or corporate/employer brand imagery (Davies, Chun, da Silva, and Roper 2001; Slaughter, Zickar, Highhouse, and Mohr, 2004; Whelan, Davies, Walsh, and Bourke, 2010) by asking respondents to imagine that the company/product has come to life as a human being and to rate its personality, e.g. 'If Brand X came to life as a human being would you trust him/her?' The usage of brand personality can be considered as an example of both a projective technique and the use of metaphor, leading to criticism by some researchers (Davies et al. 2001), while others argue that there are benefits including those when respondents might be otherwise unwilling to reveal their attitudes (Boddy, 2005). This research involves a study with a product and a service brand to compare the two types of brands as well as two types of brand image measurement approaches. The service brand we used in this study is Marks and Spencer, a major British multinational retailer as well as providing several services via M&S Bank, and various M&S Cafes. As for the product brand, Pantene is chosen. These two brands are rated amongst the most well known brand names in the selected categories in Britain, where the study takes place. We tested the idea that the personification approach would be better at explaining useful outcomes than that from direct questioning particularly when measuring a service brand image, which has more obvious humanistic associations. An online survey with a 2 (a corporate brand vs. a product brand) x 2 (personification method vs. non-personification method) factorial, between-subjects design was used (N=360). Half the sample assessed brand imagery measured (using 15 items taken from brand personality scales where the items could be used in both a personified and a non-personified way) by responding to direct questioning, half to personified questions; half would assess a product brand (Pantene), half a corporate brand Marks and Spencer (M&S). Contrary to our expectation the Non-Personification measure explained more variance in the three

dependent variables (satisfaction, reputation and purchase) in 4 of the contexts and Personification only in 2. This study shows that researchers face no obvious disadvantage in using a direct questioning approach in measuring brand image, and our work shows that the advantages claimed for personification are far from clear. Moreover, there is a lack of consensus on what is the more valid measurement method, and this has been criticized by various researchers (e.g. Nguyen and Leblanc, 2001) as a lack of consensus on validity can lead to ineffective brand image and reputation management (Sarstedt, Wilczynski, and Melewar, 2013). Personification method is widely used as a measurement approach by practitioners because it is considered as superior to non-personification for measuring brand image (Geuens et al., 2009), due to the fact that the consumers tend to use brands with a strong brand personality for building relationships with specific brands (Fournier, 1998) or as a way of showing their own personality (e.g. Belk, 1988); other researchers point to criticisms such as personification being seen as unscientific and potentially misleading (Davies et al., 2001). Our work would reopen this debate and could lead to the wider adoption of direct measures if practitioners do not continue to accept the arguments used to support personification.

Keywords: brand image, brand image measurement, personification approach, non-personification approach

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A Research on Authentic Practices and Authentic Marketing in Restaurant Enterprises: Sample of Istanbul

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Abstract

With the improvement in education and income levels in recent years, there has been an increase in demand for travel and participation in touristic activities. The heavy workload and stress caused by modern life have led people to have different touristic experiences. As the participation in touristic activities is increasing, tourists who want to experience new concepts have also started new searches in eating and drinking activities, an integral part of tourism. Tourists who want to be close to the natural and historical beauties of a region as well as the food and beverage culture of their destination have started to participate in gastronomic tours which have become very popular lately. Apart from that, in order to get away from the stress of life, there is a trend towards originality and unspoiled things. The concept of authentic tourism has begun to emerge this way. With reference to this concept, businesses have tried to decorate their places ethnically and traditionally as well as to preserve traditional elements in their menus. Restaurant businesses that have become an important part of the service sector today have to satisfy customer demands and expectations better in order to attract more customers. Customers' desire to experience different things in their eating and drinking choices, the increase in leisure time, income and quality of life, and the need to develop socially have led businesses to search for innovations and different concepts. From this point of view, this study conducted with the administrative staff of the restaurant businesses tried to address to the marketing methods they apply regarding their business concepts. In this sense, the purpose of the research is to reveal the marketing activities that business managers apply in order to become prominent in fierce competition environment as a result of the concept of authenticity's being associated with tourism, catering businesses and marketing issues. In order to provide data to the application and to create a research sample to achieve the purpose of the application, restaurants with authentic concepts in Istanbul were reviewed and 9 restaurants with suitable concept whose authenticity aspects are assessed in terms of space, menu, service, decoration, marketing, advertising and sales were selected. The data were recorded and obtained through face-to-face interviews with the managers of the businesses. The data were analyzed in detail and systematically and interpreted by using the content analysis method. In accordance with the findings that were obtained, significant suggestions are presented in terms of the importance of the concept of authenticity and authentic elements for businesses in the food-beverage sector or businesses planning to enter this sector, and the competition that these businesses are going to provide.

Keywords: authenticity, authentic marketing, restaurant enterprises, tourism, Istanbul.

A Qualitative Research Approach for Developing a Trust Model of P2P Accommodations for Chinese Travelers

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Abstract

This study explores trust perceived by Chinese travelers in peer-to-peer accommodation, the sharing economy. Based on semi-structured interviews with 61 Airbnb and Tujia clients in China, this study identifies the multi-dimensional trust model. The three levels of trust were revealed including system trust, personal trust and accommodation trust. A coding map of the trust model was generated for the two P2P accommodation service providers. This study applies consumer behavior principles and methodologies to develop a trust model for P2P accommodation providers, filling the void associated with the new and evolving sharing economy. Furthermore, practical implications for the lodging industry are discussed.

Keywords: P2P accommodations, sharing economy, trust model, Chinese users

Introduction

Peer-to-peer (P2P) commerce, also known as the sharing economy, has recently emerged as alternative suppliers of goods and services to traditional lodging industries (Zervas, Proserpio, & Byers, 2014). With the rapid growth and influence of the sharing economy, P2P accommodations have become significant competitors to traditional lodging providers. This new source of competition may result in new consumption experiences and special values for consumers.

Researchers posit that the success of marketing largely relies on trust. Trust is the evaluation of products and services offered by providers and is a significant factor in the consumer decision-making process. In the field of consumer behavior, several trust models have been established for online shopping and e-commerce services. However, due to the nascent concept of P2P accommodations, little research has been done in the development of trust models for P2P accommodations. Consequently, this emerging lodging commerce faces many challenges in customer experience and relationship management.

In 2016, over 2.2 billion Chinese citizens travelled domestically, while another 59 million traveled internationally, leading to expectations for similar, or greater numbers in the future (China National Tourism Administration, 2016). Airbnb, a form of P2P accommodation first introduced in 2009 was launched as an alternative supplier of short term lodging services for travelers. It has since become a prevalent P2P accommodations platform in the global market – including China. In addition, several companies in China have developed similar platforms for domestic Chinese travelers. Among those, Tujia is one of the leaders in this marketplace.

This qualitative research study explores the factors of trust perceived by Chinese travelers in P2P accommodation market. Based on semi-structured interviews with 61 Airbnb and

Tujia clients in China, this study identifies the multi-dimensional trust model. This study applies consumer behavior principles and methodologies to develop a trust model for P2P accommodation providers, filling the void associated with the new and evolving sharing economy. Furthermore, practical implications for the lodging industry are discussed.

Literature Review

The sharing economy is based on ‘access to’ rather than ‘ownership of’ physical and human assets like time, space and skills (Botsman & Rogers, 2010). The sharing economy is defined as “the P2P based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services” in business practice (Hamari, Sjöklint, & Ukkonen, 2015). The advent of P2P commerce allows people to share resources in creative, new ways (Cohen & Kietzmann 2014). P2P commerce utilizes communication networks which enable direct sharing and interaction between buyers and sellers. Due to the growth of, and differences from traditional commerce, P2P commerce has recently attracted wide attention among academia.

Airbnb and Tujia as P2P Accommodations in China

With the recent growth of consumerism in China, many P2P business have recognized the huge marketplace China offers. *Airbnb.com* and *Tujia.com* are the most famous P2P accommodation companies participating in the Chinese marketplace. In the last five years, Airbnb travel business has grown 353 times over (Airbnb, 2015). Airbnb revenue growth is 113% higher than publicly traded hotel companies (CB Insights, 2015; Tussyadiah & Zach, 2016). In 2015, Airbnb established a Chinese branch office to manage business for this huge market. According to Airbnb (Airbnb, 2016), more than 60 million people joined this website which has resulted in unique travel experiences in more than 34,000 cities and 190 countries.

Established in December 2011 as a Chinese P2P accommodation company, Tujia.com is designed to accommodate Chinese travelers and unique tourism cultural characteristics. In 2015, Tujia has facilitated over 130,000 international short-term housing rental accommodations (Yang, 2015) through cooperation with Roomorama to expand international short-term housing rental accommodations (Li, 2016). In 2016, Tujia realized more than a six-fold increase by signing more than 800,000 accommodations (Tujia, 2016).

Trust Model of P2P Accommodations

Since Giffin’s (1967) initial research of the concept of trust, it is now widely accepted that a lack of trust is a significant barrier to business success. (Stewart, 2003), which was studied in varies fields, just like normal commerce, online shopping and the P2P commerce. Trust is an important factor in the decision-making process when interacting with other people (McKnight, Cummings, & Chervany, 1998; Stewart, 2003; Zaheer, McEvily, & Perrone, 1998). Trust is also important in a business context, as an organization must be trusted by consumers (Doney & Cannon, 1997; Dwyer et al., 1987; Stewart, 2003). Although trust has been widely studied in conventional business environments, the trust model of P2P commerce has only received limited attention (e.g., Stewart, 2003), and even then, the attention has focused on individual P2P transactions, not in an actual business model or crowd behavior context. Given the importance of trust, it is undoubted that trust is critical in the development of both the buyer and the seller in the P2P marketplace as well.

Methodology

With the advantage of enabling the interviewer to address topics of interest by following the conversational guide (also known as the interview guide), semi-structured interviewing is a very flexible technique for small-scale research. It is a method of research often employed in social science mini-studies and case studies where small samples are prevalent (Corbetta, 2003; Drever, 1995; Laforest, 2009).

Table 1: Trust Variable Definitions used in the Interviews

<u>Survey Items</u>
<p>Factors of Intermediary (app system) Trust Trust the app system between the various social systems relations</p> <hr/> <p>ST1. Consumers have confidence in the quality of accommodations provided by Airbnb/Tujia; ST2. Consumers have confidence in the accommodation services provided by Airbnb/Tujia; ST3. Consumers have confidence that actual accommodations will be as advertised by Airbnb/Tujia; ST4. Consumers have confidence in the accommodation payment system provided by Airbnb/Tujia; ST5. Consumers have confidence they will enjoy their stay in the (Airbnb/Tujia) P2P accommodation; ST6. Consumers have confidence in the accommodation brands provided by Airbnb/Tujia; ST7. Consumers have confidence in the ability of Airbnb/Tujia to deal with emergency situations; ST8. Consumers have confidence in Tujia (only) house managers;</p> <hr/> <p>Factors of Personal (hosts) Trust Trust relationships between people through exchanges and interactions.</p> <hr/> <p>PT1. Consumers have confidence in the pictures used to advertise the accommodations; PT2. Consumers have confidence that personal photos of the landlords are accurate; PT3. Consumers have confidence that room/accommodation descriptions are accurate; PT4. Consumers have confidence that accommodation online evaluations are accurate; PT5. Consumers have confidence that services requested through communication with landlords will be provided</p>

Source: Luhmann, N. (1979) and other literature.

In this study, variables relating to trust of P2P accommodations were divided into intermediary (app system) trust and personal (hosts) trust (Luhmann, 1979; Han et al., 2016; Pavlou & Gefen, 2004; Hong & Cho, 2011; Yen & Lu, 2008; Verhagen, Meents & Tan, 2006.) Categories for "accommodations availability" (Li, 2011), "payment security" (Zhang, 2008; Li, 2011), "consumer evaluation" (Zhang, 2008), "personal photo of hosts" (Ert & Magen, 2016), and "laws" (Lazarow, 2015) were identified. The category divisions were then grouped into influencing factors of trust as shown on Table 1.

Research Design

A qualitative approach was used in this study. Data were collected through semi-structured interviews ($N_T = 61$), with data collection and analysis guidance obtained from existing topic (trust) research. Sixty-One P2P accommodation users who purchased a product or service using Airbnb or Tujia within three months were invited to participate in interviews. The interviews explored influence factors that affected their trust decision when deciding to purchase short-term rental housing accommodations from Airbnb or Tujia.

Semi-structured interviews were used to collect data from Tujia ($N_T=31$) and Airbnb ($N_A=30$). The interviews were conducted between November 29th and December 12th, 2016. Interviews lasted at least 30 minutes and were conducted either face-to-face or by telephone. Each participant received \$2-\$5 as compensation for their time. In order to get accurate assessments of the perceived risk associated with using P2P accommodations, interview questions were asked in different ways. In addition to Pareto chart analysis, post

interview review and recoding revealed several new attributes resulting from this research activity.

Interview Sample Description

Sixty-one subjects from various locations throughout China participated in semi-structured interviews. The average age of interviewees (Sample1 and Sample2) was 27.51, with low, medium or high income. Compared with younger travelers, older travelers preferred vacation package tours which provided convenient travel arrangements and secure accommodations. Each participant used either Airbnb or Tujia to make their P2P travel accommodations. Table 2 presents the summary of Interview participants profiles.

Table 2. Interview Participant Summary.

Items	Sample 1. Airbnb participants	Sample 2. Tujia participants	Total participants
	N=31	N=30	N=61
Age	23.05	32.11	27.51
% Female	51.61%	50.00%	50.82%
Frequency of using P2P	1.65	1.01	1.34

Note: Unless otherwise noted, data are presented as mean (SD).

Source: Interviews of this research.

Findings

Trust Influencing Factors in Airbnb

Overall, interviewees felt Airbnb and host landlords were trustworthy, expressed full confidence in the payment service (Alipay) utilized, Airbnb brand, online evaluations, and direct communication experiences. Most interviewees (29 of 31) also trusted Airbnb's service system, online descriptions (22 of 31), accommodation pictures (20 of 31) and overall Airbnb experience (20 of 31). Many interviewees thought including the personal photos of Airbnb hosts improved trust (19 of 31) with the prospective landlords, rooms provided by Airbnb could be trusted (18 of 31), and accommodations were as advertised (16 of 31). However, regarding handling of emergency situations, few (3 of the 31) thought Airbnb has the ability to properly deal with emergencies.

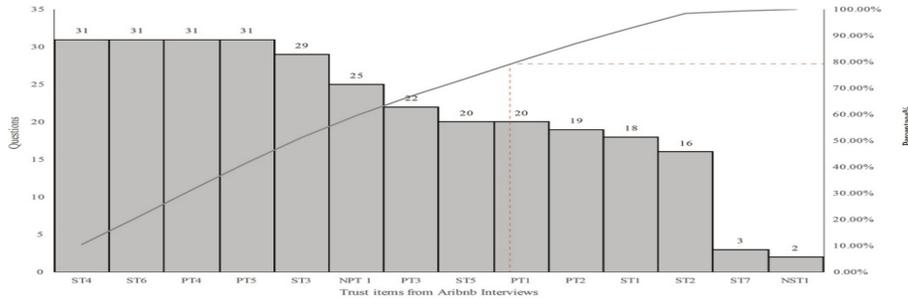
Two new attributes were raised in the interviews. The first new attribute concerned the intermediary (app system) trust evaluation. Participants indicated that accommodation structure should be considered as this was a factor affecting comfort.

To the landlord personally, most of the interviewers thought they can be trusted, because they are very open-minded people, and these users usually check the online evaluation, room picture(s), room description, and personal photos of the landlord.

The second new attribute suggested by interviewees was additional landlord information. Many felt communication with the landlord was an important part of the decision-making process necessary before deciding to rent the accommodation. Most interviewees also thought Airbnb should improve landlord transparency by including occupation (implies social status), listing the landlord's social media accounts, performing background checks, and even requiring some sort of guarantor for landlords. Landlords who fail to meet

minimum standards would not be allowed to post their accommodations. These additional steps were viewed as ways to improve trust between prospective landlords and users.

Figure 1 presents a Plato graph illustrating Airbnb trust attributes.



Source: Research interviews; $N_A=31$

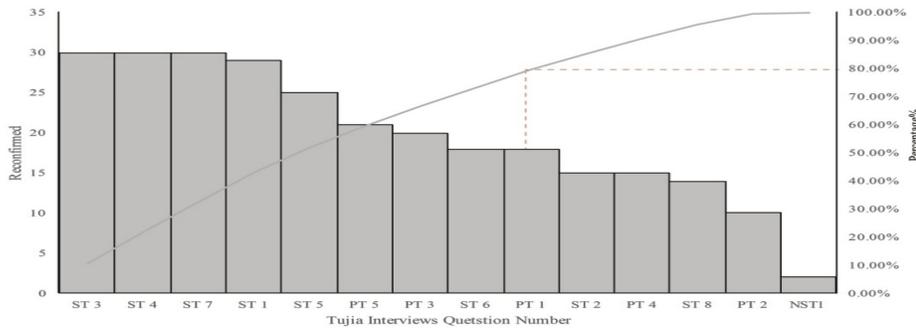
Figure 1: Plato graph of participant group 1 trust attributes for Airbnb

The graph shows that ST4, ST6, PT4, PT5, ST3, NPT1, PT3, and ST5 define 80% of the trust attributes consisting of publicity and maintenance, with the other 20% to be promoted.

Trust in Tujia

Regarding trust for Tujia users, hosts were viewed as trustworthy because Tujia was considered to be more responsible. The leading trust attributes noted by interviewees were the payment system, ability to handle an emergency, and overall services. These were followed by reliable room quality (29 of 30), Tujia is efficient and can meet their needs (25 of 30), communication system would allow hosts to provide the services they need (21 of 30). Twenty interviewees believed the hosts could be counted on to provide quality accommodations, 18 interviewees believed the quality of the accommodations was in line with the advertised pictures, and the Tujia brand was credible (18 of 30). Conversely, factors identified as not trust worthy were actual accommodations were not as good as advertised (15 of 30), Tujia managers (14 of 30), hosts' personal photos (10 of 30), and accuracy of online evaluations (15 of 30). In addition, two interviewees thought security management needed improvement in the context of Tujia.

Figure 2 presents a Plato graph of the trust attributes of Tujia users.



Source: Research interviews; $N_T=30$; ST8 applicable only to Tujia interviewees;

Figure 2: Plato graph of participant group 2 trust attributes for Tujia

The graph shows that ST3, ST4, ST7, ST1, ST5, PT5, PT3, ST6 and PT1 are the most believable attributes among Tujia users, with ST2, PT4, ST8, PT2 and NST1 needing improvement.

Similarities and Differences Between Airbnb and Tujia in Trust

After performing the trust analysis of the Airbnb and Tujia data, a coding map was generated for the two P2P accommodation service providers. Both Airbnb and Tujia users indicated that personal trust is viewed much salient than system trust. From semi-structured interviews, it was evident that ST4 (the payment system) is highly trusted by both Airbnb and Tujia interviewees.

A comparison of the results showed that Tujia was viewed as having an advantage over Airbnb in four areas: ST1, ST3, ST5 and ST7, while Airbnb outscored Tujia in seven areas: ST2, ST6, PT1, PT2, PT3, PT4, and PT5.

These results imply that Airbnb is considered more trustworthy than Tujia. In addition, the data indicated that Airbnb users were more concerned about landlord quality, character, and occupation than Tujia users.

Conversely, Tujia was viewed as accepting more responsibility for travelers (i.e., willing to serve as intermediators), providing better service (i.e., accommodations are overseen by professional housekeeping managers), and providing higher compensation to accommodation hosts (i.e., since Tujia pays more than Airbnb, hosts are motivated to comply with higher service standards).

Differences between Airbnb and Tujia may be explained by the different operating methods and philosophies the P2P accommodation companies subscribe to. Airbnb was started in the United States by friends who were initially interested in just making a few extra dollars by renting out temporary accommodations in their own apartment. Due to unexpected demand, the friends quickly saw a business opportunity which has grown to become a world leader in temporary accommodations. Tujia on the other hand was created in China as a domestic rival to Airbnb. Although Tujia has cultural and language advantages, it is the lesser known brand, even in China. As a result, Tujia is still working to achieve trust. In order to gain the trust of users (guests/buyers) they may need to do more to improve their standing by standardizing accommodations and services and installing more stringent management policies.

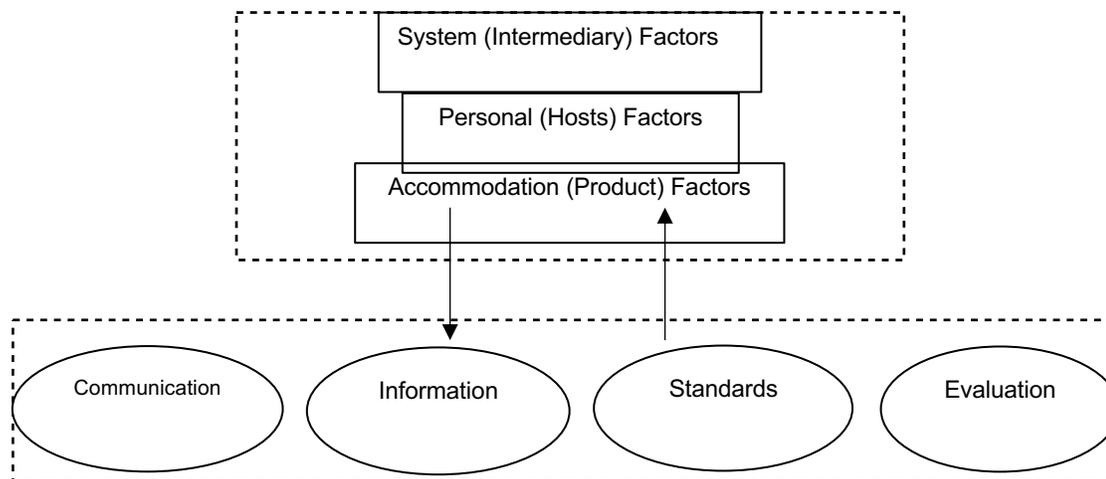
Three Main Variables of Trust in P2P Accommodation

Interviewees confirmed several items of trust and identified three new attributes for building trust for P2P accommodations. Based on interview results, in addition to system trust (intermediary) and personal (hosts) trust factors, accommodation trust is also important to users. Accommodation trust, identified through semi-structure interviews and associated data, along with the two aspects above, are summarized in Table 3.

Table 3. Trust Variables and Items for P2P Accommodation in China: Interview Summary

Survey Items	Item Keywords
System (Intermediary) Factors	
ST1. If the platform could establish a local branch office to provide personal assistance and advice, and handle emergencies quickly, I would promote/trust the system (platform);	Quick Response (communication)
ST2. If advertising informed more people about this kind of travel, I would promote/trust the system (platform);	Information (Advertising)
ST3. If the platform could enforce service standards, I would promote/ trust the system (platform);	Standards (Services)
ST4. If the platform could add accommodation provider background checks to improve security, I would promote/trust the system (platform);	Information (Background Check)
ST5. If users were rewarded for accurate accommodation evaluations, I would promote/trust the system (platform);	Evaluation
Personal (Hosts) Factors	
PT1. If hosts could respond to information requests quickly, I would promote/trust the landlord (personal);	Quick Response (Communication)
PT2. If users were rewarded for accurate host evaluations, I would promote/trust the landlord (personal);	Evaluation
PT3. If hosts could provide more personal information (occupation, hobbies, etc.) and/or background check information (e.g., criminal records, lawsuit history, etc.), I would promote/trust the landlord (personal);	Information
PT4. If hosts provided a guarantor to assume responsibility for rental issues, handle check-in problems, resolve payment issues, etc., I would promote/trust the landlord (personal);	Standards (Compensation Services)
Accommodation (Product) Factors	
AT1. If more accommodation information was provided (size, layout, actual pictures, etc.), I would promote/trust the accommodation (product);	Accommodation information
AT2. If users were rewarded for accurate accommodation evaluations, I would promote/trust the accommodation (product);	Evaluation
AT3. If accommodations met minimum lodging standards, I would promote/trust the accommodation (product);	Standards (facilities)

Source: Research interviews.



Source: Research interviews and analysis.

Figure 3: Theoretical model of trust for P2P accommodations in China.

Accommodation trust is an important influence factor on users' actual experiences and feelings, which are different from the traditional online shopping context. Trust for P2P

accommodation could be viewed in the context of four key items: communication (quick response), information, standards, and evaluation. Figure 3 illustrated the proposed model.

Conclusion

Although still evolving, today Tujia is considered to be more like a budget hotel than a high-end accommodation provider. Given this context, personal trust is not as important for Chinese Tujia users. Although consumers understand price equates to accommodation services and quality (i.e., “you get what you pay for”), they expect providers to have established policies and procedures for dealing with emergencies, conflicts, and other unforeseen complications – an important factor needed to establish trust.

As applied to P2P accommodations in China, the trust model can be divided into three key items:

- intermediary (app system) trust
- personal (hosts) trust
- accommodation trust

The resulting relationships consist of transactions between sellers and buyers, systems and buyers, and accommodations (service location) and buyers. Four different influencing factors of trust apply to Chinese P2P accommodation system users; specifically:

- communication (quick response)
- information
- standards
- evaluation

Further research based on Quantitative research methodologies and sampling techniques to test the Theoretical Model of Trust for P2P accommodations in China proposed in this study is recommended.

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Appendix

Table 4. Interview Results: Airbnb and Tujia Trust Data

Attributes	Items	Reconfirmed (Airbnb users)	Proportion%	Reconfirmed (Tujia users)	Proportion%
Intermediary (app system) Trust	ST1	18	58.06%	29	96.67%
	ST2	16	51.61%	15	50.00%
	ST3	29	93.55%	30	100.00%
	ST4	31	100.00%	30	100.00%
	ST5	20	64.52%	25	83.33%
	ST6	31	100.00%	18	60.00%
	ST7	3	9.68%	30	100.00%
	ST8	Tujia only		14	46.67%
	NST1	Infrastructure information		Accommodation security	
		2	6.45%	2	6.67%
Personal (hosts) Trust	PT1	20	64.52%	18	60.00%
	PT2	19	61.29%	10	33.33%
	PT3	22	70.97%	20	66.67%
	PT4	31	100.00%	15	50.00%
	PT5	31	100.00%	21	70.00%
	NPT 1	Comprehensive background information of hosts		--	--
	25	80.65%			

Source: Research interviews.

Doctor-Patient Interactions in Cancer Treatment: For an Innovative Marketing Approach to Client Relationships in Services With High Client Involvement

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Abstract

The medical and healthcare sector is made up of a particularly complex range of services. These days, various stakeholders operate in a way that is highly interdependent: private companies (laboratories, suppliers, independent medical teams, etc.), non-profit organizations (hospitals, associations, states, national health agencies, etc.), private and public institutions, individuals and their families, information groups, etc. Each has a unique view of what constitutes an effective doctor-patient relationship.

As a consequence, standing at the core of current changes, the doctor-patient interaction is closely scrutinized, under societal, managerial and accounting constraints. This, largely conceptual, communication is a work in progress, and involves the first step of an empirical protocol. This long-term action-research project is carried out in association with a Regional Cancer Treatment Center (CJP) attached to a public university hospital that is struggling to handle the evolution of the doctor-patient relationship.

This research intends to examine how the doctor-patient relationship is changing to become a more global and experiential relationship. The conceptual aim is to propose a renewed model of interaction based on a critical vision of client relationship management that is more adapted to serious disease treated within medical organizations. To this end, the authors rely on concepts stemming from service dominant logic, relational marketing, and experiential marketing approaches.

From a marketing point of view, the development of the idea of service within the medical arena has not always followed the same pattern as that of other activities, such as tourism, transport or leisure. For this reason, the first part of this article examines how the current idea of service disrupts hospital practices, and how the *service dominant logic* approach challenges certain healthcare professional practices.

According to both healthcare professionals and patients, the medical world is currently undergoing increased challenges in terms of the value currently given to services rendered. On the one hand, there is great heterogeneity in the quality of services rendered, and their assessment by the patient/client. Even when it comes to the treatment of serious illness, services are perceived as having weakened (Paulin, 2008). On the other hand, faced with this heterogeneity and an excessive variation in service quality, a single concept of what a service should be is not sufficient (Callot, 2002).

The SDL approach provides a better understanding of service-specific value co-creation. It aims to reverse six elements of the product dominant logic, or “logic of the old economy”. SDL imposes significant changes in the way medical services are designed by healthcare

professionals. Following this new logic, the patient/client becomes a value co-creator. The doctor-patient relationship becomes a relationship between the patient and his/her family and friends, on the one hand, and a network of doctors, healthcare personnel, personal care professionals and non-medical external services, on the other hand.

The authors' assumption is that a relational approach may more effectively establish a "provider-user" link between medical teams, doctors and patients, not only with regards to the medical aspect, but also in terms of welfare and psychological dimensions. Current literature shows that some types of patient need to participate in the delivered act, transcending the idea of relationship. Finally, the perceived value of the service is influenced by the interactivity of patient experience with cognitive, physiological and emotional dimensions.

The paradigm shift represented by SDL can only be a major echo for both business practice and marketing research. First of all, the marketing of services has had to evolve in certain areas (tourism, show business, video games, etc.) to put the service center stage, so that it is no longer perceived as a complementary attribute to a physical object or technical competence. More generally, marketing's relational approach is "augmented" or extended by the idea of experience being at the heart of client experience, even for patients. Due to its very logic of permanent adaptation to market and environment, marketing has not failed to integrate the developments observed at the economic, technological, and especially, societal level. In recent years this has been marked by the advent of a "new consumer". Simultaneously better informed, hedonistic and more involved in decisions and consumer acts, this responsible actor is now looking for satisfying and meaningful experiences (Caru and Cova, 2006).

On this basis, experiential marketing seems to be a natural extension of a relational consumer approach. On the one hand, it comes closer to this by going beyond a utilitarian view of exchange that is centered on the product's value of use or functional benefit. On the other hand, it enriches it by emphasizing the emotional, symbolic, subjective or hedonistic dimensions at the heart of an exchange that is experienced as a unique consumer experience, within a given socio-cultural context.

Marketing goes from managing customer relationships to managing the experiences of a consumer who is recognized as a full partner because s/he possesses the skill to interact with the nature, content and quality of the service rendered. In line with SDL, the challenge lies in the fact that the conditions for creating value result from combining company and consumer resources (knowledge, know-how, expertise, capabilities, etc.).

Experiential logic, which was initially applied in the fields of culture, entertainment or tourism, tends to increase all exchange relationships, particularly when it comes to services. Nevertheless, the definition of consumer experience in conjunction with notions such as hedonism, joy or pleasure, can be used in a medical or hospital environment. The authors hypothesize that "drama" and "euphoria" come together by generating an experience that is emotional and engaging, with each one equally able to transcend the other.

Given the very notion of client experience and client participation in the provision of medical services, it is therefore difficult to simply transpose the principles of the

experiential approach. However, “new consumers” growing willingness to make consumer choices and take on their consequences, as well as their willingness to take active part in the development of goods and services is, for them, a reality. No doubt in a field as specific as healthcare and serious illness, the simplest approach is to turn to the first person involved and test the validity and reliability of experiential concepts by measuring patient practices. This project has already taken this research approach over the course of the last year.

The research focuses on breast cancer treatment. Breast cancer is one of the last remaining serious pathologies within developed countries, the most frequent incidence of cancer in women, the primary cause of death, and yet a disease that can be cured in 90% of cases. The project first examines the patients’ point of view in relation to their experience. The authors need to know how people express their need for “new relational modes” with doctors, and how the medical offer matches demand in terms of patient perceptions.

An exploratory qualitative methodology has been used. Thorough documentary research has been carried out, followed by three meetings with two professionals in charge of CJP: the Vice General Manager, on the managerial side, and the President of the Medical Council, an oncologist, on the medical side. In this initial phase, which is a work in progress, six patients have been interviewed at this time. They belong to various social, professional, and age categories. But they are also members of a French association, “*Des Filles au Sommet*” (“Girls at the Summit”, FAS). The association was set up by a patient and an oncologist. This group aims to provide a collective, relational and motivational answer to facing the disease. It prepares and coaches patients who are at the end of their treatment process in an original challenge: climbing an Alpine summit, a synonym of personal enhancement and rebuilt trust.

Interviews highlight several dimensions of the patient experience: the duration, the space of reference, the content of the experience. Despite their differences, the patients interviewed produced a consistent explanation for how they perceived their experience. Four critical steps emerged: the *announcement* of the cancer, the *diagnosis*, the *treatment*, and the *healing*. Interviews also show three levels of patient perception: *curing*, *caring and renewing*. At each step and level, emotions and relationships appear to be major factors of success that really help patients to heal well, and to recover a positive view of themselves as a human being.

This first phase of a wider research project confirms that patients seek to become more and more co-creative in the doctor-patient relationship. Doctors and surgeons continue to maintain a certain distance due to their higher level of knowledge and expertise in dealing with the protocol itself. But it appears that patients require more interaction during every step of these painful and long-lasting relationships, and more content, including in the cognitive, relational and emotional dimensions. The hospital institution must evolve its services and practices but with little margin of evolution in the short term. However, experiments in Switzerland, Quebec, Belgium and France have shown that a greater emphasis on patients is in fact more efficient.

Keywords: doctor-patient relationship, client relationship, high client involvement.

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Evolution of Customers' Quality Expectations: Who Tends to Be the Satisfied in the Long Run?

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Abstract

The evolution of quality expectations over time is an important driver of customer satisfaction and retention. The research presented in this paper examines the dynamics of expectation formation in an innovative way by adopting a nonlinear complex systems approach based on well-established theories. More specifically, we conduct a stability analysis in a generalized framework for the case of a firm delivering a constant or a time-varying quality performance level and derive several propositions and conclusions for the general case. To develop more intuitions, we next provide an illustrative example consistent with our general theoretical framework, which also investigates the proposed expectation formation system's sensitivity to variations of the central underlying behavioral parameters. Our findings suggest that a firm being responsive to customer expectations impacts its clientele in a much more subtle way than is argued by much of the conventional wisdom in marketing. Specifically, we analytically demonstrate the emergence of two basic types of individuals with considerable differences in their quality expectation updating behavior. We denote these two types as "easy adjusters" and "poor calibrators". While individuals of the first type find it easy to adjust their quality expectations to the product/service quality levels offered by a firm, the latter faces severe difficulties in adequately calibrating quality expectations in a given consumption domain such that they match exogenously set performance levels. The second main finding of our approach is that these two types of expectation updating are also prevalent in settings in which the firm adopts a customer-expectation-oriented strategy by adjusting its quality performance level to meet customers' quality expectations. Furthermore, the results lend theoretical support to the supposition that being overly responsive to (changes in) customer expectations, which in turn results in higher quality variability, can make customers "displeased" in the long run because failures tend to increase. The imperative for marketing practitioners is to identify the "easy adjusting" customer group and focus their marketing investments on serving the expectations of this group and on aiming to increase its proportion by carefully balancing customer responsiveness strategies. We discuss the theoretical, empirical and managerial implications of our findings and the predictions derived from our analytical model.

Keywords: quality expectations, customer satisfaction, expectation disconfirmation, stability analysis, bifurcations.

The Effect of Service Failure on Emotions, Word-of-Mouth and Repurchase Intentions: A Case of Failure in a Tattoo Parlour

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Abstract

Service failures occur if customers' perceptions of service are lower than his/her expectations regarding the service (Zeithaml, et al., 1993). When customers experience failures, this may result with dissatisfaction, negative word-of-mouth, decrease in repurchase intentions, or loss of revenue. This makes failures undesirable, but they are also inevitable (Schoefer & Ennew, 2005; Wang, et al., 2011). While studying failures, previous research utilizes attributions for expressing feelings like anger for explaining social relations (e.g. family relations) (Harvey, et al. 1978; Orvis, et al. 1975). Such attributions have an impact on post-purchase consumption behaviours (e.g. word-of-mouth) (Richins, 1983). Therefore, attribution theory, which tries to explain an individual's behaviour in terms of causes and effects for developing and maintaining interpersonal relationships (Heider, 1958), is widely used in service failure research. Tattoos, on the other hand, have always been popular as they are a powerful medium for self-expression (Patterson & Schroeder, 2010). Acquiring tattoo requires time, effort, cost and pain (Tiggemann & Golder, 2006), and thus, there are some physiological risks (e.g. allergic reactions) (Sanders, 1985) and psychological risks (e.g. getting negative feedback) (Armstrong et al., 2008) attached to it. These risks may occur because of a failure of size, shape or location of the tattoo (Armstrong et al., 2008). As consumer will face with his/her decision regarding the tattoo for lifetime, the criticality of such a failure is relatively higher, and produces both economic and emotional costs for consumers (Chebat & Slusarczyk, 2005) which makes tattoo parlours an appropriate setting to study service failure and recovery. Although service failures and recovery are commonly studied especially in marketing, previous studies have neglected tattoo parlours as a failure point. By pointing out this gap, this study aims to explore the effect of service failure on emotions, word-of-mouth and repurchase intentions in the light of attribution theory.

Keywords: service failure, criticality, attribution theory, tattoo consumption

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Ego involvement, Service Performance and Customer Satisfaction

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Abstract

This study examined ego involvement, performance, and satisfaction of attendees at a fundraising event. Focus groups and pilot tests were employed to develop the study instrument. The study instrument was used to collect 442 sets of data from attendees at a fundraising event. Structural equation modeling analysis revealed ego involvement positively influences satisfaction while the Hedonic and Informative dimensions of event performance significantly predict satisfaction. Results indicated that when promoting fundraising events, it's critical to emphasize the connection of event objectives to attendee self-concept, values and ego. Results also indicated that fun and effective communication influenced satisfaction judgment. Theoretical and practical implications are discussed.

Keywords: ego involvement, event management, fundraising event, performance, satisfaction

Introduction

Special events can be effective approaches employed by organizations for generating funds, enhance awareness of the organization's objectives, and for other purposes (Fourie & Kruger, 2015; Getz, 2012). The core performance and the supportive networking are the major factors determining the success of an event (Wu & Ai, 2015; Getz, 2012). In a fundraising events context, donors satisfaction is a means to judge the success of event organization, design and program execution. Assess how the event attract donors and invite donation to support the overall cause of the event can be useful. Identifying factors predicting attendee satisfaction are important for the fundraising event organizer to efficiently plan and develop an attractive program that will accomplish the major objective—fundraising. Multiple constructs may influence satisfaction judgments. Performance influences satisfaction (Churchill & Surprenant, 1982; Fournier & Mick, 1999; Tsiotsou & Vasioti, 2006; Wu & Ai, 2015). Other constructs are identified to influence satisfaction including involvement (Celsi & Olson, 1988; Dholakia, 2001; Grant & Dweck, 2003; Jagacinski & Strickland, 2000). Ego involvement is selected in a hospitality context where goals are set to be achieved by engaging attendees in this fundraising event. Therefore, the purpose of this study is to assess how ego involvement and performance influence attendee satisfaction of a fundraising event. The study analyzes the relationships among performance attributes, ego involvement and satisfaction.

The Proposed Model

This study proposed a causal model to measure the relationships among event performance, attendee involvement and attendee satisfaction judgment in a fundraising event context. Each of the selected constructs based on literature review. The following sections discuss each of the three constructs and proposed hypothesis for the study. Figure 1 illustrates the proposed model.

Satisfaction

Satisfactions are critical to a destination and a service provide including events. The post event experience and feedback contributes to success of an event and provide critical information for organizers continuing improving the program (Getz, 2007). Naumann (1995) identified the most common reasons hospitality organizations measure satisfaction are include understanding consumers' needs and wants from the product and services provided; improving products and services; achieving consumer driven improvement; measuring competitive strengths and weaknesses; linkinig customer satisfaction measurement data to internal systems (cited from Ellis and Pizam (1999)). Satisfaction is measured by how well the participated activities are perceived to fulfill the basic needs and motives for individuals to participate in an activity (Crompton & Love, 1995; Tsiotsou & Vasioti, 2006; Weber, 2004). In events, satisfaction relates to attendees' judgment to specific transactions. For example, in a fundraising event, attendee satisfaction will be highly influenced by specific event attributes (i.e., objectives of the fundraising event, design of the event, etc.). Several studies have been conducted to identify factors predicting satisfaction in the tourism context. Chang (2008) found that emotion, equity and attribution determine tourist satisfaction in various degrees. Kao, Patterson, Scott and Li (2008) examined the impact of pull and push motivation on satisfaction in an international tourism setting. In a natural-based resort destination, Meng, Tepanon and Uysal (2008) determined that lodging performance attributes and destination quality significantly led to satisfaction. Satisfaction was also examined in various stages as it pertained to overall satisfaction judgment (Neal & Gursoy 2008). Furthermore, satisfaction was proven to significantly relate to overall satisfaction judgment (Chi & Qu, 2009). Consumer satisfaction was examined for impact on other constructs. Tsiotsou and Vasioti (2006) found that satisfaction proved to be a valid construct to segment tourists market. Bowen and Schouten (2008) addressed the role of how tourist satisfaction subsequently leads to migration to a new country.

Ego Involvement and Satisfaction

Involvement has been, and continues to be well-addressed in marketing literature and other disciplines (Beatty, Homer & Kahle, 1988; Celsi & Olson, 1988; Kim, 2014; Russell-Bennett, McColl-Kennedy & Coote, 2007). Rothschild (1984) defined involvement as "an unobservable state of motivation, arousal or interest toward a recreational activity or associated product" which can be evoked by a particular stimulus or situation and has drive properties." (cited from Graham and Golan, 1991, p. 187). It was proved to be a significant construct to related behaviors including consumer consumption behaviors (Harvitz & Dimanche, 1999; Schofield & Thompson, 2007; Zaichkowsky, 1985), information retention (Celsi & Olson, 1988; Tuu & Olsen, 2010), goal oriented achievement pursuit (Grant & Dweck, 2003; Jagacinski & Nicholls, 1984; Jagacinski & Strickland, 2000). Involvement is a valid construct for marketing segmentation (Funk, Ridinger, & Moorman, 2004; Kim 2014; Li, Lee, & Wick, 2004). According to Harvitz and Dimanche (1999), involvement affects individuals' decision-making to post experience evaluation including satisfaction. Involvement is a valid construct for predicting satisfaction judgment (Mudie et al., 2003; Richins & Bloch, 1991; Shaffer & Sherrel, 1997; Schofield & Thompson, 2007). Russell-Bennett, McColl-Kennedy, and Coote, (2007) confirmed involvement is antecedent of satisfaction.

Furthermore, researchers provide several involvement scales including ego involvement (Harvitz & Damanche, 1999; Zaichkowsky, 1985). Among those, ego involvement addresses the individual's self-concept, values and ego to the participated activity (Jagacinski & Nicholls, 1984; Jagacinski & Strickland, 2000). Taylor (1981) identified a positive relationship between ego involvement and product class in a purchase context. Nicholls (1984) identified the state of ego involvement as highly evaluative situations in which the emphasis on competition with others. One's primary goal is to demonstrate high ability relative to others. The present study measures attendee satisfaction from attending a fundraising event to jointly achieve the goals of raising monetary donation and support to the organization, ego involvement was included in the measurement model. Participating in a charitable fundraising events often provide meaningful experiences for individuals. It can be a way for the donor to also express themselves value and support to the organizations. In a context, of charitable fundraising event where goals or objectives set forth for participants to achieve, ego involvement is deemed appropriate. Therefore, this study proposed the following hypothesis:

- H1: The higher ego involvement the donor had toward a fundraising event, the greater degree of satisfaction of the experience.

Event Performance and Satisfaction

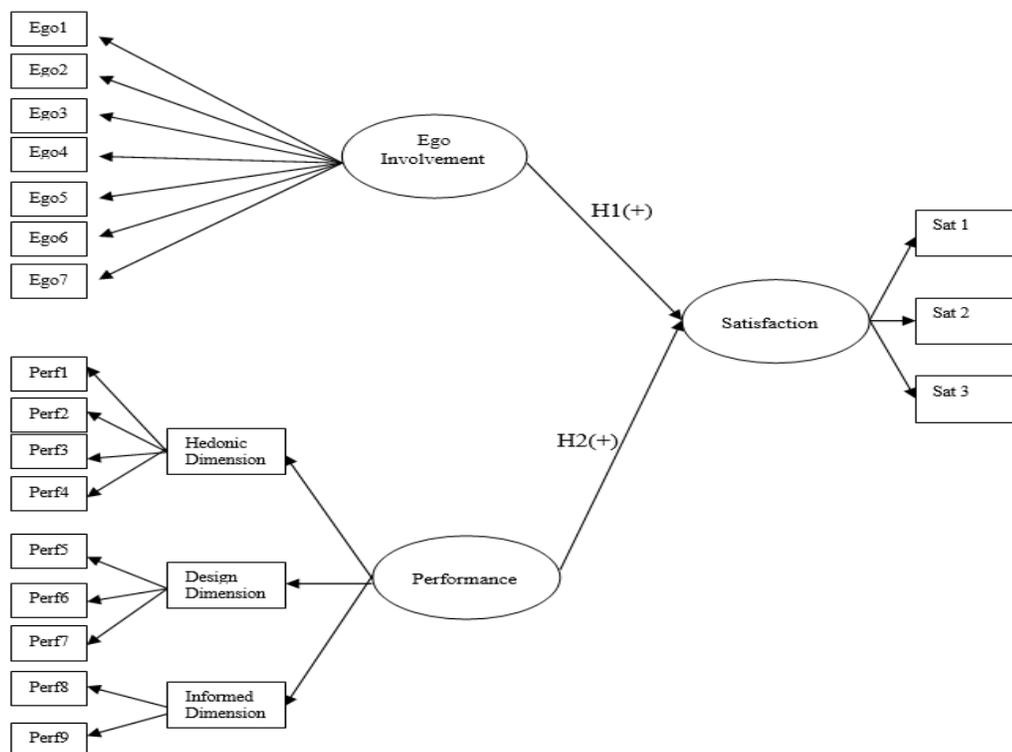


Figure 1: Proposed structural equation model

Researchers suggested the performance-only model is a feasible means for predicting destination satisfaction (Tsiotsou & Vasioti, 2006; Yüksel, & Rimmngton, 1998). Performance was viewed as valid and reliable construct to examine attendee satisfaction in event and festival settings. In a study of festival attendee satisfaction, Graefe and Hong

(2004) found performance only attributes (SERVPERF) were the significant factors for predicting event satisfaction. In their study of product awareness, Yuan and Jang (2008) confirmed the relationship of satisfaction to behavioral intention in a wine festival. Esu and Arrey (2009) examined the relationships of nine performance attributes to attendee satisfaction in a cultural festival and confirmed positive relationships existed in only four out of nine performance attributes. This implies that salient performance attributes contribute to the satisfaction. In a fundraising event, this study intended to evaluate a charitable event performance on the satisfaction by attendees who are the donor to the fundraising event. The following hypothesis is proposed:

- H2: Fundraising event performance relates positively with donor's satisfaction of the fundraising experience.

Methodology

The Study Site and Study Population

Data for this study was collected from the Bacchus Bash Education Fundraising Event, an annual one-day fundraising event in a major hospitality and tourism destination. The annual event was organized by the local hospitality association located in Orlando, Florida, United States. The association partnered with Central Florida hospitality and tourism organizations to conduct the annual fundraising event for local hospitality education. The event was conducted on a Friday evening from 5 pm to 10 pm in a factory outlet shopping mall known within the local community as well as a major tourist attraction. The annual fund raiser is designed to invite local hotels, restaurants, attractions and association members to participate as vendors, providing food, drinks, desserts and entertainment. Its slogan is "Feast the very best entrees, drinks, and entrees; Enjoy the very best entertainment; Incredible shopping."

Prior to the Event, the Association marketed the event by emphasizing the fundraising objectives of supporting education to the community and local hospitality and tourism organizations. The event was promoted as a special event in various mass media including local area news reports, printed advertisements, and radio advertisements. Advertising was also provided by participating hotels, restaurants, and attractions.

Participants set up booths along the outdoor walkways that connected the shops located throughout the factory outlet mall and provided food and beverage sampling, entertainment, and a silent auction. Organizers combined Bacchus, the God of Wine, with a community street party as the theme for the event. "Bacchus Bucks" were sold at Festival entrances, and were required to purchase small sample sized menu items ranging from 2 to 5 Bacchus Bucks (with 1 Bacchus Buck being equivalent to US\$1). The small sample sizes were promoted over larger serving sizes to enable attendees to enjoy a variety of food and beverage offerings as they walked along the Festival. The food, drinks, and desserts typically represented signature dishes many of the vendors were known for. Many of the food and drink items were prepared and served by vendor chefs and staff. Vendors not only used the event for advertising and name recognition, but also used it to engage in friendly competition through creatively designed booths and food and drink "taste offs". Participating vendors were judged by a committee consisting of local hospitality industry leaders who provided Bacchus Bash Awards for *Best Original Drink*, *Best Menu Item*, *Best*

Dessert Item, Most Creative Booth, Most Money Generated (Food), and Most Money Generated (Beverage). Several live bands, individual musical performers and DJs complimented the festival atmosphere. In addition to food and entertainment, local companies donated resort stays, restaurant gift certificates, attraction tickets, and other items for silent auction and raffle. The raffle drawings were held periodically throughout the night near the major entertainment station.

The revenue from the sales of food and beverage sampling was collected to support the area hospitality education by offering scholarship for hospitality students. The fundraising event was taken place annually in spring for 20 years.

Data Collection

Attendees were surveyed on site. Due to the short duration of the event (5 hours) a group of 36 trained interviewers were recruited to conduct interviews. The interviewers were strategically assigned intercept points where event attendees were expected to gather with family and friends to sample food and beverage offerings. In order to ensure all participants had experienced the event, the criteria sampling technique was employed. The interviewers collected data from those attendees who attended at least two of the five event hours. The researchers invited randomly selected attendees who appeared to have sampled food and beverages as well as participated in entertainment activities. Upon agreeing to participate in the study, attendees were instructed to complete the survey questionnaire on site. This approach was deemed appropriate as it allowed researchers to address questions participants had, as well as providing opportunities to collect additional information if necessary. The intercept interview approach was also served well by reducing missing data (Esu & Arrey, 2009). Among the 21,500 total attendees, a sample of 500 that met the stated participation criteria was randomly selected to complete the survey. Among those, 442 questionnaires were returned and 412 useable data were included for this study.

The average length of stay at the event was 2 hours and 15 minutes with a standard deviation of 60 minutes. The event attracted a large number of members from local area hospitality and tourism industry (39.8%) but also successfully attracted those who were not employed in the industry (60.2%). Using residential zip code information, it was determined that approximately 10% of attendees were nonresident tourists.

The majority of participants were female (52.4%), and had some college or higher education (87.1%). Approximately two-thirds of participants were under 45 years old. With the objective of fundraising for the hospitality education, employees in the hospitality industry (39.8%) invited their families and friends to this event. Over half of the participants were not employed in the hospitality industry (60.2%).

Measurement Variables

The purpose of this study is to examine the role of ego involvement as an additional constructs to the relationships of event performance to attendee satisfaction. The study instrument was developed using a two phased approach. The first phase involved a thorough review of related literature to identify the measurement variables. This review resulted in the identification of three major constructs: 1) ego involvement, 2) event performance, and 3) satisfaction. The second phase was consisted involving focus groups consisting 8 and 12 participants who had attend the event previously to discuss the related

information based on their experiences. It followed by inviting event and tourism scholars and the event sponsors to examine the instrument wording and statement relatedness resulting from these two phases of instrument development. This procedure was critical to ensure the face validity of the variable sets. Several critical event performance attributes were added to the study instrument.

The seven item ego involvement construct identified by Neese and Taylor (2004) was selected to measure attendee ego involvement with this fund raising event. The seven item ego involvement scale, originally developed by Lastovicka and Gardner (1979), was adopted by Neese and Taylor (2004) to measure the ego involvement of luxury vehicle consumers. The construct was modified to measure self-relevance and symbolic meaning associated with attending this hospitality education fundraiser by replacing the original luxury automobile related wording/context with appropriate fundraising event related wording/context. For instance, phrases such as “Attending this event is very important to me personally,” “Others view me favorably because I support this event for hospitality education,” and “Supporting this event for hospitality education is the way to behave.” replaced automotive related predecessors.

A set of 17 event performance attributes was developed from the two phased procedure. These attributes included items such as “The objectives of fund raising for hospitality education are well communicated,” “The display layouts of this Event are well designed,” and “Food and beverage quality is excellent.” Attendee satisfaction was measured by three indicators of satisfaction: 1) enjoy, 2) pleased, and 3) satisfied with the event. The construct attributes were measured with a five point Likert scale ranging from “1=strongly disagree” to “5= strongly agree”. In addition to the three scale sets, socio-demographic variables, information sources, and event experience were included in the study instrument.

Findings

The three constructs were subjected to frequency analysis. Ego involvement attributes and performance attributes were subjected to Exploratory Factor Analysis (EFA) prior to structural equation modeling procedure to examine the proposed model. Both set of attributes were subjected to Principal Component Analysis with Varimax rotation procedure.

The EPA procedure was performed on the 9 attributes of performance. The Kaiser-Meyer-Olkin test measured sampling adequacy ($KMO = .85$) and the Bartlett’s Test of Sphericity (1288.27^{***} ; $df=36$) indicated the factor analysis procedure to be appropriate for event performance attributes. Three event performance dimensions were extracted from the 9 attributes with cut off factory loadings of 0.4. In order to ensure how well each set of attributes measures the underlying dimension, reliability analysis was performed. The internal consistency coefficients (Cronbach’s Alpha) were calculated for the three sets of performance attributes. The Cronbach’s Alphas of the three dimensions ranged from 0.80 (good) to 0.73 (acceptable) as shown in Table 2. Based on the attribute compositions of the attributes in each of the event performance dimensions, the following labels were assigned: Hedonic Dimension, Event Design Dimension, and, Informative Dimension. The face validity of the three dimensions was further confirmed by event scholars and organizers.

The 7-item ego involvement scale was adopted from marketing literature modified by the focus groups discussion. Exploratory Factor Analysis (EPA) procedures reveals the one dimension solution. Furthermore, the internal consistency coefficient, Cronbach’s Alpha (0.94), indicated the seven items measured the same construct representing fund raising event ego involvement (see Table 1).

Table 1: Confirmatory Factor Analysis (CFA) Findings

Dimensions (α)		Items(definition)	Standard Loading	Error	CR	AVE			
Ego Involvement (Ego)	Ego involvement (.94)	Ego1. Others view me favorably because I support this Event	0.78	0.39	0.91	0.76			
		Ego2. I participate in this Event to express the real me	0.85	0.28					
		Ego3. Attending the event is very important to me personally	0.88	0.23					
		Ego4. I can protect my ego by being able to support this Event	0.89	0.47					
		Ego5. Attending this Event is not important to my value system	0.88	0.22					
		Ego6. Supporting the Event is the way to behave	0.85	0.23					
		Ego7. Attending the Event helps determine what others think of me	0.75	0.44					
Event Performance (Perf)	Performance Hedonic (.80)	Perf1. Entertainment is enjoyable	0.68	0.54	0.79	0.48			
		Perf2. Staff/volunteers are knowledgeable of the Event	0.69	0.53					
		Perf3. Difficult to find the Event	0.70	0.51					
		Perf4. Location is convenient and adequate for the event	0.72	0.47					
	Performance Event Design (.78)	Perf1. (Donation) Food and beverage quality is excellent	0.70	0.50					
		Perf2. (Donation) Food and beverage prices are acceptable	0.80	0.35					
		Perf3. (Donation) Food and beverage variety is adequate	0.70	0.51					
	Performance Informative (.73)	Perf1. The objectives of the event are well communicate	0.77	0.40			0.74	0.58	
		Perf2. The display layouts of this Event are well designed	0.76	0.43					
	Satisfaction (SAT)	Satisfaction (.91)	Sat1. I enjoy this Event	0.88			0.22	0.94	0.71
			Sat2. I am pleased to attend this fundraising event	0.92			0.15		
			Sat3. I am satisfied with the event experience	0.82			0.33		

Note: $\chi^2=397.40$, $\chi^2/df(142)=2.80$, GFI=0.90, AGFI=0.88, NFI=0.96, NNFI=0.97, CFI=IFI=0.98, RMR=0.050, SRMR=0.045, RMSEA=0.066, PNFI=0.80, PGFI=0.68. All questions reach level of significance ($p<0.05$)

The EPA procedures using SPSS identified three-dimension event performance and uni-dimension 7-item ego involvement construct. The measurement model was further evaluated using Confirmatory Factory Analysis (CFA) and re-specified according to Anderson and Gerbing (1988). The CFA was performed using LISREL to evaluate the

measurement model of the observed indicators to the three latent constructs (Ego involvement, Event Performance, and Satisfaction). Two-step procedure indicated the model is a good fit ($\chi^2=397.40$, $\chi^2/df(142)=2.80$, GFI=0.90, AGFI=0.88, NFI=0.96, NNFI=0.97, CFI=IFI=0.98, RMR=0.050, RMSEA=0.066). All variables of the studies constructs were validated by researchers and event planners. Table 1 illustrated the resulting constructed with each of their Cronbach's alpha, construct reliability (CR) and average variances extracted (AVE) of each construct appear in Table 1.

The discriminant validity was examined (Jöreskog & Sörbom, 2002). None of the confidence intervals observed included or were close to 1.0, and thus there were no problems related to discriminant validity. The correlations among dimensions can be seen in the correlation matrix, appear in Table 2.

Table 2: Correlation Matrix

	Performance - Hedonic	Performance - Design	Performance - Informative	Ego Involvement	Satisfaction
Performance- Hedonic	1	0.05 ^a	0.05	0.05	0.05
Performance - Design	0.63 ^b	1	0.05	0.05	0.06
Performance - Informative	0.62	0.55	1	0.04	0.05
Ego Involvement	0.24	0.26	0.36	1	0.05
Satisfaction	0.44	0.43	0.40	0.57	1
Mean	3.986	4.035	3.237	3.736	4.233
SD	0.671	0.638	0.491	1.182	0.923

a: the standard deviation between dimensions; b: the correlation coefficient between dimensions

The proposed structural model followed the approach suggested by Bagozzi and Yi (1988) to examine the preliminary fit criteria, overall model fit, and internal model fit during the data analysis process. All three standards were met, and generally accepted as shown in table 3. The AVE are ranged between 0.47 and 0.76. These results indicate measurement items range from moderate to high reliability and validity (Kang, Jeon, Lee, & Lee, 2005). Please refer to Table 3.

Table 3: Structural Model Analysis

Variables		Standard loading	Error	Combination reliability	AVE
EGO	Ego01	0.78	0.39	0.94	0.71
	Ego02	0.85	0.28		
	Ego03	0.63	0.23		
	Ego04	0.63	0.22		
	Ego05	0.66	0.23		
	Ego06	0.76	0.28		
	Ego07	0.90	0.44		
PERFORMANCE	Hedonic	0.74	0.45	0.73	0.47
	Design	0.68	0.54		
	Informative	0.68	0.58		
SATISFACTION	Sat1	0.88	0.22	0.91	0.76
	Sat2	0.92	0.15		
	Sat3	0.82	0.33		

$\chi^2=224.57$, $\chi^2/df=3.62$, GFI=0.92, AGFI=0.92, NFI=0.97, NNFI=0.98, CFI=0.98, IFI=0.98, RMR=0.054, SRMR=0.045; RMSEA=0.080, PNFI=0.89, PGFI=0.63

The goodness-of-fit indices suggested the proposed model is good fit ($\chi^2/df=3.62$, GFI=0.92, NFI=0.97, NNFI=0.98, CFI=0.98, RMR=0.054, RMSEA=0.080). The chi-square was significant at .05 level (Chi-Square = 224.57 ($p = 0.00$)). It is due to the chi-square is sensitive to sample size (Bollen & Long, 1993). Both hypotheses were supported. For H1, the finding support the hypothesis that the higher ego involvement the donor had toward a fundraising, the greater degree of satisfaction of the fundraising event experience ($\beta = 0.42$). This result supported the findings by Russell-Bennett, McColl-Kennedy, and Coote (2007). This study also confirmed that there is a positive relation between event performance and satisfaction ($\beta = 0.40$). (Please refer to Table 4).

Table 4: The Structural Equation Modeling Results

Hypotheses	Path relationship	Path coefficient	Results
H1	EGO→SATISFACTION	0.42 (8.37)	Supported
H2	PERFORMANCE→SATISFACTION	0.40 (6.77)	Supported

Conclusion

This study assesses the relationship between ego involvement, performance and satisfaction in a fundraising event context. The results of the study support a structural equation model designed to measuring satisfaction, donor's ego involvement and fundraising event performance simultaneously. This study extended the event marketing literature by introducing ego involvement to the fundraising event context. The construct, ego involvement, mostly was incorporating to organizational behaviors (Vroom, 1962), learning behaviors (Plant & Ryan, 1985). Ego involvement a new construct been considered to assess satisfaction in event context. This study identified the role of ego involvement measuring the attendees' "competitive nature" of participating in the event to reach to common objective. The major findings of this study also contribute significantly to the managerial implications for a fundraising event. This study reveals the three underlying dimensions of an event. Hedonic dimension of an event was found the most significant positively predicting satisfaction, followed by Informative and Design dimensions. This implies that organization has to market to potential donors by emphasizing the creative, fun and enjoyment aspects of participating in fundraising event. Communication and design of the program are also critical to attendee satisfaction. Furthermore, promoting the event by communicating the objectives of the event to donors thus to enhance to meaning of donating monetary resources to the foundation for good cause which directly related to self-relevance to donors.

There are limitations associated with this study. The study was conducted at an innovative event site with program was somewhat creative from the traditional fundraising venue. These including the creatively designed of the event (signature food and beverage with affordable price as donation), the location was in a shopping mall, the time of day (a relaxed Friday evening). The satisfaction assessment can be impacted by the positive unexpected design and implementation. Therefore, future study designed to assess other factors (i.e., mood) influence the participants/donors; satisfaction judgment is recommended. Furthermore, there are other factors contributed to the donors' behaviors including behavioral intention. Future study is recommended to further assess related constructs in assessing the relationships. Lastly, this study identified the ego involvement as antecedent to satisfaction. However, the directional relationship between the two constructs can be reversed as suggested by the theory of self-perception (Bem, 1972). That is satisfactory experience the participant had may lead to be more involved with the program or activity.

Further examination of the role of ego involvement is will contribute to the knowledge of this line of research.

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Historical, Archaeological and Mythological Elements in Destination Promotion at Hotel Websites in Foça

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Abstract

One of the main motivations of tourists to visit a destination is to get to know its culture and history. In the case of Foça having a high potential for cultural tourism and possessing many cultural and historical richnesses, tourism is not only bound to sun, sea and sand. To give place to these cultural and historical assets also carry importance for the promotion of hotels in Foça. This study targets to find out the extent to which the hotels in Foça give place to historical, archeological and mythological symbols at their web sites. The research is designed to examine all the web sites of hotels located in Foça. As a result, the study concludes that the web sites of hotels in Foça has varying content changing according to their very varied approaches to the historical, archaeological and mythological elements. These approaches can be attributed to the location of the hotels, their implicit or explicit handling of cultural assets which are reflected in aspects such as the hotels' name or its establishment story. The results also let create a reflection on the present state and future possibilities of promotional activities of Foça destination to be made by the web sites of hotels.

Keywords: destination promotion, historical, archaeological and mythological elements, hotel web sites, Foça

Introduction

This study is focused on to find out how the web content of the hotels give place to destination promotion in Foça. The extent to which the Foça hotels' web sites give place to the promotion of Foça by the historical, archeological and mythological aspects is analysed through the study. It is supposed that there are tourists who refer to the web sites of hotel while planning their holidays. Furthermore, it is tried to be revealed in which ways the web sites of the hotels are replying to this demand while they are trying to attract customers. Thus, the web sites of the hotels are examined to understand, if the destination promotion is used clearly or implicitly; which element(s) are used primarily. The content analysis is used as the method of the research. The promotional content on the web sites regarding the way of usage and frequency of promotional data concerning historical, archeological and cultural elements are collected and coded and then are subjected to qualitative analysis. The results of the study may have a contribution to increase the service quality if used by the local authorities for the policy and planning of promotion.

The destination selected as the subject of the investigation in terms of promotion is Foça which is located in the Aegean Coast of Turkey in the western end of Anatolia, Foça is one of the thirty districts of İzmir city, located 70 kilometres from its city center. Foça has two main locations: Eski Foça and Yeni Foça that are at 26 kilometres distance to each other. In fact, old part of Foça is called by local people "Eski" to make the distinction between two Foças. Eski Foça, officially Foça being one of the city states of Ionian civilization of

the ancient era has the historical and archaeological heritage and mythological stories and symbols possessing the competitive advantage about cultural elements for promotion. Famous historian Herodotus's saying "*They established their city under the most beautiful sky and in the best climate we know on earth*" is frequently quoted for Foça. Mediterranean Monk Seals living in Foça also may have had a role in its name deriving from "Phokaia" (In Turkish the meaning of word fok is seal and its pronunciation is close to Phokaia). In 2013 the Foça Castle was included on the temporary list of UNESCO's World Cultural Heritages (İZKA, 2016). On the other hand, Yeni Foça is known as the recently constructed settlement of Foça district. But its history also dates back to old periods as indicated in the following parts of this study.

Literature Review

The competitiveness in destination marketing is increasing as the tourist consumption of the destination includes more individual experiences. That is why the actors involved in the destination marketing will need to adopt the destination themes for the interpretation of the tourism product including individually produced products and services (Buhalis, 2000: 97, 114). Promotion is an important part of cultural tourism. While hotels promote their own service offer, it is to their advantage to simultaneously promote the destination that they are located. By this way, they have the opportunity not only to serve the aim of attracting customers but also to support destination promotion.

Govers&Go (2004) preferred to examine the visual and text content on the web sites of various tourism industry professionals based in Dubai. Their findings reveal that, the private sector organizations, especially from hospitality and transport sector, are marketing their own products and service. It is remarked in the same study that, the destination marketing organization focuses on the projection of cultural identity and heritage. The destination marketing is mostly attributed to the DMOs (Destination Management Organizations) (Buhalis, 2000, p.98) as the primary objective. Pérez-Aranda, J.R., Guerreiro, M. & Mendes, J. (2015) argue, myths and legends are used by government authorities for image creation and have an important value in creating tourist experiences within tourism destinations. Köksal (2016), informs that as part of the promotional efforts, the local authorities show the awareness to use the elements with the salient characteristics of Foça. The author gives concrete examples from the advertising board contents. Köksal (2016) emphasizes the importance of the mythological elements in destination promotion by Seal and Sirens.

Methodology

In this study, the web sites of hotels in Foça are researched in order to find out how they give place to cultural elements for the promotion of their services and the destination of Foça. In total, Foça has 73 hotels varying from 3, 4 star and boutique hotels, theme hotels and guest houses (of which 44 in Eski Foça and 29 in Yeni Foça). 8 of these hotels are certified by Ministry of Culture and Tourism, the rest are certified by municipality. The current list of hotels is required from Foça District Directorate of Tourism and Culture and it is validated by the local visits of the researchers. A list of all 73 hotels is made in excel. The internet is checked to find out the web sites of hotels first. However, after the elimination of the 29 hotels not possessing an active web site, the sample has resulted as 44 hotels of which 27 are from Eski Foça and 15 are from Yeni Foça (Please check the

appendices part where exist tables showing the coding lists of hotels' web sites and hotels not possessing a web site).

As the data collection method, the hotels of Foça possessing an active web site are taken into consideration. To examine the written content of the web sites of Foça's hotels, the categories and sub-categories are formed according to certain criteria. After the categories are determined, they are coded on a table made in Microsoft Excel. The hotel web sites are scanned by the authors and according to the codes categories, the input selected from promotional written content is entered. By this way, a quantitative data is obtained. Based upon this data, the frequency of all categories on the web sites of hotels in Foça are found out. The results of the frequency analysis as well as the analysis of the distinctive usages of different categories and sub-categories by hotels' web sites are used to clarify how historical, archeological and mythological elements contributed to the promotion of Foça destination.

The steps followed to specify categories and sub-categories of the research are as follows: The *historical background*, the *archaeological sites* and the *mythological stories and symbols* are determined as the basic three categories. The *historical background* content is analysed according to its presence on the web site of the hotels. The sub-categories used to search for the *archaeological sites* are taken from the promotional content of the web site of Turkish Ministry of Culture and Tourism about Foça (<http://www.kultur.gov.tr>, 05.06.2017). They are Siren Rocks, Athena Temple, Kybele Open Air Temple, Theater, Archaic Wall & Herodot Wall, Outer Castle, Stone House (Persian Monumental Grave), Mosaics, Devil's Bath, City Wall and Beş Kapılar Castle, Windmills, Mosques, Ottoman Graveyard. The most prominent *mythological stories and symbols* of Foça being the Sirens, Black Stone ("Karataş" with the local name), Gryphon, Mediterranean Seal, Foça Moru (Meaning Foça Purple), Cock and Horse are applied as the sub-categories subjected to this research while analysing the content of the web sites of the hotels in Foça.

Findings

Observing the web sites of hotels it is seen that, high importance is given to the promotion of Foça. Almost all the web sites of the hotels in Foça include a tab dedicated to promotion of Foça as a destination. This tab named in general as 'About Foça' displays all the information about the historical background, archaeological sites and mythological stories and symbols.

The analysis of configuration of the cultural content of the web sites of hotels reveals some similarities and differences. Some hotels put cultural content on their own web site while some others give link to the Foça page of the internet site of Turkish Ministry of Culture and Tourism. Very few of the sites own promotional content in English language showing the need for creating web content in other languages than Turkish. The suggestion may be to make demand analysis to find out in which languages to create web sites for which audiences from what nationalities. The hotels may not afford it but it can be a part of national or local tourism marketing effort.

Findings and Analysis About Historical Background Category

Half of the Eski Foça hotels give place to the historical background on their web sites. In general they mention about the foundation of Eski Foça during İonian period, some hotels

providing more details, some other hotels giving less details about its history. And half of this historical content make reference to famous antique greek period historian Herodot's saying: "*They built their cities under the most beautiful sky in the most beautiful climate of the world known to us*". This is showing a reference to the city's foundation as well as its natural beauty coming from the past.

More than one thirds of hotels (six hotels over sixteen) in Yeni Foça give place to historical background content on their hotel web sites. The interesting fact is that, in this content, the hotels have introduced information about the historical background of Yeni Foça. Foça is not described as a whole destination at nearly all web sites of Yeni Foça hotels. The content makes an impression that, Yeni Foça as a location has been taken into account individually and it is privileged in its historical content. Eski Foça's history is not at all mentioned in nearly all the web sites of Yeni Foça hotels in the category of historical background. Two hotels, la Petra and Artun say that Yeni Foça is also an old site dating back 3000 years and in 1275 it was captured by the Genovese and lived its golden age. On the other hand, some of the hotels' web sites have shared 1275 as the foundation date of Yeni Foça district (Villa Fokai and Çolakoğlu Hotels). This impression is possibly based on the fact that, in Yeni Foça, the excavations have not been made and the antique ruins have not been brought to light yet. But as the archeologist Özyiğit (2010) states, the first settlements in Phokaia region dates back 5000 years ago to the Bronze Age. That is to say, Yeni Foça history dates back much earlier than the year 1275.

Another interesting point is that, a hotel in Yeni Foça is named as "1922" which is the independence year of this district as a result of the Turkish War of Independence between 1919 and 1922. In the hotel's promotional web content only this issue has taken place.

Findings and Analysis About the Archaeological Sites and the Mythological Stories and Symbols

When the usage of the archeological elements are analysed; the typical ones, the physically standing and reflecting traditional Foça image are found to be the mostly cited ones (Siren Rocks, City Walls and Beş Kapılar Castle, Stone House as cited by Eski Foça hotels' web sites respectively). On the contrary, despite being an important archeological asset, Athena Temple is mentioned much less. This means that, it is becoming newly recognized as the excavations still continue and it is not brought to light as a reconstructed building. Another result revealed about the usage of archeological elements is that there is a difference between Eski and Yeni Foça. The fact that these archeological ruins are located in Eski Foça makes their usage unattractive for Yeni Foça hotels. The reason for this may be to keep the customer by their side. On the other hand, when the Yeni Foça hotels citing the Athena Temple as the first frequent archeological element are considered, it is a sign of rising awareness about newly acquired cultural assets. This awareness also shows itself on the approach of mythological stories and symbols, too.

About the usage of mythological elements on the web sites of the hotels, it is discovered that:

1. Some of the themed hotels base their establishment stories upon a mythological symbol: For example, Huri & Nuri Hotel basing its story on a love story told in Black Stone Story of Foça.

2. Others make reference to important symbols of Foça with its own name: For example, Griffon and Foçamor Hotels.
3. Another implicit reference to Foça's symbols is the usage of a symbol as the logo of a hotel: For example, 1887 Hotel having the cock as the logo.

According to the frequency analysis of usage, the archeological sites on the web sites of *Eski Foça* are specified as follows:

1. Siren rocks,
2. City Wall and Beş Kapılar Castle,
3. Stone House (Persian Monumental Grave)
4. Devil's Bath and Mosques,
5. Kybele Open Air Temple and Ottoman Graveyard
6. Archaic Wall & Herodot Wall, Outer Castle,
7. Athena Temple, Theater, Mosaics,
8. Windmills.

Above, numbers 2, 4, 5, 6, 7 are showing more than one element taking place in equal frequency on the web sites.

On the web sites of *Yeni Foça* hotels, there is equality in employment frequency of some archeological sites:

1. Athena Temple and Windmills are the first most frequently used content.
2. Second are Mosques and Ottoman Graves.
3. On the third line are Kybele Open Air Temple, Stone House (Persian Monumental Grave) and Devil's Bath.

In the *archeological sites* category, "Siren rocks" is discovered to be the most frequently appearing component on the web sites of Eski Foça. Ten of the twenty-seven hotels of Eski Foça (37%) have used siren rocks on their web content. As a contrast, "Sirens" as mythological symbol is reflected by only three of the hotels in Eski Foça on their web sites. Two of these hotels have mentioned "Sirens" on their web sites as mythological stories despite not having the "Siren Rocks" as a content. Only one hotel's web site has disposed of both the siren rocks and the mythological story of sirens. This facility takes its brand name from "Sirens" at the same time (Siren Pansiyon [Guest House]).

Consequently, Sirens and Siren Rocks are one of the most used mythological and archeological elements on the web sites of Foça. "Siren Rocks" are important for Foça as they are the inhabitation place of seals. Seal figures are also commonly used for the touristic promotion of Foça as a symbol by the authorities. Despite the findings of the analysis of hotel web sites showed that Siren rocks are most widely represented, "Seals" are chasing them just behind nearly with the same frequency of reference as a symbol of Foça. Eight of Eski Foça hotels give place to seals on their web sites. As a result of the analysis of these hotels, it can be concluded that regarding the promotional profile of Foça, Foça identifies with Siren Rocks and Seals.

It is also discovered that another symbol of Foça "Cock" is due in no small part to seal on the web sites of hotels (Five hotels in Eski Foça). Even, it is seen that a hotel in Eski Foça called "1887 Hotel" adopted cock as logo.

By the way, as mythological symbol, “Karataş” (Black Stone) of Foça compete head to head with “Seal”. The name of “Karataş” is passing in the promotional content of web sites of 9 hotels in Eski Foça. It is understood by this usage that “Karataş” is used as a symbol. The meaning of “Karataş” symbolizes the captivation of Foça. It is identified with a mystic black stone hidden underground in an unknown place in Foça and that creates a desire and love of Foça in whoever unconsciously crossed over it which inevitably drives people to return again another time to Foça. In Yeni Foça on the other hand, only one hotel’s web site has “Karataş” in its content. This means that, when “Karataş” is a very important concept in Eski Foça, it is pushed into the background by Yeni Foça hotels.

Indeed, apart from black stone symbol, it is also known that “Karataş Story” is also told to be a love story legend. With this content, it is only subjected to one hotel’s web site. Huri&Nuri Otel is not only telling the love story of “Karataş” on its web site, it has also adopted it as the basis of hotel’s theme. Note that in Turkish, “Huri” means the female ladies in the heaven and “Nuri” means the male ones. The web site of the hotel has taken the story from the Foça Local Historical Research Center records (<http://www.hurinuriotelfoca.com>). The Karataş Legend includes a love story of a Greek boy named “Talasa” (Son of Panayot and Eleni) and a Turkish girl named “Deniz” (Daughter of Hüseyin and Hatice). Both names are signifying “sea”. There are two little coves which are called “Küçük Deniz” (Little Sea) and “Büyük Deniz” (Large Sea) on the bay of Foça where Karataş (the Black Stone) story also passes. The tradition is that Turkish and muslim families do not marry their daughters with greek and christian boys. But the two families being neighbours and getting on well each other, decided to agree with each other for the engagement of Talasa and Deniz. Talasa did not see his future in the seamanship. He went to center of İzmir to find another job. Deniz sat on Black Stone (Karataş) looking far on beautiful Büyük Deniz of Foça for days, months, years while waiting for Talasa. Talasa did not come back. She seriously fell ill and died of sorrow because her love did not come back. And the soul of the Büyük Deniz died. After that day, the love story of Talasa and Deniz has been told by many generations. Panayot and Hüseyin have flattened the place where the Black Stone was and they wished that whoever come to Foça and cross over the unknown hidden place where the Black Stone had been, would have an ever-increasing passion for Foça and become attached to it.

Following the Siren Rocks, the most frequently placed archeological site is City Wall and Beş Kapılar Castle. On the web sites of nine Eski Foça hotels it takes place. As a Unesco Cultural Heritage Site it seems that hoteliers have reached to be aware of its value. Following it, the Stone House (Known also as Persian Monumental Grave) is on the third place for the web site promotional content representation of Foça hotels. After it come two archeological sites placed in web content equally in frequency; Devil’s Bath and Mosques. Again in equal frequency of emplacement follow Ottoman Graveyard and Kybele Open Air Temple. By analysing comparatively the frequency of usage of such archeological elements as Monumental Grave, Ottoman Graveyard, Temple and mosques which may be classified finally as divine places at the same time, it is understood that they are represented nearly equally.

Following the divine places in general, Archaic Walls and Outer Castle are two archeological sites represented on the hotel web sites equally (On 4 hotel’s web content in Eski Foça).

The other archeological sites which are less frequently placed in the content are Athena Temple, Theater, Mosaics and Windmills. The very little representation of Athena Temple here is surprising. Maybe the awareness will increase and more value may be attributed to it, if it is, at least partially, reconstructed. Car, on the area where the Athena Temple is situated, the archeological excavations are still continuing and at the moment, there only is the basement of the temple. On the same point, the reproduction of the protomes of horse and gryphon are erected and exhibited at the main square of Foça today since few years.

The finding about Athena Temple and theatre being presented less frequently on the web sites of Foça may be linked to their lack of physical visibility. One of the earliest theatres in Anatolia (as stated in Akurgal, 2007, p. 117) is told to be in Phokaia but, as it is not yet fully rediscovered by archeological excavations, its representations on the hotel web sites promotional content is little. Accordingly, it can be concluded that, the presence frequency of archeological sites are in line with their protection levels.

When the Yeni Foça hotels' web sites are considered, Athena Temple and the Windmills are represented the most frequently (Three hotels). They are followed by Mosques and Ottoman Graveyard (Two hotels) . Kybele Open Air Temple, Stone House (Persian Monumental Grave) and Devil's Bath are among the least mentioned elements. City Wall and Beş Kapılar Castle which is a highly important symbol for Eski Foça, does not take place on the web sites of Yeni Foça hotels at all.

The unawareness of archeological elements such as theatre, Archaic Wall, Outer Castle and Mosaics by the Yeni Foça hotels may well be understood as they are less known. On the other hand, the lack of appreciation for City Wall and Beş Kapılar Castle is a deficiency for the promotion of Foça as a destination. Here it is understood that Eski and Yeni Foça follow different strategy for the promotion of the destination.

It is thought-provoking that Windmills do not have any place at all on the web sites of hotels in Eski Foça as it is a very important archeological site. On the contrary, it is important to discover that windmills are promoted on the Yeni Foça hotel web sites. In the Yeni Foça hotels' web site contents, while they are mentioning about the windmills on the other hand, it is giving a false impression and thus perception that windmills are located in Yeni Foça.

As a color-symbol, "Foça Moru" (The Foça Purple) is the name of a hotel in Yeni Foça (Foçamor Hotel). However, despite its important powerful promotional potential, the symbolic definition or meaning of "Foça Moru" is never mentioned on the web site. The meaning of "Foça Moru" has its roots in history. As a colour, the Foça Purple is found in one of the poems of Sappho (2014, p. 21). In this poem, a girl named Timas is told to send a purple handkerchief with fear. Purple dye is mentioned as a product of Phokaia (Akurgal, 2007, p.117)

Also Phokaians are told to be famed as navigators and they were merchants all through Mediterranean and Black Sea which added up to the fame of Phokaia as a metropolis known by Europeans (Akurgal, p.116)

The owner of Karaçam Hotel Karaca (2016) tells that the purple dye was produced from the alum mineral. End of 13th century, the alum quarry began to be managed by the Genovese and commercialised which increased the fame of Foça Purple and Foça as a destination in Europe. Purple is mentioned also to be signifying the high class, royalty and nobleness which was forbidden to be worn by folk. After reading the article of Karaca, the owner of Foçamor Hotel was impressed and when two years later Mr.Karaca went to find him, he accepted that he was inspired by his article during the foundation of his hotel (Karaca, 2016, July 7). This example is showing the collaboration of hoteliers and more importantly, usage of a symbol related to Foça consciously for its promotion.

Similarly, the name of Monachus otel is making reference to the Latin name of seal (Monachus Monachus). However, the web site content does not have any information on it at all.

The example of Griffon Hotel is different from and even superior to Foçamor and Monachus hotels. Because it not only has the mythological symbol as a brand name but also information about it in the web site content. By this way, it can be concluded that, the new generation hotels are creating a combination of promotion strategy more consciously for their hotel and Foça destination.

As given previously, promotional content of web sites of hotels are in general only in Turkish language. Two hotels (Bülbül Yuvası and Menendi Hotels) in Eski Foça have content in English. The archeological sites promoted in English in Eski Foça hotels' web sites are Archaic Wall, City Wall and Beş Kapılar Castle and Devil's Bath. The mythological elements presented in English are including Karataş, Sirens and Seal. Griffon Hotel is the only one presenting English web content among fifteen hotels in Yeni Foça. Athena Temple as archeological element and gryphon as mythological element is mentioned in English on this web site.

Conclusion

In this study, in order to develop a competitive destination image, the differentiation strategy is suggested as taking advantage of local cultural elements such as historical, archaeological and mythological resources. Thus, as a result of the analysis, it is seen that the cultural elements of Foça are used as a resource advantage by hotels for promotional content. It is found out that both Eski and Yeni Foça hotel web sites' promotional content stay location-bounded.

When the function of the cultural elements is considered, even though the main aim of the web site is the hotel promotion, it serves indirectly to the objective of increasing the popularity of the destination Foça. Or the vice-versa, they are using the destination's advantage for the hotel promotion.

As it is included in the methodology of the research, the difference of point of view between the Eski and Yeni Foça hotels on handling the cultural content on their web sites is also subjected to the research findings and analysis. In this respect, This means that they are not applying an integrated approach for the promotion of Foça destination as a whole.

As accommodation facilities in Foça, the *new generation* boutique hotels or themed hotels are found to consciously give place implicitly or explicitly to cultural and mythological elements in their website contents. This is a pleasing and promising state of affairs for destination promotion. There is a relationship between the mythological symbols and conceptualization of hotels.

Further research may be suggested about extending the usage of web sites and also about the ways of enriching and the usage of the cultural content of web sites of the hotels with the hotel owners and the consumers.

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Table 2a: Coding Table of Yeni Foça Hotels' Web Sites Showing the Frequency of the Cultural Elements As of 2017, June 6 (15 Hotels)

	NAME OF HOTEL	INTERNET SITE	HISTORICAL BACKGROUND	ARCHEOLOGICAL SITES										MYTHOLOGICAL STORIES AND SYMBOLS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400	1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467

A Research on the Development of Perceived Service Quality Scale for Coffeeshops (CoffeePerf)

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Abstract

The purpose of this research is to develop a new scale for evaluating the perceived service quality in coffeeshops. A four-step process has been followed to achieve the purpose. The first step consists of the literature review on the determination of the service quality in coffeeshops and it was found that a few study on this issue. In the second step, the suitable items for coffeeshops have been identified by examining the popular scales developed on service quality literature. In the third step, 15 people who frequently visited these businesses have been interviewed and new items of service quality scale have been obtained for the purpose of developing the items of coffeeshop service quality. At the last step, the identified items are presented to the approval of 3 lecturers specializing in tourism and marketing and the suitability of the items for research purposes has been confirmed. A pilot study has been conducted on 120 customers who visited coffeeshop. At the result of the pilot study, the questionnaire has been re-arranged and the questionnaire has been conducted on 1090 participants. The results showed that the perceived service quality scale for coffeeshops consists of 24 items collecting under 5 dimensions.

Keywords: perceived service quality, coffeshops, CoffeePerf, Turkey

The Role of Creative Tourism in Place Marketing: Evidences from Scotland and Azerbaijan

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Abstract

This study is going to review latest trends in festival tourism, its relation to revisit intention and loyalty to a destination. By referring to existed literature, current study analyses some of best practices in this sphere, and shows some solutions for development of Creative Tourism in Azerbaijan. Current paper firstly reviews some definitions and current achievements of Festival tourism as a part of Creative tourism. Then it continues with the review of Scotland experience in organizing Festival tourism, as one of the effective festival tourism destinations in the World. Based on this reviews and previous research this study is going to uncover the latest tendencies of creative tourism expansion, and give suggestions for destination marketing initiatives in Azerbaijan.

Keywords: creative tourism, Place Marketing, Azerbaijan tourism, Scotland festival tourism

Introduction

Creative tourism is defined as being interactive, emotional and engaging with the people and their culture in the destinations. There are several beneficial associations for places resulting from cultural events like festivals, such as rich history of cultural production; being culturally creative; and cultured people. Some places employ these events in order to encourage local cultural creativity while others to have an image of place with successful cultural production. Cities like Edinburgh, Salzburg etc. brand themselves as festival places, and benefit from contribution to their economies, as these events attract considerable number of cultural tourists. Therefore, understanding success factors of festivals as cultural events, will contribute to the competitive advantage in place marketing.

Scotland is one of the best practices in this sphere, and learning its experience is valuable for similar countries like Azerbaijan. There are some features which are common for both of this countries. Both Scotland and Azerbaijan are comparatively small countries (approximately with territory 80 thousand sq. km). Both countries respectively have high number of ethnic Scottish and Azerbaijanis outside the countries, for whom national culture and identity are the main attractions.

What is the Creative Tourism?

Creative Tourism is seen as comparatively latest generation of tourism, consequently, this generation requires that managers recognize the creativity, and provide new opportunities to meet the evolving interests of tourists (UNESCO, 2006).

“Creative Tourism involves more interaction, in which the visitor has an educational, emotional, social, and participative interaction with the place, its living culture, and the people who live there.”

Festivals can be seen as one of the forms of Creative Tourism in the context of serious consumption. These events attract many people who are searching for new outstanding experiences that can benefit their lives through enriching their worldview. Tourists especially serious ones are looking for cultural pursuits as a form of identity creation, and they pursue creativity in a coherent and cumulative manner. The importance of festivals as a serious leisure depends on supply factors namely cultural planning, tourism development, civic repositioning; and demand factors lifestyle sampling, socialization needs, and the desire for authentic experiences (Prentice & Anderson, 2003).

Lee et. al. (2017) mentions that festivals can enhance the image of a host city or a specific destination. That in its turn help to increase revisit intentions of attendees to the destination. Destination image resulting from enjoyable experience can be considered also as an important factor of the visitors' loyalty attitudes. Therefore, satisfied visitor have an emotional attachment to the host destination that leads to destination loyalty. When tourists perceive high destination image the revisit intention is also increases, it also affect positive word of mouse behavior. As festivals give a good image to the destination, it is obvious that DMOs should encourage organization of variety range of festivals and as a result improve destination image.

Visitors who had meaningful social interaction at the place eventually tend to revisit that particular place (Lee et. al, 2012). Thus, social and emotional ties are crucial to keep the audience. Therefore, festival organizers need to put more efforts on enhancing shared experiences. Destination marketers need to focus on attributes and factors that increase emotional ties of visitors to both the destination and festival itself.

Place attachment play a key mediating role between festival satisfaction and visitor's loyalty to the destination. According to (Kyle & Chick, 2007 in Lee et. al, 2012) there are two types of place attachment physical (place character, destination attractiveness) and social (customer mix and service personnel). Therefore, destination marketers need to achieve both in addition to quality services at the destination.

One of the most successful (in terms of popularity and economics) examples of creative tourism is Scotland's festival tourism. For Scotland, festival tourism is an important source of incremental revenue, tourists' visits, and economic development. Experience of Scotland also confirms that more traditional product experiences increase global competition. No doubts that growing number of countries successfully market their locations through variety of festivals. This is reasonable marketing tool because it increases brand awareness, image that in turn leads to increase in tourism statistics and economic growth.

Success Story of Scotland

Scotland for a long time was positioning itself as a nature destination, and promotion through highland imagery was used especially in North America. As a result, cities that were interested in promoting their contemporary cultural life distinguished their positioning from promotion of Scotland's nature destination image. During the last decade of the 20th century biggest cities like Edinburgh, Glasgow, and Dundee was looking for innovation in destination marketing. Consequently, in order to promote these cities started to concentrate efforts on culture, and creativity (Prentice & Anderson, 2003).

Festivals that are considered as a vital part for repositioning in Scotland nowadays. Edinburgh established itself as ideal place for arts festivals, thanks to its creative artistic base that takes roots from the 18th century. In this case, historical background is used to create appropriate associations for organizing festivals. Prentice & Anderson (2003) describe Edinburgh as the “Festival city”:

It has sought worldwide to position itself as “the Festival City”, rather than solely as Scotland’s capital, offering a unique selling point of creativity as well as heritage.

Music, traditional ceremonies, dance, and theatre are most common forms of creative tourism products in Edinburgh festivals. During a year the city offers mostly historical tourism product that express Scottishness in nation’s capital. However, in August there are considerable changes happening in the city. Old castle become a place for tattoo, and part of Royal Mile become a place for performances along with this many other building become a stage for formal performances.

Edinburgh is an ideal location for many festivals throughout the year. They are namely: The International, Fringe, Book and Film Festivals and the Tattoo all together form what is commonly known as the “(Edinburgh) Festival” (Prentice & Anderson, 2003).

Official website of Edinburgh Festival Fringe describe this transformation as:

Every year thousands of performers take to hundreds of stages all over Edinburgh to present shows for every taste. From big names in the world of entertainment to unknown artists looking to build their careers, the festival caters for everyone and includes theatre, comedy, dance, physical theatre, circus, cabaret, children's shows, musicals, opera, music, spoken word, exhibitions and events.

Thus, it can be concluded that Edinburgh festival is an umbrella brand for variety range of events. During the festival, museums have special exhibitions. As a historical part, Royal mile offers carnival, drama freely in order to make tourists excited. In a way, it highlights boundary between historic city and its part dedicated to the festival. The International Festival was originally created as a leisure product, with objectives to promote both international arts to locals and local arts to international visitors.

The Edinburgh International Festival is an unparalleled celebration of the performing arts and an annual meeting point for peoples of all nations. Committed to virtuosity and originality, the International Festival presents some of the finest performers and ensembles from the worlds of dance, opera, music and theatre for three weeks in August (Official Website).

This festival is employed to promote the educational, cultural, and economic well-being of the city and people of Edinburgh and Scotland (Edinburgh Festival Society 1993, in Prentice & Anderson, 2003).

According to Prentice & Anderson (2003) the success of Edinburgh in its positioning via arts can be described as follows. Firstly, success depends on festival’s product offering. Particularly product mix which is international as well as Scottish, also Scottish product is contemporary as well as historical. Tourists can develop individual programs that include both traditional and contemporary performing arts across variety range of cultural activities. Secondly, city attracts segments that are particularly interested in performing arts. By doing this city meets creative tourists’ expectations, as a result, brings growing

number of tourists each year. The third success factor is determined by extent to which the traditional image of Scotland is modified by the Festival.

Another example of festival tourism in Scottish cities is Winter Festival in Glasgow. The festival similarly to other European cities gives the atmosphere of winter fairytale. It includes a wide range of events starting with the political celebration of Guy Fawkes Night, then ‘Glasgow on Ice’ -an open-air ice rink, ‘Glasgow’s Hogmanay’, and ending with the ‘Celtic Connections’ folk music festival. Via these festivals, the city provides events that were accessible to all diverse population of city as well as for foreign visitors (Foley & McPherson, 2007). Glasgow also famous for its film festival that is usually organized in the end of the winter.

Conclusion and Implications

Comparing to Scotland, Azerbaijan as a destination needs to put many efforts to increase incoming tourism statistics through creative/festival tourism. However, Azerbaijan is an emerging destination with considerable creative tourism potential. Unfortunately, nowadays advantage of this tourism type is underestimated in the country. The country located at the intersection of the West and the East. It is the part of the Muslim World, but it is also the member of European council, so, the country shares Western World-European values. Azerbaijan as an ancient center of different Eastern empires accumulated many traditions of the region. Architecture, music, culinary is a mixture of different ancient cultures. Extremely important piece of creative art is Azerbaijani carpet. Azerbaijani carpet weaving tradition is well known in the World, and included into the UNESCO’s list of Intangible Cultural Heritage of Humanity. This ancient handicraft culture represents nation around the Globe. One of the notable examples is ‘Sheikh Safi’ carpet, which was woven in Ardebil (nowadays Iran) in 1539. The carpet that is 56,12 sq.m. size is stored in "Victoria and Albert" Museum in London.

Another example of creative culture is performing arts. Namely Azerbaijani Mugham – (traditional music with variety of improvisations) is recognized as an Intangible Heritage of Humanity, and can distinguish the country in the region. It can help to attract tourists from neighboring countries and regions. It can be observed that especially Iranian Azerbaijanis (with approx. 30 million population) are interested in viewing annual Mugham competition in Baku. In many cases, Azerbaijani professional composers refer to Mugham in their works. One of them well-known Azerbaijani pianist and composer Vagif Mustafazadeh even synthesized Mugham with Jazz, and created new genre called Jazz-Mugham. Nowadays, his daughter Aziza continues expanding this approach, and she is recognized in Jazz world as a “Princess of Jazz”.

Because of locating at the intersection of West and East, Baku as a capital of Azerbaijan is a venue for varied European, Islamic and Global scale events e.g. Eurovision 2012 song competition, annual Mugham music festivals. Despite having such a cultural treasure, Azerbaijan could not expose all creative potential. In particular, there are great opportunities for organization of creative events and festivals. Although Eurovision song contest 2012 facilitated recognition of the country, the role of festivals and cultural events in marketing of Azerbaijan still underestimated. From my previous research on marketing issues of Azerbaijan I can suggest that Baku can be a center of traditional dancing events

too. Moreover, festivals can organize Mugham and national dance events under one umbrella brand.

Azerbaijan historically is well known for its centenarians. As we know well-being depends not only on good living conditions but mainly on organic and balanced food. Most of the people who visits the country or tried national food abroad share their positive impressions and desire to visit the place of origin of this cuisine. Although there some festivals namely traditional jam making; pastry competition, there is also place for expansion and promotion this events locally and abroad.

Culture and heritage considered as top associations of the brand Azerbaijan according to authors previous research (Lachin, 2015). Along with drawing tourists from target markets, this type of tourism is important for sustainable development of provinces as well. Creative tourism involves active participation of local contemporary culture, culinary tourism and wine tourism as its part, traditional activities, customs, and festivals. Among advantages of this type of tourism is that it is economically beneficial for locals. For instance, sales of local carpets. Therefore, strategy which promotes usage of handmade and contemporary carpets, for instance, 3D carpets by Faig Ahmed needs to be implemented. Consequent visits to the weaving shops; as well as festivals with traditional performing arts should be also promoted.

Considering lessons from Scottish festivals, we can argue that festivals are successfully diversifying the tourism product, as the more traditional product experiences increased global competition. Accordingly, festivals will need to continue to offer a product mix of both the international and the local, or it can lose its audience segments (Prentice & Anderson, 2003). Coming from these prospects, I can conclude that to have competitive advantage there is a need for introducing local culture to international visitors. From this context, festival events that reflect traditions and customs can play a significant role in familiarizing the destination, and increasing revisit intentions of attendees. Mentioned events also will increase so-called “sense of place” for international visitors, and their consequent bonds to the destination Azerbaijan. Current research explores the emergence of creative tourism significance, and its role in achieving sustainable tourism development. Therefore, considering mentioned views and facts current study offers new insights for future research in applying festival tourism for place marketing and specifically for place marketing in Azerbaijan. This will give better opportunities to establish competitive and sustainable destination brand – Azerbaijan.

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Food Waste in All-inclusive Resort Hotels in Turkey

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Abstract

This study investigates stages and reasons of food waste in all-inclusive resort hotels in Turkey. After an in-depth literature, semi-structured interviews were undertaken with over 32 individuals working in the all-inclusive resort hotels in Turkey. Empirical data was collected through semi-structured interviews with employees and managers. The study findings indicate that major difficulties and reasons leading to food waste are related mainly unavoidable and uncontrollable guest preferences and attitudes as a result of their cultural backgrounds and eating behaviors. Even if inventory management and food preparation errors can be reduced with a good management practices, majority of food waste may still continue in all-inclusive resort hotels due to vast amount of food production in these businesses. It is essential to evaluate main reasons of food and beverage waste in all-inclusive resort hotels and develop appropriate strategies to minimize adverse financial and environmental effects of food waste.

Keywords: food waste, all-inclusive resorts, sustainability, consumer behavior, hotels, restaurants.