ERGONOMIC ASPECTS AT THE WESTERN RESTAURANT IN SURABAYA

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INTRODUCTION

According to Zainuddin, Abidin, & Hashim (2012), ergonomics learns how to design a job and workplace that fit in the ability and limitations of the human body, and in the end create a comfortable atmosphere. Ergonomics does not only create comfort for workers but also for customers, for instance, the type of chair which is comfortable having back rest with 40.6 cm to 43.2 cm height (Panero and Zelnik, 2003). A comfortable atmosphere becomes an important aspect for customers in choosing a restaurant; price, quality and service were no longer be the main consideration for culinary lovers (Kotler, Bowen, and Makens, 2003).

Preliminary researches related to ergonomics and focused on the workers were done by Cocci, Namasivayam, and Bordi (2005); Inyang, Al-Hussein, El-Rich, and Al-Jibouri (2012); and Hendrarto, Rachman, Sulastio, and Afrinaldi (2012). All those preliminary researches showed that ergonomics gives influence on the workers' comfort, productivity, and reduces the injury cost. Based on those previous studies, this research is conducted to find out whether ergonomic aspects influence the customer's comfort while dining in the restaurant. This case study uses one of the Western Restaurants in Surabaya named Pipe and Barrel Restaurant.

METHOD

This case study used quantitative method by measuring ergonomic aspects and distributing questionnaires to the customers of Pipe and Barrel. Ergonomic aspects in this research consist of physical ergonomics, and environmental ergonomics. Physical ergonomics consists of visual display and anthropometric; environmental ergonomics are ventilation, humidity, illumination and glare, and sound. The questionnaires were distributed to 100 respondents who came to Pipe and Barrel Restaurant Surabaya. The sampling technique was judgmental sampling; the respondents were above 17 years old and visited Pipe and Barrel Restaurant Surabaya in the period of March – May 2016.

In analyzing the data, there are two types of analyzes. First, the result of measurement compared to the ergonomic standard. Second, this study used Partial Least Squares (PLS) – SEM which consists of three steps. The first step is Confirmatory Factor Analysis (CFA), the second step is path analysis and the third step is structural model fit.

FINDINGS

The present research shows that environmental ergonomics, visual display and anthropometric gave influence on 70.7% of customers' comfort. It means that three aspects of ergonomics have strong influence on customers' comfort. Based on the path analysis, it could be seen that each variable had contribution to the customers' comfort; anthropometric contributed 0.288, visual display contributed 0.072, and environmental ergonomics had the biggest contribution of 0.566.

The result shown the indicator in environmental ergonomics that gave the biggest contribution was ventilation. In fact, Pipe and Barrel has two dining areas, indoor and outdoor area. Inside the restaurant, there is no natural ventilation but it uses air conditioner for circulation, while in the outdoor area uses fans, so that indoor area is colder. It is supported by the observation and interviews done by the researcher that customers in indoor area were likely to sit longer than customers who sat in outdoor area. Even though there is no natural ventilation inside the restaurant, ergonomically it is still appropriate. The condition of no natural ventilation inside the restaurant is supported by Suma'mur (2009), if a room does not have natural circulation, it still can create good circulation as long as there is air conditioner or fan in the room. Based on the measurement of environmental ergonomics compared to the standard, it showed that ventilation, humidity, illumination and glare, and sound in Pipe and Barrel Restaurant were in accordance with the standard although some customers still complaint for the high temperature in outdoor area.

Anthropometric and environmental ergonomics had positive and significant effect to the customers' comfort, while visual display had positive but no significant effect to the customers' comfort (see Table 1).

Table 1. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Anthropometric → Customers' comfort	0,288	0,284	0,081	3,536	0,000
Environmental ergonomics → Customers' comfort	0,566	0,563	0,090	6,261	0,000
Visual Display → Customers' comfort	0,072	0,081	0,076	0,959	0,338

Environmental ergonomics had positive and significant effect to the customers' comfort since it created atmosphere in the restaurant. Nowadays, customers, especially the young ones, are very demanding for the nice atmosphere, such as the right room temperature, nice music background that the customers could talk with friends comfortably. It could be seen that most of Pipe and Barrel's customers like pop music, the type of music that all ages might enjoy. The demand for nice atmosphere is in line with Kotler, Bowen, and Makens (2003) that at the present time, comfortable atmosphere becomes an important aspect for customers in choosing a restaurant; price, quality and service were no longer be the main consideration for culinary lovers.

Anthropometric had positive and significant effect to the customers' comfort. In this research, anthropometric is related to the space between the tables, the space between the chairs inside the table, the width of the table, the proportional height of the chairs and the table, the design of the chairs, and the height of order counter. If the space between the tables and the space between the chairs inside the table are too narrow, the customers cannot move comfortably. It is supported by Panero and Zelnik (2003) that narrow space between tables and between chairs make the customers feel uncomfortable to move and to talk. At Pipe and Barrel Restaurant itself, all aspects of the anthropometric are not in line with the standard, such as some chairs do not have back rest, the seat of the sofa is so wide the the customers' feet cannot flat on the ground, some chairs have the same height with the table so that the customers eat with the back bent forward. Besides, some designs of the chair are not comfortable for the customers to sit. All those conditions make the customers reluctant to stay longer in the restaurant. It could be seen from the statement that the design of the chair makes customers sit for longer time only got the mean of 3.11 which is neutral. It also could be proven by the fact that most of the customers only stay for 1 to 2 hours. Even though the anthropometric aspects are not according to the standards, the customers still feel comfortable because most of the customers are at the age of 17 to 25 come with friends or lovers so that those customers do not feel the uncomfortability.

Visual display had positive but no significant influence on customers' comfort. In this research, visual display includes menu board, menu display, sign board for rest room and order counter, and sign board of restaurant's name. Based on the interview to some customers, sign board for order counter is not important for the customers since the restaurant has greeter who will direct the customers to the counter right after the customers enter the restaurant. Moreover, menu display and menu board are not so important since the customers could ask to the server directly while ordering the food and drink at the counter.

Overall, the ergonomic aspect at Pipe and Barrel Restaurant is 61.9% according to the standard. It means that the ergonomic aspects which is visual display, anthropometric and environmental ergonomics are implemented quite good in the restaurant.

CONCLUSIONS

Based on the study, it is found out that environmental ergonomics, visual display and anthropometric give influence on 70.7% of customers' comfort. It means that three aspects of ergonomics have strong influence on customers' comfort. Anthropometric and environmental ergonomics have positive and significant effect to the customers' comfort, while visual display has positive but no significant effect to the customers' comfort.

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THE INFLUENCE OF EMPOWERMENT LEVEL ON THE PERCEPTION OF TOURISM DEVELOPMENT PROCESS: A CASE OF LOCAL COMMUNITIES LIVING ADJACENT TO KILIMANJARO NATIONAL PARK, TANZANIA.

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INTRODUCTION

Empowerment is one of the key factors for the success of tourism development in developing countries. In tourism context, empowerment is a process of enabling local communities to gain authority to collect resources to meet their needs, to take action, to achieve social justice and to make decisions (Timothy, 2007). In regard to common principles of sustainable tourism development, participatory tourism development refers to empowering local communities to determine their main goals for development (Timothy, 1999). Tourism development helps to empower local communities so that they can improve their livelihoods. Empowerment is a multi-dimensional concept including economic, social, political, and psychological empowerment (Friedmann, 1992).

This research on influence of empowerment level on the perception of tourism development process was carried out based on opinion survey of the local communities living around Kilimanjaro National Park, Tanzania. Osborne (1994) suggested four possible societal settings for empowerment, known as the marketplace, the community, the public sector and the political system. Community empowerment is aimed at making people strong spiritually, politically, socially and economically, so as to increase their capacity and confidence level to influence decision making, to tackle their problems, to challenge discrimination, to strengthen community unity and to build sustainable communities. The main purpose of this study was to understand the relations perception of empowerment level in relation to other aspects of tourism development process like capacity building, economic benefits, biodiversity conservation and infrastructure development. The results of this study will provide meaningful implications for tourism destination planners to derive strategies to empower more local people to the tourism development process in their destination.

METHOD

This study employed a survey to accomplish its objectives. Structured questionnaires were administered to the local people who live around Kilimanjaro National Park in the three selected areas namely Rongai, Marangu and Machame. Convenience sampling was used to select respondents. Before conducting the survey, the interviewees were briefed in detail to ensure that they understand the objectives of the study and the questions. As a result, data of a total number of 150 households were obtained.

Items for the perception of empowerment, capacity building, economic benefits, biodiversity conservation and infrastructure development were obtained from previous research (e.g., Nyaupane & Poudel, 2011) and included in the questionnaire. Upon the collection of data, reliability test was conducted to eliminate the items with higher reliability value if item deleted. Then an exploratory factor analysis was applied to further clarify the factor structure by deleting items loaded on multiple factors. For empowerment, 6 out of 7 items were remained and two factors, namely accessibility and involvement, were identified. The number of items for capacity building was reduced from 7 to 5 items, and it appears to be one factor. Original 9 items to measure the perception on economic benefit of tourism development were reduced to 5 items. The remaining items represent two factors, namely market opportunity and product diversification. Three out of 9 items for the perception on biodiversity conservation were retained and represent one factor. The number of items for infrastructure development remained the same and represent single factor.

FINDINGS

The majority of the respondents (66%) is female and is at the age range between 21 years old to 50 years old (94%). Also it shows that overwhelming number of the respondents (approximately 69%) were married and remaining (31%) were unmarried. The results further shows that about 12% of the respondents were educated up to tertiary level, 33.3% up to secondary school and the majority of respondents (approximately 55%) had only primary education level.

The respondents were classified into two groups, high and low group, based on their mean score on accessibility and involvement empowerment factors, respectively. And a series of t-test was applied to the measure of capacity building, economic benefits, biodiversity conservation, and infrastructure development to examine the difference by empowerment groups. The results are depicted in Table 1.

Table 1. Difference in perceptions of capacity building, economic benefits, biodiversity conservation and infrastructure development by empowerment level.

Perceptions on⋯	Empowerment					
	Accessibility			Involvement		
	L (n=44)	H(n=106)	t(sig.)	L (n=58)	H(n=90)	t(sig.)
Capacity Building	0.64	0.73	1.458(.147)	0.70	0.70	.039(.969)
Economic Benefit						
Market Opportunity	0.55	0.79	3.361(.001)	0.74	0.71	.385(.701)
Products Diversification	0.64	0.77	2.056(.042)	0.71	0.75	.621(.536)
Biodiversity Conservation	2.11	2.24	1.975(.050)	2.13	2.24	1.687(.094)
Infrastructure Development	2.34	2.34	.071(.944)	2.46	2.26	2.506(.015)

Note: 0=Not at all; 4=Very much

There is a significant difference in the perception of economic benefit on market opportunity (t=3.361, sig.=.001), economic benefit on product diversification (t=2.056, sig.=.042), and biodiversity conservation (t=1.975, sig.=.050) by accessibility empowerment group. The group with higher perception on accessibility empowerment has more positive perception on other aspects of tourism development process. Group differences in the perception of capacity building and infrastructure development are not statistically significant. Differences in the perceptions of tourism development process by involvement empowerment groups are not significant with an exception of the perception of infrastructure development. It appears that the low group in the perception on involvement empowerment has a significantly (t=2.506, sig. =.015) higher perception on the infrastructure development than the higher group does.

IMPLICATIONS

By considering tourism development situation in Kilimanjaro National Park, it is interesting to note that the local people's perception on capacity building and economic benefits are rated very low in comparison to their perception on biodiversity conservation and infrastructure development. One of the reasons could be attributed to the situation that the government of Tanzania is focusing more on tourism facilities development and law making to hinder local people from utilizing natural resources but neglecting to create opportunities for tourism economic activities and education programs for local people.

The results imply that development of channels for local residents to access information and education programs related to the tourism development in their region is an important managerial activity to encourage the support from local people. The results indicate that local people with high accessibility empowerment have a positive perception on economic benefits of tourism development and biodiversity conservation activities. Creating environment for local people to feel that they have no limitation to access to the information and education program is a necessary step before the endeavours to actualize the outcomes of tourism development. To gain support from local people for tourism development, it is thus important to empower local people in terms of their accessibility to development related information and education programs.

On the other hand, local people with high involvement empowerment have a relatively low positive perception on infrastructure development. This result somehow contradicts to general expectation. Part of the reason could be attributable to the expectation level each group has on the tourism development. If local people are more involved in the tourism development process and feel more empowered, their expectation on the infrastructure development is likely to be high, as compared to lower involvement empowerment group with low expectation on infrastructure development. Given the same level of infrastructure development in the region, lower group is likely to be associated with positive perception level.

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LOCAL TOURISM PRACTITIONERS' VIEWS ON THE EMERGENCE OF THE DMO CONCEPT IN JAPAN: AN EXPLORATORY STUDY

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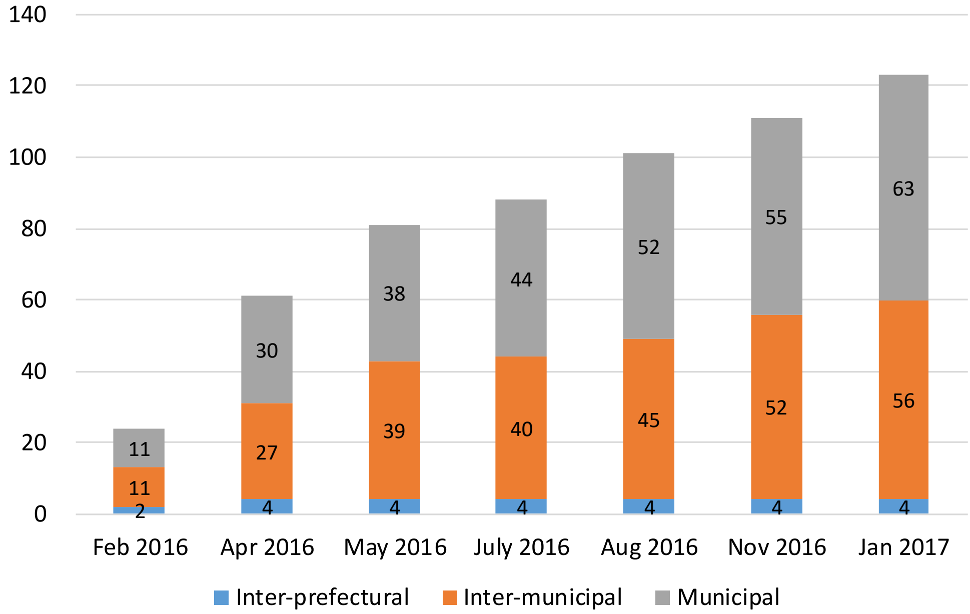
INTRODUCTION AND LITERATURE REVIEW

The Destination Marketing and/or Management Organisation (DMO) has long been considered an important component of the tourism system, especially in Western countries (Hall & Veer, 2016; Pike & Page, 2014). The concept of the DMO has been adopted in many destinations at the national, state, regional and local levels, and its effectiveness for developing sustained destination competitiveness in the global market has been widely acknowledged by both practitioners and tourism scholars (Hays, Page, & Buhalis, 2013; Hsu, Killion, Brown, Gross, & Huang, 2008; Pike, 2008; Pike & Page, 2014). Notably, many DMOs have shared similar organisational structures and activities for many years (Pike, 2016). However, the relevance of DMOs in the contemporary society, which includes an increasingly uncertain future, is now under debate (Dredge, 2016a, 2016b; Hall & Veer, 2016; Munar, 2016). In reality, DMOs in certain countries, such as the United Kingdom, are being subsumed into broader economic development agencies (Pike, 2016; Reinhold, Laesser, & Beritelli, 2015).

Although the future role of the DMO is now under discussion among scholars, DMOs are still expected to be a vital component of destination development in many countries. One notable example is Japan, a country that heavily promotes tourism for continuous economic growth via ventures such as the Visit Japan Campaign launched in 2003 (Japan National Tourism Organization [JNTO], 2006; Prime Minister of Japan and His Cabinet, 2016). Although Japan received around 5,200,000 international tourists in 2003, more than 24,000,000 international tourists visited in 2016. The Japanese government is now aiming for 40 million international tourists by 2020 and 60 million international tourists by 2030 (JNTO, 2016, 2017; Japan Tourism Agency [JTA], 2016a). As part of a series of initiatives designed to address the rapid increase in tourism development, the Japanese government launched the registered DMO candidate program in November 2015. Registered organisations may have opportunities to receive a range of government support, including financial support, to advance their organisations' destination marketing and/or management activities (JTA 2015, 2016a). In addition to the concept of the DMO being adopted, the English abbreviation 'DMO' has also been introduced as the official term used for the program.

The registered DMO candidate program has been accepting applications from existing organisations that often represent semi-public organisations at their destinations, with many referred to as Kanko Kyokai, and newly established organisations are also eligible to apply. As of January 2017, 123 organisations were registered as DMO candidate organisations. Within these organisations, four organisations are registered as inter-prefectural (Koiki Renkei), 56 are registered as inter-municipal (Chiiki Renkei) and 63 are registered as municipal (Chiiki) level DMO candidate organisations (JTA, 2017b). Figure 1 shows the growth in the number of registered DMO candidate organisations since the JTA's first announcement of the candidate organisations in February 2016.

This paper presents the initial findings from a broader research project on the introduction and emergence of DMOs in Japan. The broader research project aims to attain further knowledge of the current situation of the DMO program in Japan as well as broadening the geographical scope of DMO research into new and emerging markets throughout Asia. In order to expand investigation of the topic, this paper explores how local tourism practitioners, especially destination organisations, in Japan view and understand the concept of the DMO.



Source: JTA (2016b, 2016c, 2016d, 2016e, 2016f, 2016g, 2017a)

Figure 1. Number of registered DMO candidate organisations

METHOD

The research team conducted in-depth interviews with representatives from seven destinations, either from organisations representing the destinations or tourism divisions of local Japanese governments, between October and November 2016. Among the seven destinations, two represented prefectural levels and five represented municipal levels. At the time of the interviews, one organisation representing a prefecture was already listed as an inter-municipal level DMO candidate organisation, three municipal level organisations were listed as municipal level DMO candidate organisations and three destinations (one prefectural and two municipal levels) had not applied for the program. As part of a broader set of questions used during the interviews, the research team explored how the concept of the DMO is viewed, understood and discussed at the destinations. Initial findings from the analysis of the interview data are presented in this paper.

FINDINGS

The interviews with representatives from the destinations identified challenges that many of the organisations shared relating to the introduction of the DMO concept. The most common challenge was understanding and interpreting the concept of the DMO within the organisations and among stakeholders at the destinations. Most tourism destinations in Japan, including the destinations interviewed in this study, have organisations that are responsible for marketing the destination and facilitating destination development. Therefore, when using broad definitions adopted from Western literature, they can be understood as DMOs (Hsu et al., 2008; Pike, 2008; Wang, 2011). Although the JTA's new registered DMO candidate program supports new organisations, it also aims to enhance existing organisations' activities, particularly stakeholder collaborations and marketing related activities, which the JTA sees as a current weakness among many tourism organisations (JTA 2015, 2016a). However, a common response was that many destination representatives see existing organisations and the 'DMO' as very distinct forms of organisations. In addition, many destinations were confused about the term 'DMO' because it was new and not commonly used among tourism practitioners, which made it harder to interpret the basic concept. One representative from a municipal level destination that had not applied for the program admitted that he and his team had not heard the term 'DMO' before introduction of the JTA's program; thus, although the destination has an interest in the program, a clear understanding of both the team and the concept within the organisation need to be established first. These kinds of confusion and difficulties were often observed during the study and may be shared among other organisations and tourism businesses across the country.

CONCLUSION

This paper presented the initial findings from a broader research project on the emergence of the DMO concept in Japan, which the country has implemented to promote tourism for continuous economic growth. This paper focused on common challenges that destinations had at the early stage of the introduction of the DMO concept. Through conducting a series of in-depth interviews with destination representatives, common challenges to interpreting the concept, which often originated from the introduction of the new term ‘DMO’ in the Japanese context, were observed. Of note, the JTA’s registered DMO candidate program was launched in November 2015, not long before the study was conducted; thus, understanding of the concept may gradually increase among destinations. As previously discussed, this paper was formed from only seven interviews conducted in the latter part of 2016. Therefore, more in-depth interviews with both registered and non-registered organisations across the country are needed to foster better understanding of this phenomenon.

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A CONCEPTUAL PAPER ON THE EXPERIENTIAL DINING IN THEME RESTAURANTS

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The foodservice industry today is one of the highly competitive industries that it continues to rapidly evolve and become widely evident all over the world especially in terms of competition in marketing. To grow sales in this competitive business, food establishments must be able to adapt to continually evolving trends. Restaurateurs now focus on more than just a food on the plate and seek competitive advantage through reaching younger patrons on social media as their main market. (Lofstock and Oddesser-Torpey, 2016). The use of social media has become one of the essential needs to promote and market their food products; according to Food Service Director, through a good lighting and delicious-looking food photos posted online, it is a way to entice and engage diners to be aware of their products' existence and get feedbacks directly. Unilever Food Solutions (2016) also suggests that food offered by restaurants should always be photo ready the moment it comes out of the kitchen. Today, tourists love to take photos of the food they are having and it would be a great marketing impact towards the restaurant if their food has been recognized online. This is one of the ways to take advantage of the free global promotion.

In terms of dining experience, unlike during the earlier years, dining out is not considered a special occasion anymore but rather one of the trends today; it is increasing and has now become a routine. However, consumers seek for restaurants that are worthy of their money and this is considered a critical attribute with good service for the best possible price. Moreover, despite of the changes in prices when dining out, diners still give more focus on the value. This includes price, quality, standards, experience, flexibility and the customer care and service which involves delivery with consistency, quality and creativity (Melia, 2011).

It was also mentioned that on the upcoming years, healthy foods will be the main feature of menus in restaurants as regional ethnicity and local authentic food develop and arise (Melia, 2011). In the Philippines, Unilever Food Solutions (2016) says that travellers come and visit places not only to see the sights, but also to experience the local cuisine, thus, authentic local restaurants being the must-visit destinations. It was also mentioned that decors of the restaurant, delicious food and impeccable service bring a great impact and affect the impression and rate of diners towards the restaurant. La Cocina de Tita Moning in Manila was mentioned as an example and considered to be one of the top rated Filipino restaurants in Trip Advisor.

Moreover, the emergence of various concepts is also evident today in order for restaurants to stand out (Rappler, 2014). On a narrow focus, in the Philippine setting, according to Preen Inquirer in January 2016, local food scene progresses year by year. They have wrapped up the top food trends in the Metro – a) fusion cuisines and international franchises, local foodservice companies prefer to bring in a foreign brand rather than create their own local restaurant. This strategy seems to provide better prospects for success since less effort is required to build an established foreign brand restaurant. This approach in the food service industry seems to work as Filipinos in general have high regard for imported brands, which they become familiar with either through their travels abroad or through social media; b) unconventional desserts, as millenials are the main target market of most restaurants today, its congruence with the satisfaction of their sweet tooth and cravings are also very promising. For instance, soft-serve ice creams continually evolve to charcoal-flavoured frozen yogurts, crepes and cupcake crossovers; c) food parks, these kinds of restaurant is widely evident nowadays especially in the Metro. According to Preen Inquirer (2016), people now opt for outdoor food parks for a newer ambience and more choices. A number of food parks have already opened just last year across Quezon City – *StrEat*, *The Yard Xavierville*, and *Boxpark*, just to name a few; one also of the food trends today is the d) all-day breakfast restaurants, wherein breakfast meals can be purchased throughout the day. This trend will most likely to continue this year according to Inquirer.

According to EntrePinoys atbp. (2015) and Manila Reviews (2010), the foodservice industry in the Philippines has improved over the past years and has flourished very well. This industry has been supported by strong economic performance since 2013 and food establishments and sales continue to grow. Since then, Filipinos consider eating out as a means to bond with their family, relax and socialize with friends, according to Global Agricultural Industry Network report (2014); thus resulting to continuous opening of new food establishments and outlets.

The Philippine Foodservice industry has been operated by both local and international food chains (GAIN report, 2015). Among these chain players, Jollibee Corporation is the leading fast food brand in the Philippines as well as the Golden Arches Dev Corp (McDonald’s brand). As for the local food, according to Manila Reviews (2010), they are uniquely a mixture of eastern and western cuisines and reflect the history of the Philippines. It includes the dishes and procedures from China, Spain, Mexico, United States, and more recently from further abroad. The Philippine food service industry has witnessed the entry of more international brands into the local dining scene in 2013 and 2014. As international travels increase, Filipinos have become exposed to high-end dining options from international brands, thus, enabling them to experience authentic foreign cuisine from different parts of the world. According to the Global Agricultural Industry Network report (2015), Filipinos generally have a strong appreciation for restaurants that serve food that offers authentic flavours.

Today, different types of foodservice establishments are being set-up all over the country. This includes fancy or fine dining restaurants, fast food chains, food parks, which are the latest trend especially in the Metro; and street food carts. While these food establishments continue to sprawl, attracting a huge crowd to restaurants or fast foods require more than just good food. Though important, according to Manila Reviews (2011), good food is only a part of the total dining experience. Equally important is believed to be the way people feel while in the restaurant. This physical and emotional response is a result of the atmosphere, the total environment to which customers are exposed. The proper atmosphere can make the food, service and whole dining experience seem better. For that reason a restaurant or a fast food must take care of the following to please its customers. This includes checking the cleanliness of the place and freshness of the food, guarded premises, ambiance and landscaping, building design, lighting, and even music.

According to Unilever Food Solutions Philippines in Rappler (2014), travelling for Filipinos is not just about the sights anymore; they seek adventure and wander for authentic local eats. In the Philippines, cuisines feature a spicy blend of various cultures - a legacy left by past colonizers. The mixture of Malay, Chinese and Spanish influences have complemented the Filipino's way of traditional cooking style, which resulted in a uniquely Filipino gastronomic treasure. *Kulinarya Filipina* has been launched by the Department of Tourism, a Culinary Tourism Program that aims to introduce the Filipino cuisine and flavours both locally and internationally and promote the country as a culinary destination. It offers food trips tour packages wherein different provinces in the Philippines will be introduced to potential tourists through featuring authentic Filipino flavours (It’s More Fun in the Philippines, 2009).

SERVICE QUALITY

Parasuraman, Zeithamal and Berry (1988) built a 22-item instrument called SERVQUAL for measuring consumer perceptions of service quality. It identifies the reasons for any gaps between customer expectations and perceptions:

Gap 1 – The gap between what the customer expects and what the company‘s management thinks customers expect.

Gap 2 – The gap that occurs when management fails to design service standards that meet customer expectations.

Gap 3 – Occurs when the company‘s service delivery systems – people, technology and processes − fail to deliver to the specified standard

Gap 4 − Occurs when the company's communications with customers promise a level of service performance that people, technology and processes cannot deliver.

To find the level and extent of the Gap 5, authors developed 22 or 21 item SERVQUAL scale founded that the customer assessment of service quality is paramount. In their original formulation, Parasuraman, et al. (1985) identified ten components of service quality:

1. Reliability
2. Responsiveness
3. Competence
4. Access
5. Courtesy
6. Communication
7. Credibility
8. Security
9. Understanding/Knowing the Customer
10. Tangibles

These components were collapsed in their 1988 work: reliability, assurance, tangibles, empathy, and responsiveness. Reliability, tangibles and responsiveness remained distinct, but the remaining seven components collapsed into two aggregate dimensions, assurance and empathy. Parasuraman, et al. developed a 22-item instrument with which to measure customers' expectations and perceptions (E and P) of the five RATER dimensions. Four or five numbered items are used to measure each dimension. The instrument is administered twice in different forms, first to measure expectations and second to measure perceptions.

Tangibles

1. Up-to-date equipment
2. Physical facilities are visually appealing
3. Employees well-dressed/neat
4. Appearance of the physical facilities are consistent with the type of service industry

Reliability

5. The firm meets their promised time-frames for response
6. The firm is sympathetic and reassuring, when the customer has problems
7. They are dependable
8. They provide their services at the times promised
9. They keep accurate records

Responsiveness

10. They shouldn't be expected to tell customers exactly when the service will be performed, *negative*
11. It is not reasonable to expect prompt service from employees, *negative*
12. Employees do not always have to be willing to help customers, *negative*
13. It's OK to be too busy to respond promptly to customer requests, *negative*

Assurance

14. Employees should be trustworthy
15. Customers should feel safe when transacting with employees
16. Employees should be polite
17. Employees should get adequate support from the firm to do their job well

Empathy

18. Firms should not be expected to give each customer individualized attention, *negative*
19. Employees should not be expected to give each customer individualized attention, *negative*
20. It is unrealistic to expect employees to fully understand the needs of the customer, *negative*
21. It is unreasonable to expect employees to have the best interests of the customer at heart, *negative*
22. Firms should not necessarily have to operate at hours convenient to all customers, *negative*

In particular, the SERVQUAL model is designed to help service firms identify areas of service weakness in order to implement improvement strategies. Ideally, it also acts as an early warning system, as the model can be used to track service quality over time, providing long-term trends, performance benchmarks and the early identification of deterioration in specific service areas (Fripp, 2013).

The 22-instrument of ServQual can be used along with the Expectation Disconfirmation Theory. The perceptions and expectations of the respondents from the 22-instrument will determine the customer's disconfirmation. The results may help in the interpretation of customer satisfaction and customer loyalty of the foodservice establishment (Parasuraman, et al., 1985)

PHYSICAL ENVIRONMENT

The top ten reasons why people dine out − To celebrate a special occasion; relax; avoid cooking; having a family night out; be waited on; enjoy the atmosphere; enjoy a familiar place; have menu choices; meet friends; and try foods not eaten at home − have been remarkably consistent across numerous consumer surveys (Blichfeldt, et. al., 2010). However, the preferences of customers and trends and changes in the food tourism is dynamic and inevitable. Blichfeldt, et. al. (2010) also stated that the saying goes that, as customers (and hence, also as tourists), we are no longer satisfied simply buying goods and services. Instead, we wish to be entertained, educated, see something, or become absorbed. Canny (2013) stated that "for some reasons many consumers are more ingenious to seek a restaurant where not just only offer a variant unique menu with a reasonable price but also offer a great experience beneath on its atmosphere of physical environment and warm services" (p. 25). According to Ariffin et. al. (2011) research in environmental psychology has proven that human behavior is strongly associated with the physical environment. Thus, making the atmosphere more pleasant and innovative was essential for a firm's success. The role of the physical environment in influencing customer behaviors and in creating a provider's image is especially pertinent in a service industry such as the restaurant industry. Andersson and Mossberg (2004) stated that, "To understand customer needs should be an essential part in the product development of services and goods. We must understand *why* [customers] consume" (p. 172). When upscale restaurants are being viewed as a leisure service that takes a moderate amount of time (hours) for the customers to experience, the importance of the environment cannot be ignored (Chang, 2012). Andersson and Mossberg (2004) used model described as concentric rings (including the 'must' and the satisfiers) to illustrate what aspects influence a customer's multidimensional meal experience. The 'must' is food in the center, and in the adjacent ring there are five groups of satisfiers where one satisfier deals with the interior (environment). Many have focused on the restaurant interior in various contexts and it has been proven that the interior is an important satisfier when the customer stays for some time in the environment and when the motive is pleasure which is the case for most diners.

Facility aesthetics

Facility aesthetics means architectural design, interior design and décor (including clean furniture, inviting colors, nice paintings/pictures, furniture quality and wall decoration) that contribute to the attractiveness of the dining environment (Tuzunkan & Albayrak, 2016). Once customers enter the dining area of a restaurant, they often spend hours observing (consciously or subconsciously) the interior of the dining area, which is likely to affect their attitudes towards the restaurant. Different colors lead to different moods, emotions, and feelings, and subsequently influence behavioral intention (Ryu & Jang, 2008)

The word 'atmospheric' was first introduced by Kotler in 1973 and the word atmospheric derived from the word atmosphere where it technically means the air surrounding the sphere. Atmospheric means an effect which is specially designed for a buying environment where it can help to develop specific emotional effects where it can enhance the consumers' purchases probability. The effect of atmospherics or also known as physical environments and décor elements on both employees and consumers has been recognized by managers in the context of marketing, retailing and organizational behavior (UK Essays, 2013).

UK Essays (2013) also suggests that physical environments and décor elements directly affect the elements of the following models:

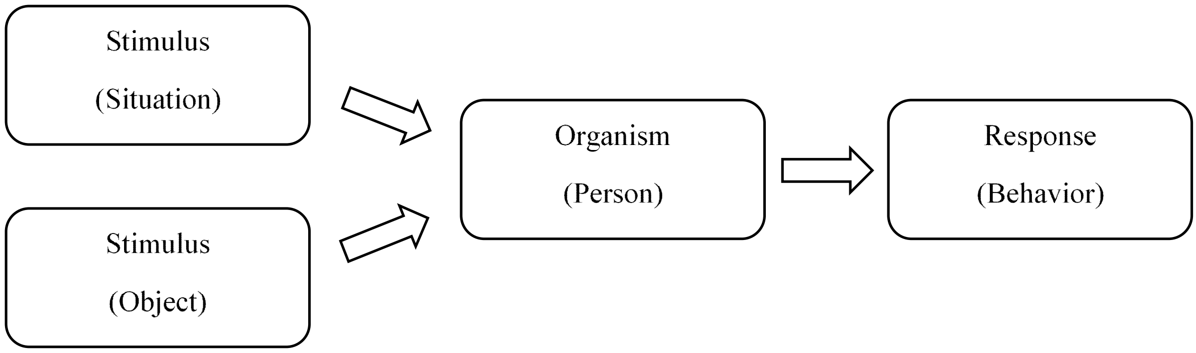

Figure 1 Stimulus-Organism-Response (S-O-R) Model

a) Stimulus-Organism-Response (S-O-R) or popularly known as Classical Conditioning – a model used by psychologically measuring the reactions of a human [customer] to a stimuli [physical environment] – this model is usually used on pleasure marketing.

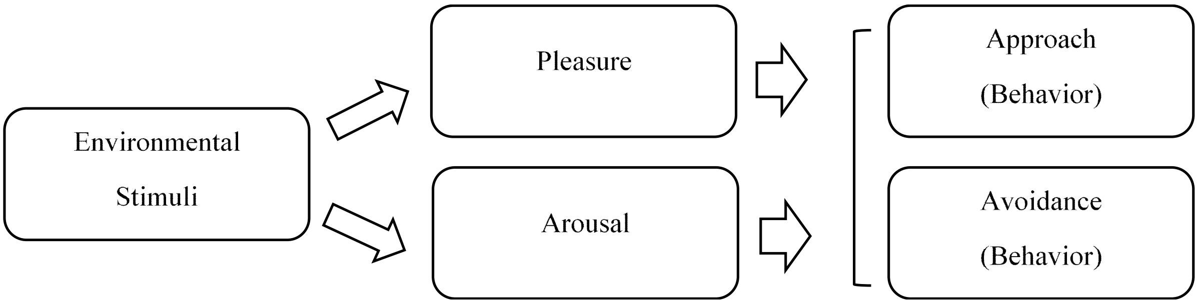

Figure 2 Mehrabian-Russel Model (1974)

b) Mehrabian-Russell Stimulus Response Model (M-R Model), where it suggest that the first stage which is environmental stimuli which will lead to emotional reaction and will end up with behavioural intention. The emotional reaction consists of three emotional states; pleasure, arousal and dominance. The emotional reaction will then lead an individual to two contrasting forms of behaviour which is approach and avoidance. The approach behaviours are positive behaviours directly to the particular place such as desire to stay longer, exploring and intention to revisit where else the avoidance behaviours are negative behaviours such as desire not to stay longer nor exploring as well as no intention to revisit the particular place.

Ambience

Ambient elements are the intangible background characteristics that tend to affect the non-visual senses and may have a subconscious effect on consumer. Ambient elements refer to the background characteristics of an environment – temperature, music, and scent (Ryu & Han, 2011). Music affects the customers' perception and behavior subconsciously. Tempo of music in a restaurant affected the time that people spend there, such as individuals dining under the fast music condition spent less time at their tables than individuals dining under the slow tempo condition. Furthermore, an appropriate music can increase sales. However, further study suggests shat groups dining under the slow music condition spent on average, 40% more on drinks than groups dining under the fast tempo condition (Jin and Sivula, 2015). Previous research has shown that background music can (a) affect customer perceptions of stores, (b) increase sales, (c) influence purchase intentions, (d) generate significantly enhanced affective response such as satisfaction and relaxation, (e) increase shopping time and waiting time, (f) decrease perceived shopping time and waiting time and (g) influence dining speed (Ryu & Jang, 2008)

According to Chang (2012), the stimulus from the environment can generate not just a cognitive response but also emotional and physiological responses … The findings showed that music recruits neural systems of reward and emotion similar to those generated by stimuli such as sex, food and those that are artificially generated by use of drugs.

Temperature affects the customers' emotion and behavior in the restaurant. (e.g. too high/low temperature in the room can cause negative perceptions on the restaurant and negative emotions, behavior towards other people (Tuzunkan & Albayrak, 2016). Not only are the customers being affected by the temperature in the room, but the work performance of the staff, Chang (2012) suggests that environment and related physiological responses affect the quality of employee performance − which directly affects the dining experience and service satisfaction of the customer.

Similar to temperature and music, pleasant smell in restaurant is more likely to induce a positive effect on the customers' emotion, mood and/or subjective feeling state compared to having an unpleasant smell. Some studies were conducted where experimenters introduced an ambient scent into a meeting room. The studies showed that there was an increase in social interaction among the subjects (Ryu & Han, 2011).

Lighting

Lighting can be one of the most important physical stimuli in a restaurant (Tuzunkan & Albayrak, 2016). There is a significant relationship between different levels of lighting manipulation and the individual's emotional responses and approach-avoidance behaviors. Customers who dine in an environment with low levels of light are affected positively compared to the customers who were exposed to a much higher levels of lighting (Ryu & Han 2011). Higher levels of lighting decreases the time during which people stay in a restaurant, while Lower level of lighting (including candlelight) generally tempts customers to stay longer and enjoy an unplanned dessert or an extra drink. Lighting in a restaurant are also be used as an indicator to symbolically convey full service and relatively high prices and or the opposite (Chang, 2102). However, Tuzunkan & Albayrak, (2016) suggests that customers who are older than 50 shows notable differences compared to other age groups concerning warm lighting and lighting related feelings and comfort. Older participants attributed considerable importance to the 'Lighting' factor. The data can be traced to age-related optical health problems of the older customers. Thus managers should take into consideration about lighting design and providing enough light in restaurants according to the needs and age profile of their customers.

Layout

Spatial layout refers to the configuration of the objects − machinery, equipment, and furnishings − within the environment. According to Ryu & Han (2011), spatial layout may have a direct effect on customer quality perceptions, excitement levels, and indirectly, on the desire for a repeat visit. For example, Tuzunkan & Albayrak, (2016) suggests that location of tables in restaurants has a tremendous impact on the overall experience of a customer. Table placement has the ability to transmit a sense of privacy, portray the functionality desired, and operate as a boundary for the customers. Materials affect a restaurant's physical environment as well. In Wakefield & Blodgett's (1996) study, layout was associated with "layout accessibility" which refers to the way in which furnishings and equipment, including service areas, and passageways are arranged, and the spatial relationships among these elements. It was suggested that an effective layout will provide for ease of entry and exit, and will make ancillary service areas such as concessions, restrooms, and souvenir stands more accessible. Layout accessibility is critical in leisure services of the type studied because ease of entry and exit may dictate the extent to which customers are able to experience and enjoy the primary service offering, however, Problems with layout accessibility may be remedied by reallocating some space (perhaps by reducing the number of seats) to enlarge service areas and thoroughfares, or by improving the signage to distribute the flow of customers to available service areas

Table setting

The table settings represent the products or materials used to serve the customers including tableware, table cloths, napkin arrangements etc. (Chang, 2012). Restaurant tables and chairs should be inviting, durable and easy to keep clean. Dining equipment is presumed to influence diners' emotional states and is eventually connected to customer behavioral intention (Tuzunkan & Albayrak, 2016).

Service Staff

According to Ryu & Han (2011).Service staff refers to the service employees in the service setting which includes employee appearance, number of employees and gender of employees … the interactions between the service staff and the customer is not considered as an part of physical element – an example of a physical element to be considered is employee uniform which may effectively project an organization/establishment's image and core values in a very up-close and personal way. Service staff also has strong influence on customers' pleasure and arousal states – cognitive responses and repurchase intention of customers are affected.

DISCONFIRMATION

Expectations are known to play a key role in the customer satisfaction by serving as a comparison standard. However, the nature of expectations might differ across customers depending on their background and experience. Furthermore, the process of customer satisfaction might differ according to the nature of expectations themselves. Fazio and Zanna (1978) stated that confidence in expectations might be influenced by a number of factors. It could be affected by the way in which an expectation is formed. Confidence in expectation might also be affected by a customer's knowledge or experience; expectations formed based on little knowledge might be held with relatively low confidence. Product variability might also influence the level of confidence in expectations; confidence might be low under high product variability. Negatively disconfirmed expectations might not have a strong effect on customer satisfaction. That is, customers with little confidence in expectations are likely to show different evaluations and responses from those with high confidence.

The study indicates the confidence in expectations play a significant role in the customer satisfaction. The indirect effects of expectations via performance on customer satisfaction are stronger for customers with high confidence in expectations. It also indicate that the the influence of disconfirmation on customer satisfaction can be asymmetric. And the asymmetric influence occurs especially when customers have high confidence in expectations (Fazio & Zanna, 1978)

BEHAVIORAL INTENTION

Customer loyalty in restaurants is defined as the customer's inclination to patronize a given restaurant repeatedly during a specified period of time (Enis & Gordon, 1970). Restaurants could increase sales through loyal customers mainly because of three reasons. First of all, loyal customers are less price-sensitive. Second, loyal customers are willing to purchase more frequently and are more open to try new products or services. Third, loyal customers are more likely to spread positive word-of-mouth and bring in new customers (Reichheld & Sasser, 1990).

Oliver (1999) regarded commitment as a part of loyalty and used affective and cognitive loyalty to refer to commitment. Furthermore, Oliver (1999) postulated that loyalty is a consistent repurchasing behavior generated by deep commitment despite possible switching behaviors induced by situational influences and competitors' marketing efforts. Therefore, Oliver regards loyalty as a committed behavior.

In addition, Matilla (2001) explained that emotional bonding is a necessary ingredient of commitment, the main characteristic of true loyalty. Matilla (2011) mentioned that there are two types of commitment levels necessary for loyalty to exist. They are cognitive and affective commitment. Cognitive commitment is the customers' beliefs about the brand. Affective commitment occurs if there is a deeper and more important commitment level. Matilla's (2001) study reveals that affective commitment discourages customers from switching to another brand encourages advocacy. Moreover, it forgives service inadequacy.

Lewis and Shoemaker (1999) developed a three sided triangle known as the Loyalty Triangle to explain how a company can best achieve long-term loyalty. Process is described as effectively managing the first three gaps as related in the GAP model of Service Quality (Zeithaml & Bitner, 1996).

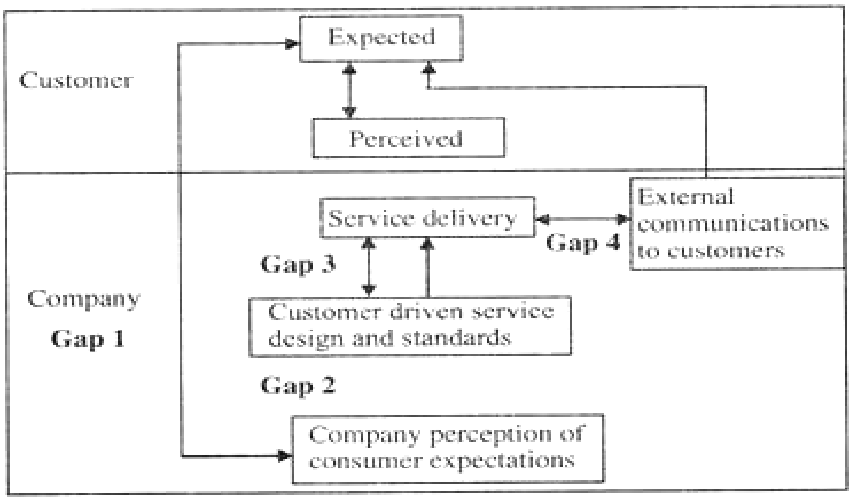

Figure 3 Service Quality Gap Model (Parasuraman, 1985)

Oliver (1999) stated that an inquiry into the relevant literature shows that the satisfaction-loyalty link is not well defined. Many studies did not take into account the differences between various types of loyalty while investigating its relationship to satisfaction. Furthermore, researchers have also concentrated on satisfaction as the independent variable without taking into account different types of satisfaction. Bloemer and Kasper (1995)

Bloemer and Kasper (1995) proposed that the relationship between consumer satisfaction and brand loyalty is not simple and straightforward. The relationship between customer satisfaction and loyalty is strongly influenced by customer characteristics such as variety-seeking, age, and income (Homburg and Gierin 2001). Overall, researchers agree that when consumers are completely satisfied they are less likely to defect or switch. Therefore, satisfaction is one of the important elements in creating consumer loyalty. However, an increase in satisfaction does not produce an equal increase in loyalty for all consumers (Soderlund and Vilgon 1999.

According to Magnini, et al. (2014), service is experience, developing memories and recollections of joy. Recent theories that have been subjected to rigorous empirical evaluations purpose that customers‘ perception of service quality will predict their satisfaction and, ultimately, their intentions to return service is something that a customer receives, and in return, can be the source of satisfaction or dissatisfaction.

Evidently, first and last impressions alone will not create or sustain customer loyalty. The customer‘s impression is affected by their perception and expectation. These factors are the ones that most of the companies are working on to satisfy their customer‘s expectation in meeting the service elements their customer‘s perceived. It takes service elements that build service loyalty by going beyond customer satisfaction (Magnini, Noe, & Uysal, 2014).

No business or organization can succeed without building customer satisfaction and loyalty. Likewise, no person can make a good living without meeting the needs of customers. You have to strive mutually with your customers to achieve a goal of total satisfaction in services and programs that are acceptable to them. The relationship between the customer and the company is what really matters. Satisfaction will be determined by the value of the difference between what the customer receives and what she or he pays to receive. When the customer doesn‘t receive the value he expects, then he would be dissatisfied. But if it comes the other way around, the he would be satisfied (Magnini, Noe, & Uysal, 2014).

Dissatisfaction is a reality of doing business in the service sector. But it is not based on customers' quick judgments when loyalty is at stake. Customer loyalty is believed to be built over time, but research that claims loyalty lags behind satisfaction, so that a single experience of dissatisfaction with a company is not likely to change the customer‘s loyalty. In many circumstances, a complaining customer whose problem is solved becomes more loyal than a customer with no problem. Service and quality are merely advertising slogans, until the customer has a problem. More specifically, paradoxical increases in satisfaction can occur after a service failure and recovery situation for three theory-based reasons. First, according to the expectancy-disconfirmation paradigm, an excellent redress effort can trigger a positive disconfirmation of customer expectations. Second, in accordance with script theory, a service failure is a deviation from a customer‘s mental script, and therefore spawns heightened awareness – allowing the firm a chance to wow the customer. Finally, commitment and trust theory of relationship marketing is a superb service recovery has a direct impact on the trust the customer has in the firm (Magnini, Noe, & Uysal, 2014).

The most fundamental lesson to be learned is that ―customers cannot be satisfied until after they are not dissatisfied. Your first service priority should be to eliminate all the opportunities for dissatisfying customers, because they are what cause customers to leave. Then you can invest in satisfying and delighting them. In that case, dissatisfied customers had a contribution in developing customer satisfaction in the company. The feedbacks of satisfied and dissatisfied customers help the company to achieve the kind of services that their customers want (Kelly, Skinner, & Donnelly, 1992).

Theme restaurants were designed to provide customers with not only a meal, but also an entertaining experience. After a rapid rise in popularity in the early to mid-1990s, theme restaurants began to experience a decline in market share. Interestingly, customers were least satisfied with novelty. Further, customer satisfaction with theme restaurant food quality and atmosphere were the only significant attributes influencing return intent (Weiss, Feinstein, & Dalbor, 2004).

Theme restaurants share similar goals: to attract customers by promising a novel restaurant experience involving entertaining décor and casual dining. Patrons are encouraged to purchase souvenirs to commemorate their experience (Weiss, Feinstein, & Dalbor, 2004).

Sometimes, these restaurants fail to provide a novel, entertaining dining experience to customers. The decline of the theme restaurant industry, which has occurred primarily in non-tourist locations, has been characterized by the downsizing or elimination of many once popular brands. A myriad of potential reasons have been cited in trade literature for the decline of the theme restaurant industry. These problems include the following (Weiss, Feinstein, & Dalbor, 2004):

- high priced menus
- low quality food
- rapid expansion
- loss of novelty
- poor location selection
- low repeat business
- high building/development costs, and
- décor that never changes

Most, if not all, of these problems have a significant impact on customers' perceptions and satisfaction of the operation. Levels of customer satisfaction, therefore, can be one measurement used to determine the health of a foodservice operation. A prevailing model of customer satisfaction assessment has its roots in expectancy disconfirmation theory (Weiss, Feinstein, & Dalbor, 2004).

Oh (1999) stated that one of the most popular and widely accepted ways to assess customer satisfaction in the service industry is through an application of expectancy disconfirmation theory. Oliver (1999) emphasizes that the expectancy disconfirmation paradigm is when customers form judgments or opinions about a given service by comparing the actual service encounter with their expectations of how the service should have been performed. Customer satisfaction is a result of whether a customers' customer‘s perceptions of a given service encounter lives up to their expectations of that encounter. Oliver (1981) was one of the first scholars to propose a model where customer satisfaction was determined by contrasting customers‘ perceptions with their expectations. Based on a number of factors related to the experience, the person‘s expectations are met, positively disconfirmed, or negatively disconfirmed. It is these disconfirmations that provide the basis for determining customer satisfaction and dissatisfaction (Weiss, Feinstein, & Dalbor, 2004).

According to Weiss, et al. (2004), studies have often found customer satisfaction with food quality to be a powerful predictor of customer intent to return. Customer satisfaction with theme restaurants' food quality may be influential in determining return intent. Service quality has also been found to be a significant contributing factor in determining customer satisfaction. The atmosphere or ambience is also a great contributor in determining customer satisfaction. Theme restaurants heavily emphasize their atmospherics, including décor, music, and lighting, as a selling point to consumers. It is logical to think that customer perception of the restaurants' atmospherics may be influential in determining return intention.

The impact of satisfaction on loyalty was significantly stronger for nonmature than for mature customers, and the influence of price had a similar effect on both mature and nonmature customers. The research revealed how certain factors of restaurant experience can be used to attract both mature and nonmature customers while other factors may focus on a specific age segment.

RELATED THEORIES

The M-R Model

The M –R (1974) model, which presented a role of physical environments, has received much attention in environmental psychology, retailing, and marketing. This model is divided into three parts: environmental stimuli, emotional states, and approach or avoidance responses. The environment creates an emotional response in individuals which, in turn, elicits either approach or avoidance behavior. The application of the model facilitates understanding the effects of environmental changes on emotions and human behavior (Ryu & Jang, 2008).

The model suggests that environment has an individual put at an emotional state that can be characterized as one of three: pleasure, arousal, and dominance, and these three emotional states mediate approach –avoidance behaviors in a wide range of environments. Pleasure refers to the extent to which individuals feel good, happy, pleased, or joyful in a situation, while arousal denotes the degree to which individuals feel stimulated, excited, or active. Dominance dimension means the extent to which a person feels influential, in control, or important. However, empirical studies have reported that pleasure and arousal underlie affective responses to any environments while dominance did not have a significant effect on approach or avoidance behaviors (Russell & Pratt, 1980). Thus, dominance in relation to approach or avoidance behavior has not been given much attention in recent studies. Therefore, the study of Ryu and Jang (2008) used only two dimensions of emotional states: pleasure and arousal.

It is noted that physical environment could be considered the same as the first component of the M –R model: environmental stimuli. In addition, BI in this study is congruent with approach –avoidance behavior, which is the third component of M –R model. Therefore, the M –R model, which incorporates the concepts of the physical environment, emotions, and approach – avoidance behaviors, could be used as a theoretical framework for the study. Environmental psychologists believe that people‘s feelings and emotions ultimately influence what they do and how they do it. Further, people respond with different sets of emotions to different environments, and these emotions prompt them to approach or avoid the environment (Mehrabian & Russell, 1974). Approach behaviors are positive responses whereas avoidance behaviors mean negative responses. As an example, pleasure could increase the time shoppers spend in stores as well as the amount of money they spend (Donovan & Rossiter, 1982).

Expectancy Disconfirmation Theory

One of the most popular and widely accepted ways to assess customer satisfaction in the service industry is through an application of expectancy disconfirmation theory (Oh, 1999). The expectancy disconfirmation paradigm states that customers form judgments or opinions about a given service by comparing the actual service encounter with their expectations of how the service should have been performed (Oliver, 1980). Customer satisfaction is a result of whether a customer‘s perceptions of a given service encounter lives up to their expectations of that encounter (Oliver, 1980).

In essence, perceived quality of a service can be determined by the gap that exists between the consumer‘s perceptions and expectations of the service encounter (Parasuraman, Zeithaml, & Berry, 1988). If perceptions exceed expectations, a positive disconfirmation has occurred. If they are below expectations, a negative disconfirmation has occurred. Zero disconfirmation occurs when perceptions equal expectations.

The expectation aspect of service quality can be viewed as a normative expectation of what should happen when purchasing a service (Parasuraman, Zeithaml, & Berry, 1988). The perception aspect of the encounter, on the other hand, focuses on what actually occurred during the encounter.

Perceived quality is conceptualized as a subjective, personal judgment about the service that often differs between judges (Parasuraman, Zeithaml, & Berry, 1998). This differs from objective quality that can often be found in the evaluation of products. For example, a defective appliance can be agreed upon by judges to be of substandard quality while opinions about a dining experience may vary based on who experienced it.

Oliver (1981) was one of the first scholars to propose a model where customer satisfaction was determined by contrasting customers' perceptions with their expectations. In his model, customer satisfaction is viewed as an emotional state that occurs when a customer experiences a positive disconfirmation of his/her expectations of a purchase encounter. He defined disconfirmation as the mental comparison of an actual state of nature with its anticipated probability (Oliver, 1981). He reasoned that one of three possible things could occur in any given purchase situation: if the purchase experience exceeds the consumer‘s expectations of the event, a positive disconfirmation has occurred; if the purchase experience falls short of consumer expectations, a negative disconfirmation has occurred; finally, if the purchase experience meets customer expectations a zero disconfirmation, or confirmation, has occurred.

Oliver (1981) applied his customer satisfaction model in a retail setting to uncover the potential behavioral outcomes of customer satisfaction and dissatisfaction. His model showed that people enter a retail environment with a number of pre-patronage expectations. Based on a number of factors related to the retail experience the person‘s expectations are met, positively disconfirmed, or negatively disconfirmed. It is these disconfirmations that provide the basis for determining customer satisfaction and dissatisfaction.

Finally, Oliver (1981) found that a possible behavioral outcome of customer satisfaction in a retail setting is repeat purchase, or store loyalty, whereas a possible behavioral outcome of customer dissatisfaction would be engaging in a complaint. Oh (1999) tested a similar model of customer satisfaction within the hospitality industry. His study tested the relationships among perceived service quality, perceived value, customer satisfaction, and repurchase intention among luxury hotel guests. He found that significant path relationships exist between perceived service quality and customer satisfaction. Moreover, he found that customer satisfaction was positively related to both repurchase intention and intent to spread positive word of mouth about the hotel.

Disconfirmation Theory

Customer satisfaction is defined as a summary evaluative state based on an assessment of the extent to which the product or service provided a pleasurable level of consumption related fulfillment (Oliver, 1997). According to (Oliver, 1977, 1980) Inherent in this definition is the notion that satisfaction reflects the degree of discrepancy between customers' prepurchase expectations of service performance and their post purchase performance evaluations.

According to (Spreng, 1996) Disconfirmation starts from the discrepancies between customer satisfaction and actual performance. If the perceived performance exceeds a consumer's expectations (a positive disconfirmation), then the consumer is satisfied but if perceived performance falls short of his or her expectations (a negative disconfirmation), then the consumer is dissatisfied

Based on the Disconfirmation theory, satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations. Szymanski and Henard (2001) found in the meta-analysis that the disconfirmation paradigm is the best predictor of customer satisfaction.

Disconfirmation as a Driver of Satisfaction.

Disconfirmation responses can be distinguished based on the level of "unexpectedness" in the performance outcome (Oliver & Winer, 1987). Woodruff et al. (1983) and Arnold et al. (2005) suggest that two disconfirming evaluative outcomes may occur: customers' experience-based norms may be plausibly disconfirmed on an infrequent basis, or alternatively customers' norms may be disconfirmed in highly unlikely circumstances leading to unexpected or surprising levels of disconfirmation. Oliver (1997) labeled this latter occurrence as a "surprising disconfirmation," an event that initiates high levels of activation or arousal. On the other hand, Finn (2005) found a significant direct effect of disconfirmation of expectations on arousal.

Arousal as a Driver of Positive Affect and Delight.

Oliver et al. (1997) defined arousal as a state of heightened activation that focuses the consumer on the surprisingly positive consumption outcome. Customers experiencing high levels of arousal have subsequently demonstrated heightened levels of positive affect in the form of pleasure (Mano & Oliver, 1993).

SYNTHESIS

The literature review gives a comprehensive discussion of the studies conducted in the field. The review started with the setting of the Philippine food service industry and highlighted the booming theme restaurants in the country. There have been myriad of food service establishments offering different themes and making the competitions tougher. With that, factors that affect dining experience are sought in this whole study. The factors are clustered into five categories: food quality, service quality, physical environment, price fairness, and social interaction. Most factors could be further broken down into sub-factors. Moreover, the paper delves into disconfirmation and behavioral intentions which are manifested before, during, and after the dining experience. All of these variables are combined using the theories presented in the figure below where the dining experience factors where correlated with disconfirmation (pleasure and arousal) then behavioral intentions (customer satisfaction and customer loyalty).

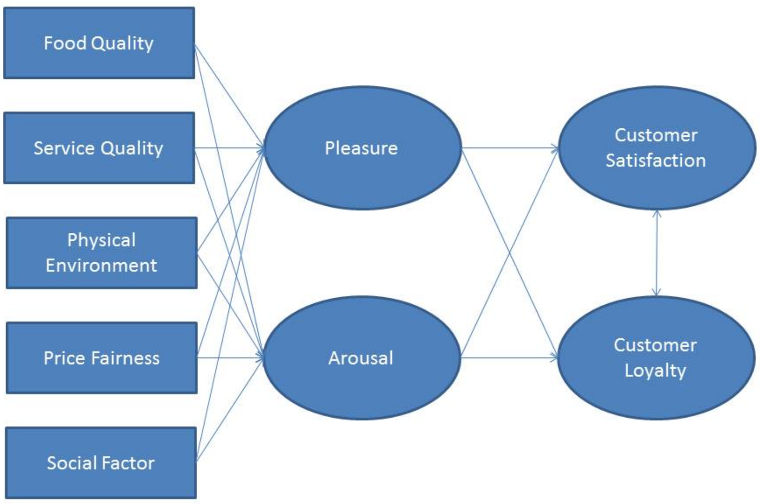

Figure 4 Conceptual Framework of Experiential Dining

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THE CONSTRUCTION OF AN EVALUATION MODEL OF HARMONIOUS SYMBIOSIS STATUS FOR TOURISM ORIENTED TOWNS

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INTRODUCTION

In many countries, tourism is considered as an important driving force for economic development and diversification in rural areas. In some small towns, the tourism sector has grown as an important pillar of the local economy, and these places are labeled as tourist towns, or tourism oriented towns (Zeng, 2010). In western industrialized countries, study on township tourism began as early as the 1870s and developed into an independent scholarly field in the 1970s (Li, 2010). For example, the study by Haralambopoulos and Pizam (1996) investigated the positive and negative impacts of tourism on the Greek town of Pythagorion. A case study of Williams, Arizona in the U.S.A revealed that a boomtown-style tourism development transformed the town in a short period of time and caused community attitudes toward tourism to decline over time (Davis & Morais, 2004).

However, the industry practice as well as academic research focusing on the intersection of tourism and small towns only emerged recently in China. By the end of the 20th century, the uprising of urbanization and domestic tourism gave birth to many tourist towns in China (Li, 2010). However, during the development process, tourism dependent towns were confronted with problems such as severe division between infrastructure planning and tourism development, contradiction between preservation and development, and functional disorder. Consequently, the call for coordinated development between tourism and other sectors of small towns was raised. Symbiotic relations between tourism and its environment serve as a key factor for sustainable development in tourism oriented towns.

Based on the systems science, this study regarded the tourism characteristic town as a multi-dimensional, dynamic, and complex system that was composed of two subsystems, namely, the the town subsystem and the tourism subsystem. Building on the Lotka-Volterra model for interspecific competition, the purpose of the study was to construct a model for the evaluation of harmonious symbiotic development for tourism oriented towns. Such a model is helpful to evaluate the development status of tourist towns and provides a reference for policy formulation and planning.

MODEL CONSTRUCTION

Tourism destinations were regarded as complex adaptive systems with spacial and functional linkage among its components (Leiper, 1979; Yang, 2010). Similarly tourism oriented towns are systems in which the interaction among the components starts with tourist expenditure at the destination and the exchange of materials, resources, and information within and outside the system. The town subsystem provides various tangible and intangible resources (e.g., natural and cultural resources), infrastructure, capital, and labor for the operation of the tourist towns. On the other hand, the tourism subsystem transforms the inputs from the town subsystem into outputs by undertaking tourism related economic and cultural activities, thus promoting the overall development of the town. In this process, the components of the systems are coupled together and interact with each other on adaptive basis, resulting in the systematic structure of system. Within certain temporal and spacial scope, the relationship among the components retains a stable structure, thus the tourism characteristic town system is separated and differentiated from other systems and its external environment. In view of the above, tourism oriented towns are defined as multi-dimensional and hierarchical symbiosis systems consisting of the town and the tourism subsystems in specific spatial scope. The system has the tourism resources as its core element, the internal components (i.e., the two subsystems), and the external environment (e.g., the natural, technological, and institutional environment).

Applying the Lotka-Volterra model to the tourism oriented towns, we have the following equations.

$$\frac{dN(t)}{dt} = r_1 N(t)\left[\frac{K_1(t) - N(t) - \alpha L(t)}{K_1(t)}\right] \qquad (1)$$

$$\frac{dL(t)}{dt} = r_2 L(t)\left[\frac{K_2(t) - L(t) - \beta N(t)}{K_2(t)}\right]$$

In equations (1), N(t) and L(t) represent the scale of the town subsystem and tourism subsystem respectively, K(t) is the carrying capacity of the subsystems, r is the rate of growth of the subsystems, αandβare the competition coefficients, and t refers to time.

The competition coefficients indicate the competition between the two subsystems, and they constitutes the core indicators to evaluate the level of harmonious symbiosis of tourist towns. Assuming there is no vicious competition between the subsystems that would result in the competitive exclusion of one subsystem by another, then a stable equilibrium point would likely be reached where the two subsystems cooperate in harmonious symbiosis status.

When an equilibrium is obtained, namely when equation (1) is set to be equal to 0, the competition coefficients (αandβ) are solved as:

$$\partial_i = \frac{K_i - N_i}{L_i} \qquad (2)$$

$$\beta_i = \frac{K_i - L_i}{N_i} \qquad (3)$$

The competition coefficients provide tools to evaluate the effects of the interaction and competition between the subsystems. The growth and evolution of both subsystems are subject to the limit of the carrying capacity. Based on the above competition coefficients, the coefficient for the Relationship of Harmonious Symbiosis (RHS) of tourist towns is constructed (shown in equation 4). It is an indicator which tells the extent that the subsystems coexist in mutually beneficial relations when an equilibrium point is obtained by each of the subsystems.

$$RHS = \frac{\alpha + \beta}{\sqrt{\alpha^2 + \beta^2}} \qquad (4)$$

RHS provides a useful framework for predicting outcomes of competitive interactions between the subsystems. Another aspect that is of equal importance is the level of development of the subsystems and its impact on the overall development of the tourist towns. For this purpose, the coefficient for the Level of Harmonious Symbiosis (LHS) is proposed to evaluate the level of harmonious symbiosis for the overall tourist town system (equation 5). Assuming that both N(t) and L(t) are greater than zero, then the larger the value of LHS, the higher the overall development level of the tourism oriented towns.

$$LHS = \sqrt{N(t)^2 + L(t)^2} \qquad (5)$$

Based on the above deduction and calculation, an evaluation model of harmonious symbiosis development of tourism oriented towns was established (Table 1). Based on the values of the α, β, RHS, and LHS, the status of symbiosis development of tourist towns is classified into three types of symbiosis relations and three levels of symbiosis development, which makes a total of nine (3 × 3 = 9) theoretical circumstances.

Table 1. Evaluation model of harmonious symbiosis status for tourism oriented towns

No	Competition coefficients	RHS	Typology of symbiosis relations	LHS	Status of symbiosis development
1	$\alpha < 0, \beta < 0$	$RHS \in [-\sqrt{2}, -1]$	Mutually beneficial interaction	$LHS < I1$	low level, coordinated development
				$LHS \in [I1, I2]$	medium level, coordinated development
				$LHS > I2$	high level, coordinated development
2	$\alpha > 0, \beta < 0$	$RHS \in [-1,1]$	Inharmonious development	$LHS < I1$	low level, inharmonious development
	$\alpha < 0, \beta > 0$			$LHS \in [I1, I2]$	medium level, inharmonious development
				$LHS > I2$	high level, inharmonious development
3	$\alpha > 0, \beta > 0$	$RHS \in [1, \sqrt{2}]$	Vicious circle	$LHS < I1$	low level, regression
				$LHS \in [I1, I2]$	medium level, regression
				$LHS > I2$	high level, regression

Note: I_1 and I_2 are the threshold values obtained from the results of cluster analysis of the LHS coefficients.

CONCLUSION

Based on the systems thinking, the present study constructed a theoretical model for the evaluation of symbiosis development status of tourism oriented towns. The model builds on two critical coefficients, namely the RHS and LHS. Further development of the model will focus on the formulation of a set of indices to measure the key variables included in the model (e.g., the carrying capacity K, the output or scale of the town subsystem N and the tourism subsystem L). Then empirical data could be collected to test the model, and the actual development status of tourist towns could be analyzed. This line of research is especially valuable given the rapid development of tourist towns in China. It could diagnose the strength and weakness in the development of tourist towns, and provide guidance for government policy intervention.

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THE MEASURE AND DETERMINANTS OF TOUR GUIDES' ETHICAL BEHAVIOR: AN EMPIRICAL STUDY IN CHINA

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INTRODUCTION

The ethically questionable behavior is common in the guiding profession around the world (Ap & Wong, 2001). Especially in recent years, the professional ethic of tour guides has been one of the emergent issues that posed a threat to the sustainability of the profession and the whole tourism industry in Mainland China (Mak, Wong & Chong, 2011). Setting a standard for ethical practices in tour guiding is considered essential (Ap & Wong, 2001; Mak, Wong & Chong, 2011; Wong, 2001; Zhang & Chow, 2004).

Despite a great need for the practical application of work ethics, theoretical and empirical studies of the ethical behavior of tour guides are scarce. To date, ethical studies in the tourism industry have specifically focused on the macro-level, such as ecotourism, sustainable development, and the social responsibility of the tourism industry (Coughlan, 2001). Specific studies on the ethical behavior of staff in the tourism industry, especially for the touring profession, remain lacking. Little research has been conducted to provide measuring tools for ethical behavior that specifically focus on tour guides. Furthermore, the relationship between key organizational factors and ethical behavior has not been well examined.

To fill the above mentioned research gaps, the objective of the present research is two fold. First, this research attempts to establish a valid and reliable ethical behavior measure for tour guiding, which specifically focus on the professional ethic during the guide-tourist interaction process. In addition, this research also aimed to provide a clearer understanding of several key organizational determinants of the ethical behavior of tour guides. We specifically selected and investigated several key organizational factors (i.e. ethical climate, control and reward systems) and examined the relationship between these organizational factors and the guides' general ethical behavior.

METHOD

Sample design and data collection

Both pilot and formal surveys were conducted during annual training classes held by the Tourism Training Center in Xiamen City, China. The tour guides were asked to participate in a voluntary study during the break of the training class and return the finished questionnaire in the enclosed envelop to the researchers directly. In the pilot study, a total of 320 questionnaires were distributed and 275 completed questionnaires were retuned. In the formal study, a total of 465 questionnaires were distributed and 376 completed questionnaires were retuned.

Questionnaire development and Measures

As there is no well-established ethical behavior scale of tour guides, we followed Hikin's (1998) procedure as a guide to develop this measurement scale. First, the tourism management literature, policies, and news were reviewed to identify relevant unethical/ethical practices in the guiding profession. The initial 30 items of ethical practices were identified based on the above materials. Second, after the item generation, opinions were then collected from a panel of five experts to guarantee the content validity. Based on their feedback, some of the items in the original questionnaire were modified, 11 items were deleted, and the rest 19 relevant items of ethical behavior were preliminarily identified. A seven-point Likert-type scale was used, which ranged from 1 (strongly disagree) to 7 (strongly agree). A high score indicated a greater degree of ethical behavior.

The organizational determinant constructs were measured with published scales that have been extensively used in organizational research. Back-translation procedures (Brislin, 1986) were used to ensure translation quality. Ethical climate was measured using a five-item scale adopted from Baker et al. (2006) and Schwepker (2001). A seven-point Likert-type scale was used, which ranged from 1 (strongly disagree) to 7 (strongly agree). Control system was measured using a four-item scale adapted from Cravens et al. (1993) and Oliver and Anderson (1994). Respondents scored the extent to which each activity was performed using a scale anchored at 1 for "very low" and 7 for "very high". Reward system was assessed by using a single item from Román and Munuera (2005) to measure the percentages of fixed salary in the tour guide's pay package over the past year.

FINDINGS

Data quality examination

Exploratory factor analysis (EFA) was conducted to explore the underlying dimensions of the ethical behavior measure attributes using the pilot data set, and confirmatory factor analysis (CFA) was conducted to determine the structure using the formal data set. The results of factor analysis supported the multidimensional construct of ethical behavior with four related dimensions, namely, image preservation, shopping guide, service quality guarantee and law-abiding behaviors.

The Cronbach's α of all latent variables were over 0.70, which indicated that these variables were valid and reliable. All average variance extracted (AVE) and composite reliability (CR) values exceeded the thresholds of 0.5 and 0.7, respectively, which established the convergent validity for the measurement model (Hair, Black, Babin, Anderson, & Tatham, 2006). In addition, the AVE values of each construct exceeded the squared correlation coefficients for corresponding inter-constructs, which provided strong evidence of discriminant validity (Fornell & Larcker, 1981).

Following Podaskoff and Organ (1986), we used a principal components analysis to assess common method variance (CMV). The results showed that the common method bias was not likely a pervasive issue in this study.

Test of research hypotheses

Structural Equation Modeling (SEM) was carried out to test the hypothesized relationships via bootstrap method. The results of the bias-corrected bootstrapped parameter estimates (standardized regression weights) for the full structural model were all significant at 95% Confidence Intervals. The results of goodness-of-fit indices supported the structural model: NCI ($\chi 2/df$)=2.85, GFI=0.93, CFI=0.93, SRMR=0.07, RMSEA=0.07.

According to the structural model, H1 proposed a positive impact of ethical climate on ethical behavior. The link from the ethical climate to the ethical behavior was positive and significant (structural link=0.41, $p<0.01$), supporting H1. The relationship between the control system and ethical behavior was examined in H2, where we predicted that an outcome-based control system negatively influences the ethical behavior. The link from the control system to ethical behavior was negative and significant (structural link=-0.19, $p<0.01$), supporting H2. H3 proposed that the fixed salary percentage of the pay package (the reward system) positively impacts ethical behavior. The link between the reward system and ethical behavior was positive and significant (structural link=0.17, $p<0.01$), supporting H3. Overall, the findings of the study generally supported all the hypotheses.

CONCLUSION AND IMPLICATION

Conclusion

Following Hikin's (1998) procedure for scale development, our study developed a multidimensional self-report instrument for assessing the ethical behavior of tour guides. The results showed that the ethical behavior of tour guides is a multidimensional construct, including "maintaining professional image", "reasonable shopping guide", "service quality guarantee", and "law-abiding behavior".

More importantly, this study highlights the critical role of agents in establishing an ethical value-based climate as well as an effective control and reward system to influence tour guides to display ethical behaviors. Our results indicated that the agent's ethical climate has a greater effect on the guides' ethical behavior compared with organizational control and reward systems. Our research found that the control system for tour guides is mainly outcome-oriented. Under this system, guides are more likely involved in unethical behavior to seek short-term economic benefits. In addition, the reward system influences the ethical behavior of tour guides. Our research supported that a higher fixed salary percentage promoted the ethical behavior of tour guides. The results showed that a steady income based on guides' fixed salary is helpful to reduce their speculative activities.

Management implication

The present findings have significant implications for travel agency and government authorities. First, it's urgent for travel agents to build an organizational climate that agrees with ethical norms by advocating and propagating ethics. Travel agents should set formal professional codes of employee conduct and clarify and enforce these codes in tour guides. Second, management needs to enhance the current control system by shifting from the traditional way of emphasizing the outcomes to emphasizing both the outcomes and behaviors. Finally, management should improve the pay package of tour guides by increasing the proportion of fixed salary. We also suggest that the government authorities may consider incorporating tips into the rightful income of tour guides.

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IMPACT OF WEATHER ON TOURISTS' INTENTION TO REVISIT AND ITS MODERATION –A CASE STUDY OF SOUTH KOREAN DOMESTIC TOURISM–

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INTRODUCTION

Tourists prefer to travel to places with more comfortable weather (Gómez Martín, 2005). Therefore, weather conditions in tourist destinations not only affect tourist satisfaction, but also impact their intention to revisit (Becken & Wilson, 2013; de Freitas, 2015; Denstadli et al., 2011). As intention to revisit is one of the key factors to business success in the tourism industry, it is important to moderate negative impacts attributed to uncomfortable weather conditions (del Bosque & San Martín, 2008; Stylos et al. 2016).

Though weather itself is not a controllable external factor, dissatisfaction resulting from weather can be moderated through appropriate operation of physical attractions and services in tourist destinations (Kim, 2009). This study attempted to analyze a trend of impacts of weather and weather satisfaction on tourists' intentions to revisit. The study also examines means of moderating impacts through quality of physical attractions and service at tourist destinations.

The research questions of this study are as follows: (1) Does weather affect tourists' intention to revisit? (2) Does weather satisfaction affect tourists' intention to revisit? (3) Can weather satisfaction be moderated through quality of physical attraction and services of tourist destinations?

METHODS

Data was collected by a self-recording online questionnaire survey during August of 2015. The survey targeted South Koreans over 20 years of age who had visited tourist destinations in South Korea from January 1, 2014 to July 31, 2015. Of the 2,795 survey respondents, 2,412 samples were used for the analysis, and respondents who missed one or more questions or visited non-tourist destinations, such as one's grandmother's house, were excluded. The questionnaire included questions regarding actual weather, weather satisfaction, perceived quality of the physical attraction, perceived quality of service, intention to revisit, etc. Participants were asked about differing weather conditions including rain, snow, or wind (physical weather conditions); hot, cold, humid, or dry (physiological weather conditions) (Gómez Martín, 2005); or normal weather (neutral weather that is not hot, cold, rainy or snowy). Other questions were measured using the 5-score Likert Scale.

The Path Analysis was conducted in the study. To control for personal sensitivity to weather, importance of weather to the individual during travel was included as a control variable. To control for the distance effect on intention to revisit, the distance to destination was included as a control variable. Because of differences in actual weather (F=56.935, sig=.000, ANOVA analysis) and weather satisfaction (F=58.240, sig=.000, ANOVA analysis) between seasons, season was controlled in the path model through a group division. The groups were divided into spring/fall, summer, and winter per the result of Tamhane Multiple Comparison.

FINDINGS

The fitness of the path model (CMIN/DF=2.379, p=.001, RMSEA=.024, SRMR=.047, CFI=.991) was reasonable and the model comparison by season (DF=16, CMIN=25.837, p=.056) was acceptable.

The model showed that actual weather does not affect intentions to revisit directly, but affects it indirectly in spring/fall (.06), summer (.04), and winter (.03). The model also showed that weather satisfaction directly influences intentions to revisit in spring/fall (.19), summer (.13), and winter (14).

Weather satisfaction was moderated by perceived quality of physical attraction and service: Perceived quality of physical attraction and service almost equally moderated weather satisfaction in spring/fall (physical attraction .22, service .23) and summer (physical attraction .24, service .25). In winter, quality of service (.39) more moderated weather satisfaction than physical attraction (.13).

Table 1. The Impacts of weather and weather satisfaction on intention to revisit

		Spring/Fall		Summer		Winter	
		Weather	Weather Satisfaction	Weather	Weather Satisfaction	Weather	Weather Satisfaction
Intention to Revisit	Total	.061	.185	.043	.125	.028	.138
	Direct	-.032	185**	-.028	.125**	-.103	138**
	Indirect	061**	-	.043**	-	.025**	-

Spring/Fall

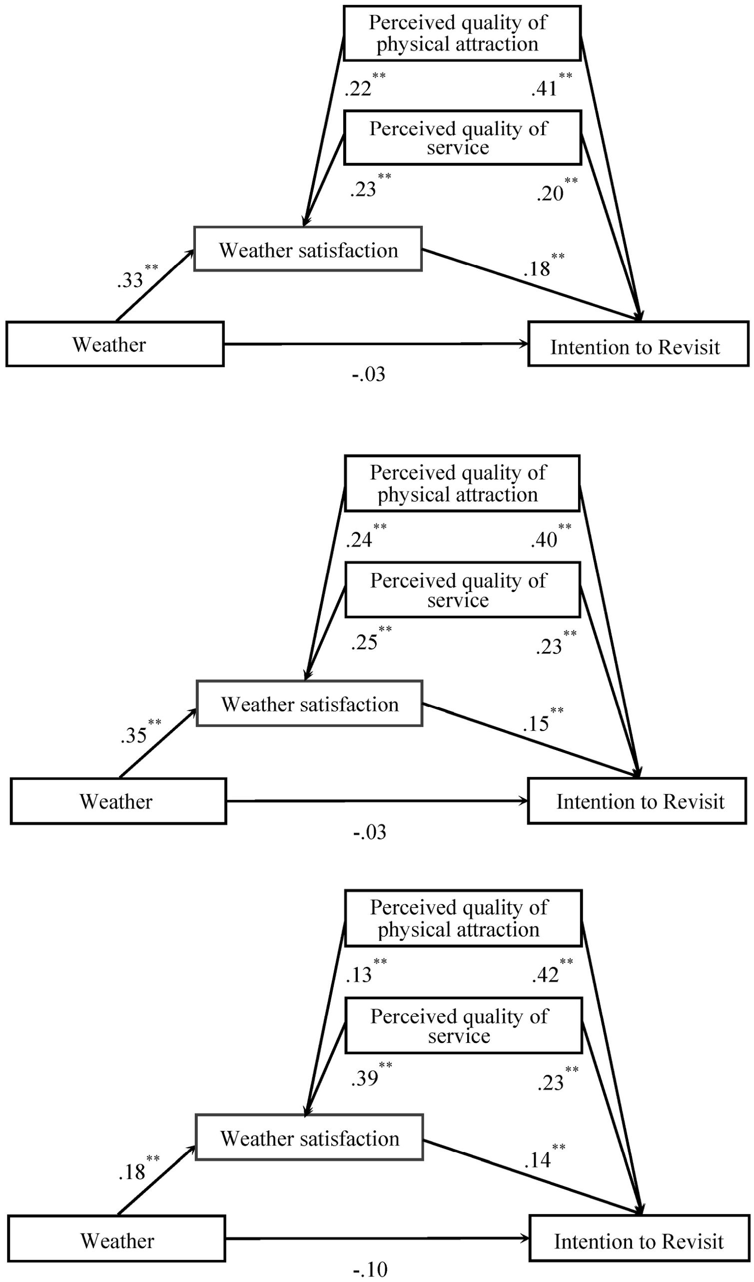

Figure 1. The impacts of weather on intention to revisit

DISCUSSION AND CONCLUSION

Quality of physical attraction and service are undeniable factors that influence intention to revisit tourist destinations. However, what this study highlights are the significant impacts of weather and weather satisfaction on intention to revisit. Though these impacts are not as large as those of physical attraction and service, they are still considerable. In addition, this study concluded that weather satisfaction can be moderated by perceived quality of physical attraction and service. This finding is especially true in winter, when weather satisfaction can be largely moderated by perceived quality of service. This result implies that the tourism industry can respond to uncomfortable weather conditions, depending on season, by appropriate operation of physical attractions and services. This moderates the negative impact on tourist dissatisfaction and encouraging intentions to revisit.

This study has limitations as it did not consider tourists' individual and travel characteristics. As has been stated, many tourist destinations will more frequently experience extreme weather events due to climate change (Scott et al., 2004; Amelung & Viner, 2006; Moreno & Amelung, 2009). Therefore, more structured and detailed studies are required.

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A CUSTOMER LOYALTY MODEL FOR PEER-TO-PEER (P2P) ACCOMMODATION PLATFORMS: FUNCTIONAL VALUES AND TRUSTING BELIEFS

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INTRODUCTION

The emerging paradigm of peer-to-peer sharing leads to the broad academic literature on the functions of peer-to-peer (P2P) platforms (e.g., Airbnb) in collaborative consumption online (Heo, 2016; Pezenka, Weismayer, & Lalicic, 2017; Tussyadiah, 2015). Among various advantages of online P2P services, assessing the functional values of platform quality, convenience, compatibility, market opportunity, and fairness has been known to be significant for determining existing customers' loyalty to P2P platforms through cognitive responses (i.e., trusting beliefs) (Hwang & Griffiths, 2017; Lee & Hyun, 2016; Ryu, Kim, & Kim, 2014). This indicates a need of underlying the functional values of P2P platforms in the formation of consumers' P2P platform loyalty in a structural process (Tussyadiah, 2016). However, rare studies have put grater efforts into exploring the research question of how existing consumers perceive the functional values of P2P platforms for short-term rental accommodations, which help facilitate their trusting beliefs in the formation of P2P platform loyalty.

Recent studies pointed out the importance of transactional communications between hosts and consumers in an online P2P platform, which can be utilized for consumers as a tool for possessing a short-term rental accommodation within a familiar or unfamiliar environment (Lee, 2016). Along this line, some studies addressed the critical role of trusting beliefs (including honesty, benevolence, and competence) as a catalytic precondition for consumers' decision making in fostering the level of online community loyalty (e.g., switching resistance loyalty/stickiness) (Flavián et al., 2006; Karjaluoto et al, 2012; Lee & Hyun, 2016; Wang & Benbasat, 2008). The literature above-mentioned indicated that P2P accommodation platforms offer a productive ground for existing customers' intention to keep using the P2P accommodation platforms (Tussyadiah, 2016; Tussyadiah, & Zach, 2016). Therefore, a P2P accommodation platform has been employed as a predominant tool for administering an interactive transaction between hosts and consumers, leading to a high degree of online customer's loyalty to the platform.

In this sense, the salient values of platforms (i.e., platform quality, convenience, compatibility, market opportunity, and fairness) are expected to serve as a theoretical ground for enhancing a sense of trusting beliefs, which in turn influence loyalty to P2P platforms (Ku, 2011). Therefore, this study aims to examine if there are structural relationships among the functional values of platforms, trusting beliefs (honesty, benevolence, and competence), and loyalty to P2P platforms (see Figure 1). Based on the findings of empirical analyses, theoretical and managerial implications are suggested.

METHOD

Data collection.

The data collection focused on American consumers who had an experience to book a short-term accommodation via Airbnb (i.e., online peer-to-peer platform). Of various types of survey approaches, an online survey method using Amazon Mechanical Turk (https://www.mturk.com/mturk/welcome) was employed to access valid respondents over a one-month period in January 2017. In the online survey system, a series of screening questions were included so as to exclude invalid respondents who have not had a P2P accommodation experience via Airbnb (i.e., SQ1: "Have you booked a short-term accommodation via Airbnb in the past 12 months?" and SQ2: "Did you purchase a bundle product via the Airbnb platform, e.g., including both flight + rental accommodation"?). Specifically, those who clicked "yes (n=356)" for SQ1 and "no" for SQ2 were invited to continue the online survey, while those who chose "no (n=9)" for Q1 were told to stop. As a result, a total of 325 respondents after data cleaning (e.g., univariate outliers: z-score > +3.29atasignificancelevelof.01,n=10)were utilized for the empirical analysis in this study.

Measurement instrument and data analysis

The questionnaire was developed based on a review of related studies, including 16 items on the functional values of platforms, namely, platform quality (refers to a powerful determinant facilitating consumer's willingness to stay in the P2P platform), compatibility (refers to flexibility, and high compatibility increases the chance to transact in mutual interactions), market opportunity (refers to an attempt to show as many short-term rentals as possible on top of popular P2P accommodation platforms), convenience (people's salient beliefs that they can use the P2P accommodation platform with free of effort), and fairness (refers to the basic premise of justice is fair dealings in the P2P accommodation platform) (e.g., Ryu et al., 2014). Additionally, the questionnaires included 10 items on trusting beliefs (e.g., Flavián et al., 2006; Lee & Hyun, 2016), 3 items on switching resistance loyalty (refer to "a strong commitment to a specific object", p. 2) (Márof et al., 2012), and 2 items on loyalty to P2P platform (refers to individual's willingness to keep using the P2P platform) (e.g., Ryu et al., 2014). Respondents were asked to rate each item on a 7 point likert scale from 1 "strongly disagree" to 7 "strongly agree." The survey instrument also included questions on demographic information such as gender, education, and work status. The integrated data through the specific process was analyzed by reliability analysis, confirmatory factor analysis, and structural equation modeling (SEM).

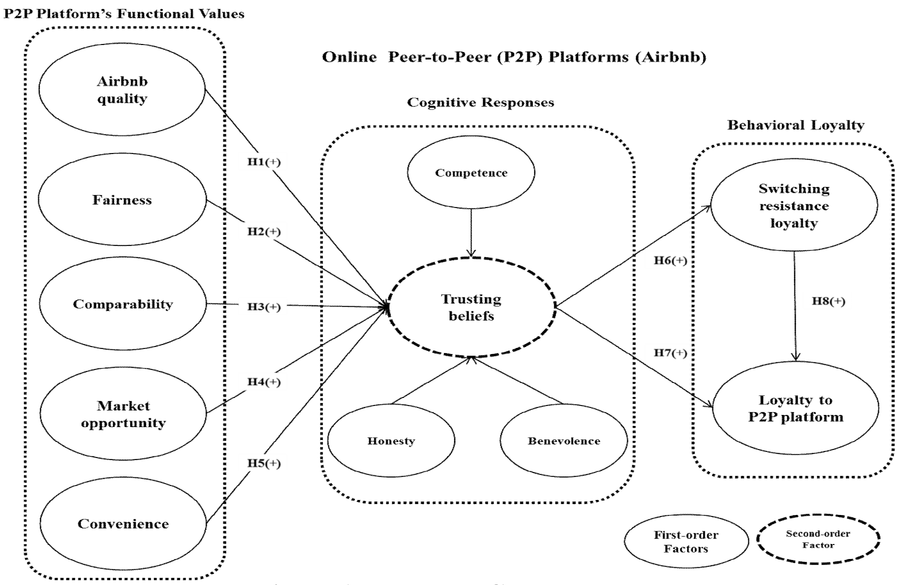

Figure 1. Proposed Conceptual Model

FINDINGS

Demographic characteristics. About 51% (n=183) and about 49% (n=142) of the respondents were female and male respectively. Most had 20-29 (39.5%, n=128) and 30-39 (37.7%, n=122) age groups. About 70% of the respondents showed that they had an associate degree (28%%, n=78) or a bachelor's degree (48%, n=156), and about 75 % of the respondents reported work status of working full-time (n=213) or working par-time (n=64)

Confirmatory factor analysis (CFA). Confirmatory factor analysis (CFA) using maximum likelihood estimation with the 325 cases was implemented to determine the underlying structure of all of the measurement variables in the model, assessing for unidimensionality, construct validity, and reliability. The results reveal a satisfactory fit with the data collected [$\chi2$= 568.454, df=224, $\chi2$/df= 2.538(<3.0), CFI= 0.930(>0.90), IFI= 0.931(>.85), RMSEA= .067(<.08)] (Anderson & Gerbing, 1988). Composite reliability (CR) of study constructs, indicating the internal consistency of multiple indicators for each construct, ranged from .89 to .97, exceeding the recommended threshold (> 0.70) suggested by Hair et al. (1998). In terms of discriminant validity of the prominent constructs in this study, Average Variance Extracted (AVE) for the measures was calculated. All AVE values, ranging from .59 to .77, exceeded the recommended value of 0.50 (Anderson & Gerbing, 1988). Rather, the square root of average variance extracted for each construct is greater than the correlations between the constructs and all other constructs, ranging from .04 to .46. This reveals that adequate discriminant validity is achieved.

Testing the hypotheses. Table 1 shows the model's overall fit with the data using common model goodness-of-fit measures. Overall, the results of the model revealed a reasonable fit with the data collected (χ^2= 594.244, df=234, χ^2/df= 2.663, CFI= 0.928, IFI= 0.929, RMSEA= 0.069), which is satisfactory with respect to the commonly recommended value within the range suggestive of a good model fit ($\geq$ .90) (Anderson & Gerbing, 1988). The present study also tested the hypotheses based on the model as shown in Figure 1.

Table 1. The results of research hypotheses

Paths	Standardized estimate	t-value	Hypotheses
H1 Quality → Trusting beliefs	.291	3.673**	Supported
H2 Fairness→ Trusting beliefs	.177	3.642**	Supported
H3 Comparability→ Trusting beliefs	.165	3.438**	Supported
H4 Marketing Opportunity → Trusting beliefs	.363	5.086**	Supported
H5 Convenience → Trusting beliefs	.099	1.599NS	Not supported
H6 Trusting beliefs →Switching resistance	.519	8.239**	Supported
H7 Trusting beliefs →Loyalty to P2P platform	.635	10.695**	Supported
H8 Switching resistance loyalty→ Loyalty to P2P platform	.357	6.093**	Supported

CONCLUSION

The cognitive theory of trust yields diverse models of trusting beliefs concerning consumers' behavioral loyalty in online P2P accommodation services. However, previous studies have neglected to develop a robust model for detecting the cognitive-behavioral process in online P2P services (i.e., Airbnb) by examining casual relationships between the functional values of platforms, trusting beliefs (honesty, benevolence, and competence), and behavioral loyalty (e.g., switching resistance loyalty and loyalty to P2P platform). In particular, the functional values of platform, namely, quality, compatibility, market opportunity, and fairness, help strengthen valid estimates of existing customers' trusting beliefs toward P2P platforms, which in turn enhance the magnitude of loyalty to P2P platforms in online collaborative networking. Therefore, the empirical results are expected to be useful for researchers wishing to find ways to promote the degree of P2P users' behavioral loyalty based on their trusting beliefs. In particular, the robustness of the theoretical relationships between trusting beliefs and behavioral loyalty (switching resistance loyalty and loyalty to P2P platforms) should facilitate the development of an extended model for online P2P business in the tourism industry.

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SOCIO-CULTURAL AND ENVIRONMENTAL IMPACTS OF TOURISM BROUGHT ABOUT BY PILILLA WIND FARM TO THE LOCAL COMMUNITY OF PILILLA, RIZAL: A QUALITATIVE STUDY

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INTRODUCTION

As the wind farm, has been steadily gaining public attention from local and international tourists alike, the researchers find it important to conduct a study on the impacts of tourism on this emerging tourist destination. The researchers determined the social and environmental impact of tourism to the community of Pililla, Rizal using a qualitative approach.

Data will be gathered from residents and local government officials who can provide information on the social-cultural and environmental atmosphere in Pililla, Rizal before and after the construction of the wind farm. The researchers will set a quota sample of 25 residents and 5 local government officials. The specific respondents will be identified using the purposive sampling technique.

METHOD

This study identified the socioeconomic and environmental impacts of tourism brought about by the Pililla Wind Farm to the community of Pililla, Rizal using a qualitative approach. Since the study was focused on exploring the impacts brought about by the increasing tourism activity(ies) in Pililla, Rizal, the researchers believed that the qualitative approach is most appropriate for the study. This is because, as Mack, et al. (2005) explained in their book Qualitative Research: A Data Collector's Field Guide, the strength of qualitative research is "to provide complex textual descriptions of how people experience a given research issue."

Further, a qualitative research provides information about the "human" side of an issue---including the behaviors, beliefs, opinions, emotions, etc.---and is effective in identifying intangible factors such as social norms, socioeconomic status, gender roles, ethnicity, and religion. Indeed, this approach is appropriate for this study which explored the socioeconomic and environmental impacts of tourism as experienced by the respondents (composed of the residents and local government officials). In more specific terms, this study is an exploratory case study in which the researchers explored the socioeconomic and environmental impacts of tourism brought about by the construction of the wind farm in Pililla, Rizal as experienced by the residents.

FINDINGS

1. The socioeconomic atmosphere in Pililia, Rizal before the growth of tourism is similar to that of many rural areas in the country---as a community near mountains and source of water, the residents rely on fishing and farming as a source of livelihood.
2. The environmental atmospheres in Pililia, Rizal before the growth of tourism is also like that of rural areas---the area abounds of wild cogon, other types of wild grass, will banana trees, and wild coconut trees. Roads were narrow, undeveloped, and sometimes not passable during the rainy season.
3. Among the significant socioeconomic impacts of tourism in Pililia, Rizal is the creation of new livelihood opportunities for residents and the opportunity for employment in the wind farm. Whereas before, their only option for livelihood are fishing and farming, the residents have now opportunities to sell food, souvenir items, and local products (such as pineapple and corn) to the tourists. They also have other options for employment because the wind farm prioritizes

residents in employment opportunities.

4. The evident environmental impacts of tourism in Pililia, Rizal are depletion of natural resources (i.e., loss of fish and water in the river) and physical impacts. Tourism itself in Pililia, Rizal is not the main cause of the identified environmental impacts in the area. These impacts (depletion of natural resources and physical impacts) were a result of the construction of the government-approved wind farm project.

5. The prevailing issues related to the growing tourism in Pililia, Rizal include proper waste disposal, sanitation, and water and electricity supply.

6. The local government, in coordination with the provincial government, concerned agencies, and the administration of the wind farm, is exerting efforts to implement plans and programs that will continue to benefit the residents and address the existing issues in the community.

CONCLUSIONS

Based on the significant findings, the following conclusions are drawn:

1. The socioeconomic and environmental atmosphere in Pililia, Rizal before the construction of the wind farm and consequential growth of tourism in the area can be described as a common sight among many rural communities in the Philippines: the environment is plenty of natural resources which are the source of livelihood among the residents.

2. The construction of the wind farm and the consequential growth of tourism in Pililia, Rizal brought positive socioeconomic impacts to the individual residents and the community. Not only these developments provided additional employment and livelihood opportunities for the residents, it also augmented the income of the municipality, which led to the upgrading of its classification from a third class to a first-class municipality.

3. The environmental impact of growing tourism in the area is not yet evident; however, the construction of the wind farm had minor negative impacts on the community.

4. The growth of tourism in Pililia, Rizal comes with some issues that need to be addressed.

5. The local government is doing its responsibility to address the issues identified in the community.

A RESEARCH INTO HOW THE LANDSCAPE RESOURCE OF LUOSHAN VILLAGE WOULD INFLUENCE THE VILLAGE'S BRAND EQUITY – TAKE ENVIRONMENTAL PROTECTION AWARENESS AS A MODERATOR

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Luoshan Village is Taiwan's first organic agricultural tourist destination. It is supported by the government and features the country's village charm, village lifestyle, organic agriculture, and natural landscape. Whether Luoshan Village could transfer its profound image which is a combination of agriculture and tourism into brand equity remains the key toward the village's sustainable development and presents a rewarding project for country's tourism research. In this paper, we will investigate the tourists at Luoshan Village using questionnaires to research into how the village's natural landscape and hominine landscape would influence the village as a brand, we will: (1) give descriptive statistics about the current situation of Luoshan Village's landscape resource and brand equity; (2) conduct a factor analysis toward Luoshan Village's landscape resource and analyze each factor's reliability; (3) conduct regression analysis on the influence of Luoshan Village's landscape resource on the village's brand equity, in which we will see the moderating effect of environmental protection awareness. We hope this research will help tourism destinations to better deploy landscape resource, improve brand equity and boost the competitiveness of organic agriculture as a tourism feature.

Keywords: Landscape, Brand equity, Organic agriculture, Luoshan Village

CONSUMER ONLINE PEER-TO-PEER ACCOMMODATION DECISION MAKING: THE ROLE OF THE LANDLORD'S DESCRIPTIVE INFORMATION

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INTRODUCTION

Peer-to-Peer (P2P) accommodation is regarded as being a major innovation in the field of tourism and hospitality. In recent years, the number of platforms offering such services as well as the volume of transactions have been steadily increasing. Compared to other sharing mode (e.g. P2P lending), transactions via P2P accommodation platforms involve online trading, but are typically followed by face-to-face interactions upon provision of the service. For example, on Airbnb, the landlord (i.e., service provider) delivers the living space when the guest (i.e., the consumer) arrives, and is expected to fulfil the guest's needs. In some cases, the landlord even shares the living space with the guest. These differences imply that the landlord's attributes are critical in ensuring the delivery of the product and the provision of high-quality service. Another important implication is that customers of accommodation sharing services are exposed to risks other than monetary loss. After all, the act of sharing a home with a stranger can be risky. The nature of the P2P accommodation experience and the fact that it exposes consumers to risks make facilitating the trust of consumers even more critical than other types of P2P market.

To facilitate online trust of consumer, accommodation sharing marketplaces incorporate online reviews, similarly to traditional B2C online markets. Indeed, most of the literature concerning trust in e-commerce addresses the role of online reviews. Yet, P2P accommodation platform offer additional soft information through the pervasive use of personal photos and descriptive information of the landlords as the means of identity verification and in order to emphasize the sense of personal, sociable, human contact. A recent study on Airbnb has addressed the landlord's photograph can have a significant impact on consumer decision making. In contrast, another soft information factor, descriptive information, has not been paid attention to by scholars.

Descriptive information is a sequentially structured discourse that gives meaning to events that unfold around the narrator which might explain a person's past experiences, current situation, or future hopes. Therefore, the descriptive information in P2P accommodation platform provides a window into how landlords conceptualize themselves and what their life like is, which helps consumer reduce anonymity and increase awareness of the landlord. Hence, we assert that the landlord's descriptive information about his/her attributes whose perception and effect on the online consumer have yet to be studied. Specifically, we contend that consumers infer landlords' trustworthiness from their descriptive information. We term this judgment 'textual-based trust.' We also assert that this textual-based trust affects the consumer's behaviour. So, the purpose of this study is to examine the role of landlord's descriptive information in consumer online P2P accommodation decision making from text length, text content and text emotion three aspects.

METHOD

To extract the text content of landlord's descriptive information, we adopt grounded theory which is a systematic methodology in the social sciences involving the construction of theory through the analysis of qualitative data. After reviewing and coding the descriptive information collected from a Chinese P2P accommodation platform, three elements become apparent, that is ability (landlords possess the skills necessary to meet obligations), benevolence (landlords have some attachment to consumers and are inclined to do good) and integrity (landlords adhere to principles that consumers accept), which is consistent with previous research on trust.

As to text sentiment intensity measurement, existing approaches can be grouped into three main categories: knowledge-based techniques, statistical methods, and hybrid approaches. Knowledge-based techniques classify text by affect categories based on the presence of unambiguous affect words such as happy, sad, afraid and bored which are suitable for the study with small sample size, for example, this study.

So, we employ knowledge-based techniques and Python software to measure the text sentiment intensity of landlords' descriptive information.

Finally, a descriptive analysis is used to reach a preliminary idea on the relationship of text length, text content, text sentiment and consumer reservation results. And a regression analysis is undertaken to test the hypotheses provided based on relevant theories.

FINDINGS

The empirical results showed that there is a positive and highly significant relationship between text length and reservation results, that is, the more the text words of landlord descriptive information are, the more reservation volumes and days get.

As to text content, descriptive information involving benevolence and integrity both have a significant positive influence on consumer P2P accommodation decision. Landlords claiming benevolence or integrity will enjoy a greater increase in their sales than those who do not claim these characteristics.

Besides, there is an inverted "U" relationship between text sentiment intensity and online booking, that is, only when the text sentiment intensity is in an appropriate range, descriptive information will improve reservation results remarkably.

CONCLUSION AND IMPLICATIONS

This study examined the role that descriptive information play in influencing decision making in economic exchanges between previously unknown transaction partners—namely, the landlords who serve as descriptors and the consumers who serve as decision makers. We have reasoned and found support for the hypothesis that descriptive information influence decision makers. Our findings suggest that alternative source of information provided by descriptive information can reduce uncertainty and lead to more frequently successful exchanges. This information can enhance predictions of performance. Descriptive information, as a rich source of qualitative data about who a landlord is, offers the promise of expanding current objective information-based decision-making models, enriching the research on consumer decision making.

From a practical point of view, for landlords, our findings reveal the power of constructing a viable descriptive information when attempting to influence the P2P accommodation decision makers. So effective descriptive information should contain a certain number of words and emphasize the personal traits of benevolence or integrity, in addition, it should convey positive appropriate emotion to consumers.

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CHARACTERISTICS AND TRENDS OF HOME SHARING BUSINESS IN TOKYO

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INTRODUCTION

July 2014, Roland Berger, a Germany-based global consulting firm, published a report called "SHARED MOBILITY-How new businesses are rewriting the rules of the private transportation game-".

This report mainly predicted the further growth of sharing economy. For instance, car-sharing will reach around 5 billion EUR in 2020, showing a rapid growth of CAGR of 30%. Also, other sharing-services were predicted to grow, such as ride-sharing servicew will reach 5.2 billion EUR (CAGR of 35%), bicycle-sharing services will reach 5.3 billion EUR (CAGR of 20%). Furthermore, shared parking, a service providing a platform to share parking lots, will reach 2 billion EUR(CAGR of 25%).

Even though the growth of sharing economy were predicted by Risa Gansky（2010） or Rachel Botsman & Roo Rogers (2010), the unprecedented recent rapid growth of the business is remarkable. In the United States and Europe, a variety of start-up companies, such as spinlister (a bicycle shared service), and Liquid space / coworkigy / sharedesk (a working space shared service), have launched their services, and awareness of their services among consumers has been high.

As mentioned above, sharing businesses have existed in various fields, and not to mention in the accommodation industry, businesses by platformers such as Airbnb, HomeAway and FIPKEY, have expanded. In Japan, where the "Ryokangyoho-hotel business law" has not let the sharing accommodation service providers do business without a license, the number of listings registered in the sharing services has increased during the increase of incoming tourists to Japan.

Even though Japan has strict license systems to provide accommodation services, not a small number of business entities have done business with their platforms. Also their scale of listings (how many listings/hosts exist etc.) has not been clear. So, this research aims to clarify the trend of accommodation sharing services and their characteristics mainly in Tokyo, even though.

METHODOLOGY

In this research, the listings of Airbnb were analyzed because of their rapid growth speed and presence in Japan. The accommodation platformers did not publish the number of listings and their exact locations, so we used the data published by Whinmsley（http://tomslee.net）and Insideraidbnb（http://insideairbnb.com）[6)] in order to identify their characteristics. Especially, in Tokyo, according to the reverse geo-coding, the location of listings was identified.

The research was carried out from September 2016 to December 2016, collecting data, data-cleaning and making-data bases and analysis.

Academics and media used their data.

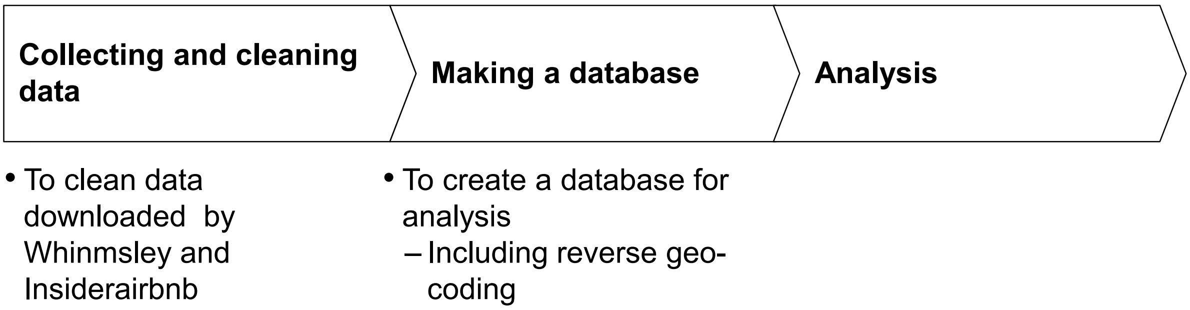


Figure 1 : The process of analysis

FINDINGS

According to the analysis, Tokyo has already had over 8,000 listings. Some surveys conducted by the government showed that around 40% of municipalities answered that the number of home sharing accommodations under the Ryokangyoho licenses increased. So, listings licensed or not obviously have increased.

Geographically, in terms of the geographical distribution of the listings in Tokyo, listings are concentrated in Shibuya-ku, Shinjyuku-ku and Minato-ku. Considering the press-release published by Airbnb, indicating around 90% of users who accommodated in Japan were incoming tourists and 40% of them stayed in Tokyo, it would be safe to say that not such a small number of users stayed in Tokyo.

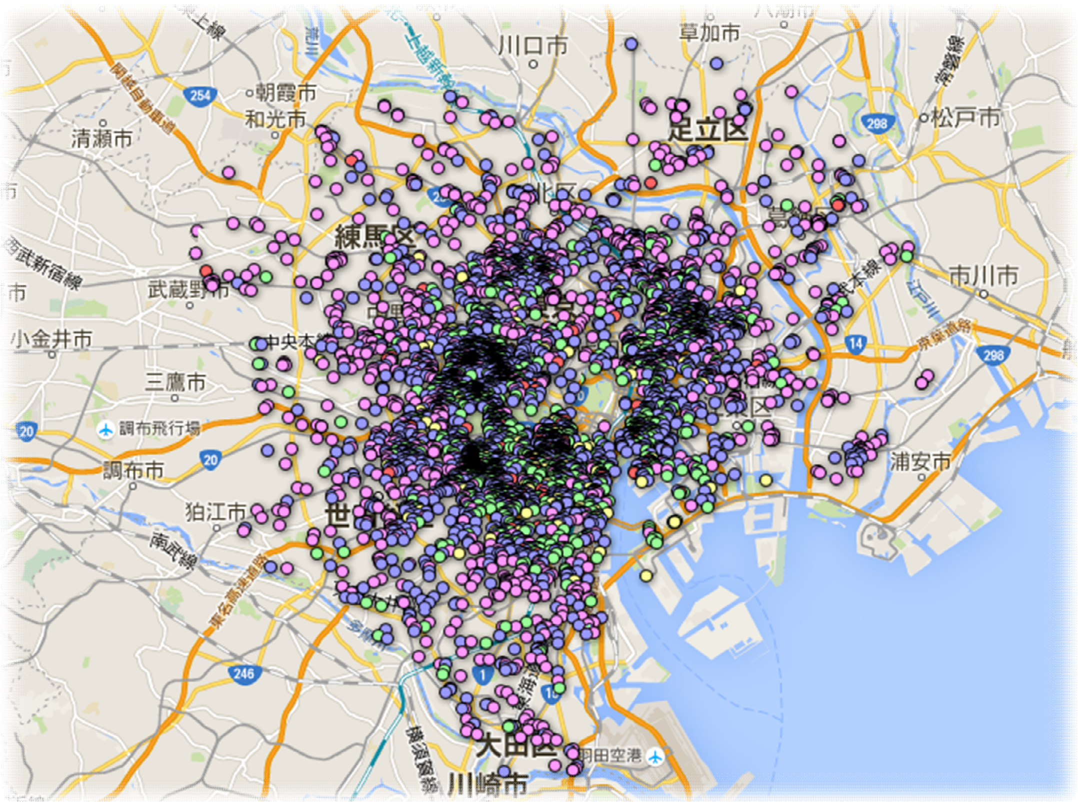
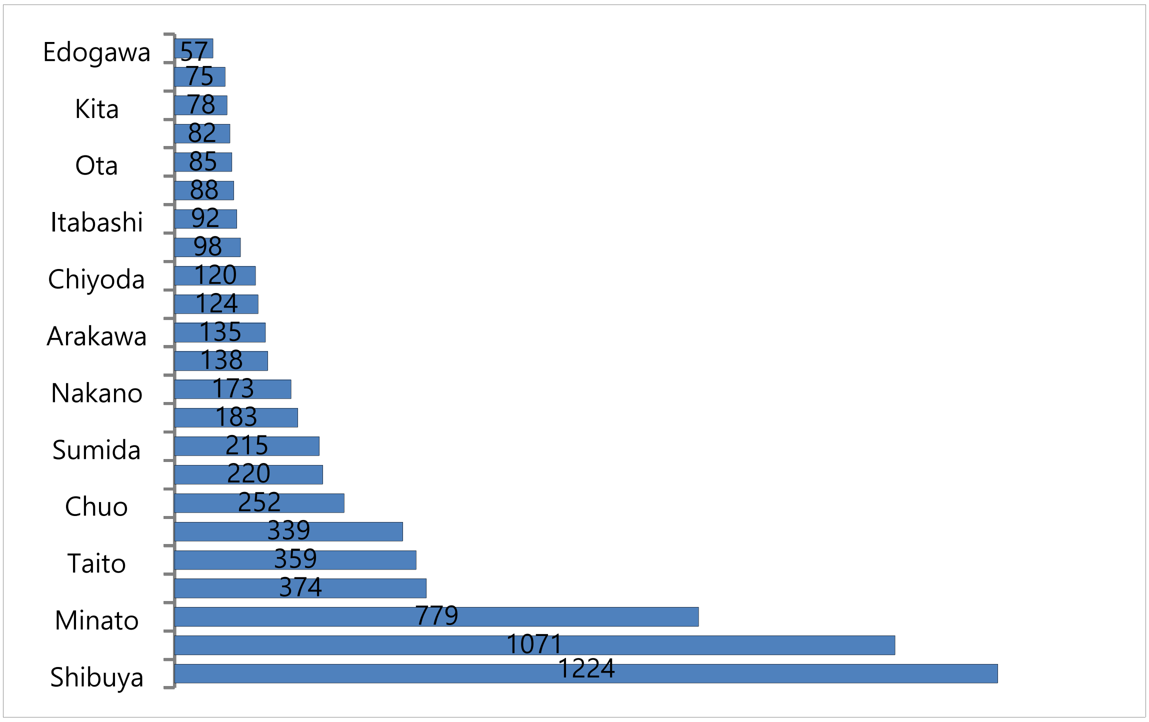


Figure 2 : Geographical distribution of listings in Tokyo
Source : Airbnb listings in Tokyo(August 2015),Whimsley



Souce : Airbnb listings in Tokyo(August 2015),Whimsley

Figure 3 : Number of listings in Tokyo by minicipality

IMPLICATIONS

According to this research, we found out that no licensed accommodation might be included in the listings. Especially, Minato-ku, Shibuya-ku and Shinjyuku-ku have more unlicensed accommodations.

There are many troubles between not only hosts and guests, but also, guests and neighborhoods in Japan. In the United States and European countries, some countries introduced a tax levied on the accommodation sharing listings. Considering these situations, the Japanese government has investigated and studied the ecosystem of home sharing services to make a new law. In order to facilitate users' benefits and safety, it would not be difficult to say making a fair and transparent competitive environment is a challenge to sort out as soon as possible.

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YOUR LISTING'S TITLE MATTERS ON P2P ACCOMODATION-SHARING PLATFORMS

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The sharing economy is a booming business phenomenon with enormous potential, which is challenging many traditional businesses and transforming many industries. Although there is little consensus on what activities comprise the sharing economy, collaborative consumption, peer economy, and sharing economy have been used to describe a hybrid market model of peer-to-peer (P2P) exchange. Hamari, Sjöklint, and Ukkonen (2016) defined sharing economy as "the peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services" (Hamari, et. al., 2016, p. 2047). On the other hand, Eckhardt and Bardhi (2015) argued that the sharing economy is not really a sharing economy but an access economy, because the important changes underway in society are more likely new approaches accessing goods and services than sharing them.

P2P platforms for accommodation sharing have experienced strong growth (Pizam, 2014). According to PricewaterhouseCoopers (PwC), Airbnb, the world's leading marketplace for accommodation sharing, received 155 million guest stays in 2014, nearly 22% more than Hilton Worldwide which had 127 million guest stays in 2014. Merrill Lynch analysts reported that listings on Airbnb could make up as much as 1.2% of the hotel offering and make up 3.6 to 4.3% of inventory by 2020 with an estimated 40% to 50% growth in listings per year.

The growth of businesses based on the sharing economy has earned attention from scholars in the tourism and hospitality industry and researchers have started to explore various issues about P2P platforms for accommodation sharing. Several studies explored the impact and implications of this new phenomenon on the hospitality and tourism industry. Guttentag (2015) discussed Airbnb from a disruptive innovation theory perspective, which describes how products that lack in traditionally preferred attributes but offer alternative benefits can transform a market and capture mainstream consumers over time. Heo (2016) discussed the impacts of the sharing economy on the tourism industry and the research prospects of this topic. Similarly, Cheng (2016) reported the current trends relating to the sharing economy in tourism and highlighted that the sharing economy empowers people's mobility and encourages traditional tourism service providers to innovate and redefine their business models. Zervas, Proservio, and Byers (2016) found that a 1% increase in Airbnb listings causes a .05% decrease in hotel revenues in the U.S. state of Texas. Previous research also suggests that the sharing economy has incrementally allowed tourists to have access to a wide range of products and services at a more reasonable price (Shaheen, Mallery, & Kingsley, 2012), helped authentic encounters between tourists and locals (Molz, 2013; Tussyadiah & Pesonen, 2015) and contributed to the employment and income of locals (Fang, Ye, & Law, 2016).

Others (e.g., Kohda & Masuda, 2013; Tussyadiah, 2015) tried to identify the characteristics of P2P sharing transactions. Möhlmann's study (2015) identified users' self-benefits. Utility, trust, cost savings, and familiarity are the key determinants of the satisfaction and the likelihood of choosing a sharing option again. Tussyadiah (2015) found that three main factors that encourage users to stay in Airbnb accommodation are sustainability (i.e., social and environmental responsibility), community (i.e., social interactions), and economic benefits (i.e., lower cost). Wang and Nicolau (2017) tried to identify the price determinants of sharing economy-based accommodation offers in 33 cities listed on Airbnb through analysis of 25 variables in 5 categories: host attributes, site and property attributes, amenities and services, rental rules, and number of online reviews and ratings. Although several studies have explored various topics on P2P platforms for accommodation sharing, there has been a dearth of research focused on hosts as micro-entrepreneurs.

In contrast to the traditional hotel industry, P2P platforms like Airbnb allow private individuals to take on the role of micro-entrepreneurs and act as hosts, offering their accommodation to tourists for a charge (Sundararajan, 2014). Hosts' overall potential to generate income clearly depends on how much demand they are able to attract. The title of the listing on P2P platforms for accommodation sharing is phrased by the host to describe his or her own accommodation and it is the first piece of information that potential guests will see when scrolling through the search results. As human beings have limited information-process capacity (Taylor, Franke & Bang, 2006), consumers control their own information processing and engage in selective perception, which leads to processing only a limited number of messages and ignoring many others in order to manage massive volumes of information (Celsi & Olson, 1988; Kane & Engle, 2002). Therefore, it is important for Airbnb hosts to use effective key words for the title of their listing to attract potential guests.

Several researchers have tried to explain how information from service providers are received, processed and acted on by their target customers. McGuire's (1968) information- processing model (IPM) is a framework used by cognitive psychologists to explain and describe human beings' thinking processes. McGuire (1968) identified several different stages of information processing which mediate the impact of a persuasive message on judgments. McGuire (1968) noted that the persuasive effect of a message is likely to increase with recipients' ability to understand it, but to decrease with their ability and motivation to refute its validity. Belch and Belch (2001) regarded the consumer as an individual in a complex buying situation and looking for information relevant to his/her buying decision. When consumers are bombarded with information competing for their attention, they try to process the information to avoid being in a confused state. Consumers do not simply understand advertisers' messages but they reject or accept them based on the importance those messages have on their choices and needs at the time of delivery and reception. Furthermore, Shimp (2000) pointed out that acquiring information is necessary but insufficient for effective communication and the consumer's attention needs to be hooked to the message and be triggered to engage in selective attention focusing on a specific message out of the many that he/she was exposed to. It indicates that information receivers consciously or unconsciously process the messages that they are exposed to and subsequently act on them. Thus, this study tried to find the effective key words used in accommodation descriptions on P2P sharing platform by examining the relationship between the key words used and the financial performance of Airbnb rentals.

METHOD

Number of reviews, ratings, number of photos, description of the properties, occupancy rates (OCC), and average daily rates of Airbnb properties were obtained from AirDNA. AirDNA scrapes data from Airbnb's website in order to provide information to Airbnb hosts and considers a rental list to be active if it has been posted in the last 60 days or had a reservation in the last 30 days. The content analysis was performed using 1,046,191 words from these 199,407 property descriptions. The text data were analyzed using Voyant Links (https://voyant-tools.org), an online text mining program. A series of content analyses by frequency was performed on the data. The unique 10 frequent words were extracted in each destination and "SEARCH" function in Microsoft Excel was used to code if the descriptions include the unique words. Ten dichotomous dummy variables (0 or 1) were created indicating if the property descriptions include the frequent words. Revenue per Available Room (REVPAR) was calculated by multiplying average daily rates by occupancy rates (OCC). The dichotomous dummy variables and number of reviews, ratings, and number of photos were included as independent variables. The z-score of REVPAR and OCC were calculated to be standardized dependent variables. As the models were separated by three rental types (shared room, private room, or whole house rental) and two different dependent variables (OCC and REVPAR), six regression models were tested in this study.

RESULTS

Table 1 illustrates the frequent words used in property descriptions by city. The results show that variety of different words were used in property descriptions by destinations, although "apartment," "cozy," "private," and "studio" were included as frequent words in almost all destinations. Destinations' names were presented in the property descriptions in most cities except New York.

Table 1. Frequent Words in Property Descriptions in select U.S. Cities

New York		LA		Chicago		Washington DC		San Francisco		Miami		Orlando	
City	Freq.	City	Freq.	City	Freq.	City	Freq.	City	Freq.	City	Freq.	City	Freq.
room	33803	room	6217	room	3470	room	2180	room	5574	beach	6001	room	777
apartment	23055	Hollywood	6127	apartment	2594	apartment	2003	apartment	3139	Miami	4295	Orlando	634
private	10588	apartment	4106	park	1807	DC	1456	private	2255	room	4112	resort	441
studio	9157	private	3243	Chicago	1455	studio	1025	studio	1790	apartment	3476	condo	402
cozy	8226	LA	2462	private	1443	private	910	Mission	1770	south	2615	Disney	393
spacious	6743	studio	2410	studio	1184	Dupont	801	San Francisco	1769	view	2003	vista	361
east	6673	home	1666	cozy	1178	metro	749	sunny	1389	studio	1955	near	318
village	6308	cozy	1631	condo	1079	capitol	742	modern	1274	ocean	1858	Universal	305
Brooklyn	5955	house	1547	downtown	1064	hill	705	home	1270	private	1618	cay	301
sunny	5926	loft	1546	loft	847	cozy	665	spacious	1252	luxury	1508	private	291
509,236 total		147,804 total		80,816 total		54,317 total		112,937 total		121,298 total		19,783 total	

All of the six regression analyses show that the models fit the data (R^2 ranging from .125 to .197 and significance level lower than .001). The results show that the number of reviews has a statistically significant positive relationship with OCC as well as REVPAR across all rental types, while the number of photos has positive relationships only with REVPAR. Ratings were positively related to REVPAR only when renting whole house or private room. In addition, ratings were not significantly related to OCC except when renting whole houses. Regarding the frequent words in the property description, statistically significant relationships between words and OCC and REVPAR are different across different destinations. It was noticeable that "apartment" and "studio" have significant negative relationships with REVPAR, but positive relationships with OCC. In addition, words showing locations (e.g., the city's name, "cay," "resort," "Hollywood," etc.) had negative or no statistically significant relationship with OCC or REVPAR. "Private" had a statistically significant negative relationship with REVPAR except Chicago, Miami, and Orlando, while the word had a statistically significant positive relationship with OCC only in Miami and Orlando.

CONCLUSIONS

Although online travel agencies' websites present photos, videos, and even virtual tours to appeal to tech-savvy consumers, having unique descriptions may also change their entire decision-making process. The unique words included in the property descriptions will make the stunning visual effects with photos or videos even more attention-grabbing. The study's findings show that specific words in property descriptions dynamically affect OCC or REVPAR when controlling for the number of photos, number of reviews, and ratings. Owners of the properties are suggested to selectively use the unique words identified in this study to enhance their properties' performance. Airbnb and property owners may build strategies to encourage guests to make more comments as the findings show that the more reviews, the higher the OCC and REVPAR. In addition, as the number of photos did not significantly affect the OCC across different destinations, administrators of Airbnb may want to consider developing efficient strategies regarding photos uploaded by owners.

This study only chose seven top destinations in the United States of America, so that only words written in English were collected and analyzed. The results for an investigation with different destinations or different languages might be different from this study's results. Accordingly, further exploration with various destinations and a broader language is recommended.

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HOW NATURE-BASED TOURISTS' KNOWLEDGE OF ENVIRONMENTALLY FRIENDLY ACTIVITIES INFLUENCES THEIR ECOLOGICAL WORLDVIEW: A CASE STUDY OF CANADA

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INTRODUCTION

Nature-based tourism's popularity has increased the ecological risk of human activities during their visit to nature. Therefore, researchers have investigated people's environmental behavior during tourism activities to identify and manage factors that influence tourists' pro-environmental behavior. Several cognitive factors that influence pro-environmental behavior during nature-based tourism activities have been identified, such as environmental value, attitude, ecological concern, environmental knowledge, self-efficacy, personal and subjective norms, and environmental awareness (Klöckner, 2013). Among these, ecological worldview and knowledge of how to engage in pro-environmental camping have been identified as two of the major influencers of tourists' pro-environmental behavior. The purpose of the present study was to explore the associations among nature-based tourists' knowledge of how to engage in pro-environmental camping, their ecological worldview, and their pro-environmental behavioral intention.

One of the best tools to investigate people's ecological worldview, the new ecological paradigm (NEP) has been utilized as a predictor of pro-environmental behavior in several theories, namely in the value–belief–norm model of environmental concern and the behavior (Stern, 2000) and norm-activation model (Schwartz & Howard, 1981). Introduced by Dunlap and Van Liere (new environmental paradigm; 1978) and revised by Dunlap, Van Liere, Mertig, and Jones (2000), the NEP has been a popular instrument in environmental psychology literature and has shown positive associations with people's pro-environmental behavior (Brügger et al., 2011; Davis & Stroink, 2015). The NEP scale consists of 15 items that encompass five dimensions (Amburgey & Thoman, 2012): the reality of limits to growth (3 items), antianthropocentrism (3 items), the fragility of nature's balance (3 items), rejection of exemptionalism (3 items), and the possibility of an ecocrisis (3 items). This study investigated the five dimensions of NEP to understand people's ecological worldview and its influence on their pro-environmental behavioral intention during nature-based tourism activities. The structural model of this study investigated the influence of people's knowledge of how to engage in pro-environmental camping on their ecological worldview and, in turn, their pro-environmental behavioral intention. Figure 1 demonstrates these associations.

Several studies, namely Hines et al. (1986/87), Bamberg and Möser (2007), Steg and Vlek (2009), Boland and Heintzman (2010), Sutton and Tobin (2013), and Han (2015), confirmed that knowledge of environmental issues positively influences people's pro-environmental behavior. Most of the studies that utilized NEP to investigate people's ecological worldview identified an association between ecological worldview and awareness of consequences. As well, individuals' knowledge of environmental issues positively influences their ecological worldview. Rideout's (2005; 2014) and Woodworth et al.'s (2011) studies are recent examples of the influence of knowledge of environmental issues on ecological worldview. These studies posit that people's knowledge of environmental issues positively influences their ecological worldview and, in turn, their pro-environmental behavior. However, more empirical investigations of this hypothesis were encouraged. This study hypothesized that nature-based tourists' knowledge of how to engage in pro-environmental camping directly and positively influences their ecological worldview. Campers' worldview was also hypothesized to be directly and positively associated with pro-environmental behavioral intention. Finally, it was hypothesized that knowledge of how to engage in pro-environmental camping directly and positively influences pro-environmental behavioral intentions.

METHODS

As a part of a larger study, data were collected in the provincial parks of Alberta, Canada. A randomly selected sample of 1,009 Canadian campers was analyzed for the purpose of this research. Ecological worldview was examined via the 15 standard NEP items (Van Liere et al., 2000; Amburgey & Thoman, 2012). Self-reported knowledge of how to engage in pro-environmental camping was measured by seven items (designed based on Alberta Parks education programs). These items investigated campers' knowledge of: environmentally-friendly use of campsites, appropriate disposal of garbage and recyclables at campgrounds, low impacts activities in campgrounds, proper food storage, environmentally-friendly use of campfires, and disposal of waste water. Visitors' intention was investigated by four questions (two intention and two willingness items), based on Azjen's (2011) intention measurement guidelines. A five-point Likert scale was used for all questionnaire items. Cronbach's alpha coefficient was utilized to examine internal consistency (α intention = .877; α knowledge = .855; α NEP = .84). Structural equation modeling was utilized to examine the hypothesized regression associations. Findings are elaborated in the next section.

RESULTS

More than half of respondents were female (55.5%). With a standard deviation of 13 years, the average age of the sample was 42. Forty percent of respondents had a college diploma, 32% possessed a university degree, and the rest had a high school diploma and below. Only 6% of respondents were visitors from other Canadian provinces or other countries.

IBM SPSS and Amos 23 were used to analyze the data. SEM results showed that knowledge of pro-environmental camping directly and positively influenced campers' ecological worldview (β = .21, $p < .001$) and intention (β = .32, $p < .001$). Campers' ecological worldview was also directly and positively associated with their intention (β = .28, $p < .001$). Table 1 shows the direct and indirect associations among these factors. Incremental Fit Index (IFI) = .961, Comparative Fit Index (CFI) = .961, Goodness of Fit Index (GFI) = .955, Root Mean Square Residual index (RMR) = .032, and Root Mean Square Error of Approximation (RMSEA) = .051 values for this model indicated good model-data fit (Table 2).

Table 1. SEM Results for Direct and Indirect Association

Predictor	Dependent Variable	β	P-value	Indirect Effect
Knowledge	Intention	.32	< .001	.40
Knowledge	NEP	.21	< .001	
NEP	Intention	.28	< .001	
R2Intention = .22				

Table 2. Model Fit Results

Model	$\chi2$ (df)	IFI	NFI	GFI	CFI	RMR	RMSEA
Structural Model	367.53* (101)	.961	.947	.955	.961	.032	.051

Notes. The following cutoff criteria for fit indexes are suggested by Schreiber et al. (2006): IFI, NFI, GFI, & CFI > .95; RMR < .05; RMSEA < .06; * P < .001

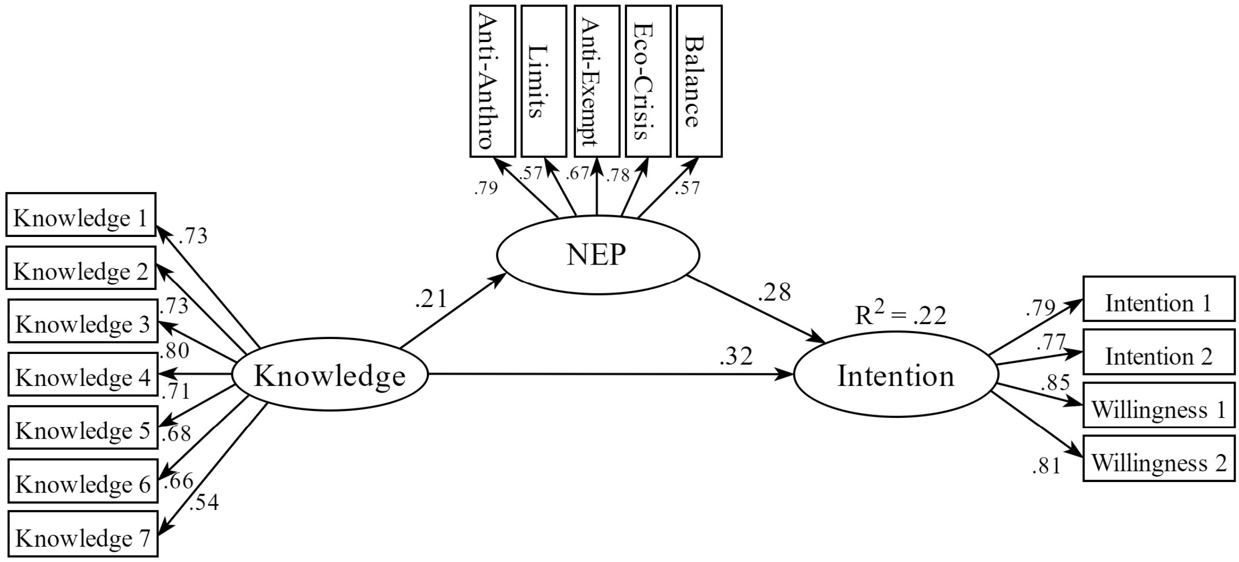

Figure 1. Structural Model of the Study

IMPLICATIONS

The aim of this study was to investigate nature-based tourists' knowledge of how to engage in pro-environmental camping on their ecological worldview and pro-environmental behavioral intention. Structural equation modeling showed that tourists' knowledge of how to engage in pro-environmental camping significantly influenced their intention to engage in pro-environmental camping behavior. It also positively influenced their ecological worldview. These findings indicate that it is important to study people's action knowledge and its influence on their environmental behavior. General knowledge of environmental issues and knowledge of disastrous consequences have often been included in environmental behavior studies (Klöckner, 2013), knowledge of how to engage in pro-environmental activities should also be included in environmental behavior investigations. The literature has indicated that people's ecological worldview is mainly influenced by their values and beliefs (Stern, 2000); however, this study showed that people's ecological worldview can also be influenced by their knowledge of action. Therefore, proper education can improve tourists' environmental behavior during their stay in natural environments. In addition to improving people's general knowledge of environmental issues, education programs at parks and protected areas should focus on specific skills such as environmentally friendly camping.

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WHAT MOTIVATES TOURISTS TO VISIT A LOCAL STREET MARKET? THE CASE OF LADIES' MARKET IN HONG KONG

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INTRODUCTION

Local street markets play a vital role in shaping tourists' experience. Previous research has proposed that a diversity of services and products are key elements for tourist attraction to local street markets (Chang et al, 2008; Hsieh & Chang, 2006; Kim et al., 2009), little research has been conducted to explain the success of markets that may not have a heterogeneous nature. This article aims to fill the gaps by exploring the motivations of tourists visiting the Ladies' Market in Hong Kong.

METHOD

In order to develop the trustworthiness of this study, purposive sampling method is adopted. It enables the researcher to select specific subjects who will provide the most extensive information about the phenomenon being studied (Burns & Grove, 2003:255). Supporting and discrepant data were also searched and examined to evaluate if the conclusion should be retained or modified. Moreover, to reduce the "telescope effect" caused by memory-recalled problems (Woodside & Dubelaar, 2002), 18 interviews were taken place in the Ladies' Market. Only first-time travelers to Hong Kong were filtered for an interview.

FINDINGS

A content analysis of the data obtained from the interviews will be discussed to explore and develop an understanding of the tourists' perception towards Ladies' Market in Hong Kong.

Novelty-seeking Crompton (1979) explained that "novel" was referring to the experience but not necessarily knowledge. Due to the natural traits of human, novelty attracts tourists to seek out the "unfamiliar" (Graham, 1981). The results of this study help to explain previous studies that novelty-seeking in street markets can satisfy tourists' needs to experience novel culture in contrast to their previous experiences (Chang, Min, Lin, & Chiang, 2008).

Respondents mentioned that the physical environment of the stores in Ladies' Market are closely packed together which resembles the taller and closely built skyscrapers in Hong Kong. Selling techniques of the hawkers in Ladies' Market are not commonly practiced in shops or other street markets, hawkers will proactively approach them, literally follow them and consistently offering lower prices, most of them expressed excitedness for the encountering experience.

Authentic experience with non-authentic products The findings again support previous studies that the experience of travelling is "authentic" when tourists can uncover something unique to them, (Hughes, 1995; Cary, 2004; Chang et al, 2008; Kim, Eves, & Scarles, 2009). Hsieh & Chang (2006) suggested that shopping in night markets can allow tourists to experience authentic local culture; Kikuchi & Ryan (2007) stated cultural components can help to attract tourist to the street markets only when "they are perceived as authentic and real".

The results gave us a clearer definition of the term "authentic experience" when most of the products sold in Ladies' Market are non-authentic. Products there are mainly made in China and/or pirated branded products, such as luxury handbags and watches. All respondents mentioned that they are aware that the products are neither authentic nor real but they still visit and even purchase the fake products. "Authentic and real" are describing the experience of the tourists, and has no relation to the products being sold; the experience can still be authentic for the act of buying non-authentic products knowingly and consciously.

Reputation of the Local Market amongst other Tourists This study also contradicts with some previous studies, attractiveness of night markets can purely come from its reputation instead of “a diversity of service contents and local food and affordable consumption” suggested by Chuang et. al (2014). There are no food stores in Ladies’ Market, and there is only one type of service content available, which is retail stores, but Ladies market is still successful in attracting a lot of tourists to visit. All the respondents explained the reason for visiting Ladies’ Market is either because of Word-of-mouth or they think it is famous for tourists. None of them has mentioned about the products that can be consumed in the market or about other elements reported by other studies such as cleanliness or safety etc. The respondents perceived Ladies’ Market as a must go attraction for first-time travelers; therefore, being a first-time traveler in Hong Kong, they visited the place. Demographic Factors The findings also indicate that demographics do differentiate among different markets. Gender and place of origin were found to be the key to this difference. Among the respondents, Asians have expressed more neutral or negative comments about Ladies’ market than Europeans and North Americans. Besides, none of the Asians have consumed anything from Ladies’ Market. This phenomenon may be explained by cultural similarities and differences of the respondents’ place of origin and Hong Kong, as uncertainty and estrangement caused by cultural diversity can bring positive attraction to tourists (Guo & Gu, 2013).

Extrinsic cues such as brand names are one of the sources for consumer to evaluate products and brand names were proved to be able to transmit information to consumer without applying any marketing strategies (Klink, 2000). Our findings show the word “Ladies” in Ladies’ Market has some special implication to the female tourists visiting the market; most female respondents have mentioned that they were attracted by the name of the market. If the market has renamed to “Tung Choi Street Market” instead, some of them may not visit the market in the first place as “Tung Choi” does not make any sense for the English speakers, and for those who can speak or read Chinese characters, it means Ipomoea aquatic in English, which may suggest it is a place for selling vegetables rather than gadgets or souvenirs.

CONCLUSION

Instead of possessing a diversity of food and services, findings show that the attractiveness of a local street market can be resulted from a combination of novelty-seeking opportunities and the market’s good reputation among other tourists. This research strengthen previous studies on novelty-seeking is the key factor of motivation and it also helps to clarify the term “authentic experience” mentioned in attracting tourists. Government and tourism boards are recommended to put more effort in producing marketing campaigns highlighting the street markets’ reputation. However, different campaign themes should be used to promote in different places due to cultural diversity. Responsible bodies may also consider renaming markets which may suggest a meaning that may attract tourist to visit.

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ENCOURAGING GREEN BEHAVIORS BY EVOKING GUILT AND SHAME EMOTIONS IN SOCIAL ADVERTISING

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INTRODUCTION

Every year, around 1.3 billion tons of food is wasted (United Nation, 2017). In fact, much of this waste is produced by the hospitality industry. In the U.S., café, restaurants and hotels collectively generate more than 61,000 tons of waste every single day (Buffer Go, 2017). Food waste is a result not only of the unsustainable practices by the caterers but also the irresponsible behaviors of the consumers. For example, for a hotel breakfast buffet, food needs to be replenished almost every single hour to keep it look inexhaustible and the uneaten food left over from the buffet will normally be thrown away. At the same time, it is also not uncommon to see that customers ordering too much food in the restaurant and end up wasting it. In response to the societal concerns over food waste, some hoteliers started to team up with other non-profit organizations to "rescue" uneaten food. Nevertheless, there is also a common consensus that waste must be reduced by changing the behavior of consumers themselves (Jagdish, Sethia, & Srinivas, 2011). More recent research in the tourism and hospitality discipline has called for a multi-stakeholder approach in designing firms' sustainability initiatives (Sigala, 2014). In particular, the role played by customers cannot be overlooked. The primary objective of this research is to investigate how service providers can engage customers more effectively in reducing food waste in the hospitality industry.

CONCEPTUAL BACKGROUND

Policy makers from all over the world have been thinking ways to motivate more green behaviors - behaviors that minimize the harm to the environment or even benefit the environment (Steg & Vlek, 2009), reducing food waste can be considered as one such example. Social advertising is a commonly adopted tactics for encouraging consumers to adopt green practices. But what sort of advertising can effectively induce such a behavioral change? The advertising tactics we put forth in this paper is based on the consideration that the target audience of such advertising message are those who have been consuming quite irresponsibly; such acts involve violation to societal or moral standards (i.e. transgression) which in fact often lead to the experience of guilt and shame. These two emotions, although co-exists in many cases, their influences on people's behaviors can be substantially different (Cohen, Wolf, Panter, & Insko, 2011; Howell, Turowski, & Buro, 2012; Tangney, 1991; Tangney, Miller, Flicker, & Barlow, 1996). For example, when feeling guilt, people tend to put the blame on a specific *behavior* they have committed, and actively make amend to the harms they have done. In contrast, shame is experienced when people attribute the negative outcome to the *self* as a whole. The experience of shame is usually accompanied by the feeling that the wrong behavior is socially exposed and one is being judged by others negatively (Lindsay-Hartz, 1984; Tangney, 1991). It is therefore more associated with a desire to avoid social contact and escape from the situation. We therefore postulate that if the advertising message can make salient the feeling of guilt (as opposed to shame) upon one's existing consumption style, the person is more likely to correct his/her wrongdoing (i.e. consuming irresponsibly) and to engage in green behaviors. The question is how can we make guilt the predominating emotion with the advertising message?

Cognitive theories of affect suggest that the onset of emotional experience is initiated by a cognitive appraisal of the emotion-eliciting situation (Lazarus, 1991; Roseman, Spindel, & Jose, 1990). Thoughts about the situation can determine the specific emotion that a person will experience (Weiner, 1980). For example, when seeing a person falling in a subway, thinking that the person is ill will lead to sympathy but thinking that the person is drunk may lead to disgust. The cognitive predisposition that is activated at the moment can guide people's thinking and shape the thoughts they have. For example, in situations where people predispose to construe events at high level, they think in broad and abstract terms, with an emphasis of the superordinate features of an event but when people construe events at low level, they process information in a local and specific manner, attending to the subordinate features of an event (Liberman & Trope, 1998; Trope & Liberman, 2000; Vallacher &Wegner, 1987). Han et al. (2014) shows that after experiencing guilt, people tend to process information in a subsequent task with low-level construal but in the case of shame, they process the information with high-level construal. Given this association, we believe that shifting people's construal level on the other hand may also influence their experience of guilt and shame. We predict that when people are predisposed to construe their transgressions at low-level construal, guilt tends to predominate as they are more likely to pay attention to the specific behaviors (i.e. the subordinate aspect), however, when people are predisposed to construe their transgressions at high-level construal, shame instead should predominate as they are more likely to focus on the global deficiency of themselves (i.e. the superordinate aspect). In the situation we concern in this paper, an advertising message can prompt the audience to construe their existing (wasteful) consumption style at low versus high level. In the case of low-level construal, guilt tends to be predominately felt and the audience is *more* likely to correct such an irresponsible consumption style and to engage in green behaviors but in the case of high-level construal, shame tends to be predominately felt and the audience is *less* likely to engage in green behaviors. In the following, we propose a preliminary study to examine such possibility.

A PRELIMINARY INVESTIGATION – METHOD AND EXPECTED FINDINGS

In this experiment, we manipulate people's construal levels (high versus low) so as to influence their experience of guilt and shame. Previous research shows that one way to alter the level of construal is to ask people to think about the why and the how aspects of an event (Vallacher & Wegner, 1987). We assume that in situation that elicits both guilt and shame (e.g. wasteful consumption), when people think about why they engage in such a behavior, shame should predominate but when thinking about how they engage in such a behavior, guilt should predominate.

We propose to test our prediction in a more naturalistic setting - real catering facility. Canteen customers who have finished their meals will be invited to participate in an "advertising pretest" for a food charity. The approximate amount of food remained by each customer will be recorded unobtrusively. The analyses will focus on those who have left over food (i.e. those who have just transgressed by wasting food). We will influence participants' emotional experience (guilt, shame and control) by priming their construal levels with the advertising message. Participants will receive a print advertisement featuring a situation that uneaten food is being buried in the landfill, either with a tagline of "why do you waste food" (i.e. shame-inducing), "how do you waste food" (i.e. guilt-inducing) or no tagline (i.e. control condition) at the top of the advertisement. The major dependent measured include the intensity of guilt and shame experienced and the participants' intention to join the above waste-reducing program (i.e. a green practice) if they come across this ad in real life. We expect that those who are led by the advertising message to construe their wasteful consumption at low (vs. high) level should experience predominately guilt (vs. shame) and indicate a higher (vs. lower) intention to participate in the program.

CONCLUSION

In this research, we attempt to identify an effective way to encourage green behaviors with the use of social advertising. In many resource-abundant societies, people are used to an over-consumption lifestyle. Such a lifestyle has led to severe damages to the environment and waste management has become one of the most pressing problems confronting policy makers. As the rate of climate change is alarming, it is time for all the people to go for a more sustainable way of life. We posit that by inducing feelings of guilt (as opposed to shame) in the advertisement can provide the necessary emotional impetus for a change in people's consumption style. With this understanding, policy makers can design more effective social campaigns that motivate more responsible consumption. The potential findings of this research also contribute to the existing knowledge of guilt and shame. Despite the fact that guilt and shame often co-exist, by shifting the way people construe the situation, these two overlapping emotions can be better separated. This is particularly important when the behavioral consequences resulted from these emotions are divergent.

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TO TOLERATE OR NOT TO TOLERATE? WHEN ATTRACTIVE OPPOSITE-SEX SERVICE PROVIDERS MAKE MISTAKES

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INTRODUCTION

Abundant research shows that attractive (vs. unattractive) service providers bring about higher consumer satisfaction and purchase intention (e.g., DeShields, Kara, & Kaynak, 1996; Wan & Wyer, 2015). People are also relatively more forgiving of attractive opposite-sex offenders (Phillips & Hranek, 2012). Conceivably, compared to non-attractive service providers, when attractive opposite-sex service providers make mistakes, consumers should be more forgiving for their mistakes in service failures. As this research suggests, however, there are certain situations in which an attractive provider is likely to have a deleterious effect.

The “beautiful is good” stereotype suggests that attractive individuals are perceived to have more favorable attributes (goodness, innocence, social competence, etc.) than unattractive persons. Among these attributes, social competence is the most robust (Eagly et al. 1991). Socially competent individuals are able to take the perspective of others and be responsive to the needs of others (Griffin & Langlois, 2006). Because attractive service providers are stereotypically social competent, they might be expected to be particularly capable of delivering good service. This expectation may lead consumers to be less tolerant of poor service than they might otherwise be. Therefore, when this expectation is violated, they may be relatively less forgiving of an attractive provider’s mistakes than of an unattractive provider’s errors.

Service failures can either be impersonal, pertaining to the core service that the consumer receives, or interpersonal, surrounding the manner in which the core service is transferred to the consumer (e.g., Grönroos, 1984). Some researchers (e.g., Chan, Wan, & Sin, 2009) has further distinguished between social and non-social failures. A social failure is a situation in which the consumer suffers a loss of social resources (e.g., status, esteem) due to an interaction with the service provider, whereas a nonsocial failure is a situation in which the consumer suffers a loss of nonsocial resources (e.g., money, time). In other words, physical/instrumental factors are involved in a non-social failure, whereas social/psychological factors are involved in a social failure. (For example, in a restaurant, a social failure occurs if the waiter is impolite, whereas a non-social failure occurs if the waiter took the wrong order.)

Social competence may have a greater effect on reactions to a social failure than on reactions to a non-social one. Therefore, consumers may react less positively to a provider’s social failure, but more positively to a provider’s nonsocial failure, if the provider is attractive than if (s)he is unattractive.

METHOD

One hundred twenty female participants were paid HK$20 (approximately US $3) to take part in a 15-minute experiment. They were randomly assigned to cells of a 2 (attractiveness: high vs. average) x 2 (service failure: social vs. non-social) between-subjects design.

FINDINGS

Results confirmed our hypotheses. When a nonsocial failure happens, consumers will have a lower intention to blame the service provider and are less dissatisfied if the provider is attractive than if (s)he is unattractive. When a social failure happens, however consumers will have a higher intention to blame the service provider and are more dissatisfied if the provider is attractive than if (s)he is unattractive.

Although the results of this study were provocative, it did not examine the factors that mediated the impact of service failure type and physical attractiveness on consumer reactions. More studies will be conducted to examine the underlying mechanism of the proposed effect.

IMPLICATIONS

The present research is the first to examine conditions in which physical attractiveness of service providers increases consumers' favorable reactions in service failures and when it decreases these reactions. The findings offer valuable managerial insights into the role of service providers' physical attractiveness on consumers' behavior.

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HOW OBSERVERS REACT TO SERVICE FAILURES? THE IMPACT OF INCIDENTAL SIMILARITY

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INTRODUCTION

A growing body of research has discovered that even the trivial attribute of similarity, that is, incidental similarity, will have significant favorable impact on initial social interactions (Burger et al., 2004; Guéguen, Pichot, & Le Dreff, 2005; Jiang et al., 2010; Martin & Guéguen, 2013). Incidental similarities are chance similarities between individuals, such as a shared first name or birthplace, which create a sense of association between two people (Burger et al., 2004). Prior research shows that people who perceive they share a birthday, first name, or similar fingerprints with a stranger are more likely to comply with the stranger's request (Burger et al., 2004; Guéguen et al., 2005), are more willing to respond to the stranger's questions on intimate topics (Martin & Guéguen, 2013), and, if the stranger is a salesperson, can increase purchase intentions (Jiang et al., 2010). Incidental similarities create a sense of connectedness between two strangers that is not shared by other people around them (Burger et al., 2004). This sense of connectedness generates a fleeting sense of liking and interpersonal attraction (Insko & Wilson, 1977). Existing research therefore suggests that incidental similarities lead to favorable reactions to the similar other.

We propose that the effects of incidental similarities are not invariably favorable. Incidental similarities can elicit unfavorable effects, and can make an otherwise disinterested observer become involved in an exchange between a stranger and a company that (s)he merely witnessed. For example, a service failure involves the service provider and the suffering customer. From the perspective of an individual observing the failure, the nature of the effect of incidental similarities would depend on whether one feels a sense of association with the provider or the customer.

Imagine a situation in which someone observes a customer being told that a table he had reserved is actually not available. If the observer notices that customer's surname happens to be the same as his own, he may be disposed to view the situation from the customer's perspective and blame the provider for the failure. However, if the observer notices from the provider's name tag that they happen to have the same surname, he may feel more similar to the provider and attributing him less responsibility for the failure.

These arguments draw on previous research of perspective taking (Galinsky & Moskowitz 2000; Frantz & Janoff-Bulman 2000). Perspective taking affects people attributional thinking. If observers take the perspective of the target, they will tend to use more situational factors rather than dispositional reasons to explain the target's behavior (Jones & Nisbett 1971). We expect that when consumers shared incidental similarity with the service provider, they may attribute him less responsibility for an observed failure. However, when they shared incidental similarity with the suffering customer, the reverse is true.

METHOD

One hundred eight participants were paid HK$20 (approximately US $3) to take part in a 15-minute experiment. They were randomly assigned to cells of a 2 (service provider: with incidental similarity vs. without incidental similarity) × 2 (customer: with incidental similarity vs. without incidental similarity) between-subjects design.

FINDINGS

Results demonstrate that when an incidental similarity is shared (vs. is not shared) with a service provider involved in an observe failure, observing customers will have a lower intention to blame the service provider, leading them to have a higher patronage intention of service. However, when an incidental similarity is shared (vs. is not shared) with a customer involved in an observe failure, observing customers will have a higher intention to blame the service provider, and therefore they will have a lower patronage intention of service.

IMPLICATIONS

This is the first research to distinguish between conditions in which an incidental similarity increases the favorableness of consumers' reactions to an observed service failure and conditions in which it decreases the favorableness of these reactions. In addition, service failure literature has largely focused on the customer who is involved in the service failure (Wan, Chan, & Su 2011). Yet the current research suggests that a service failure can have an impact on a customer who is merely observing what had happened to another customer. Although incidental similarities are trivial aspects of our lives, they trigger consumers to feel empathy with other customers (the service provider) and to blame the service provider more (less). This research offers important managerial insights.

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THE EFFECT OF MONETARY AND NONMONETARY PROMOTION ON CONSUMER PERCEPEPTIONS

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INTRODUCTION

As competition of hotels has become intense, a role of sales promotion is a crucial element to make businesses successful in the fields of tourism and hospitality. It is identified that the promotion has influences on product sales (DelVecchio, Krishnan, & Smith, 2007), and consumers' perceptions (Yoon, Nusair, Parsa, & Naipaul, 2010) such as brand equity (Valette-Florence, Guizani, & Merunka, 2011). The literature to advertising suggested two types of promotions, including monetary (e.g., price reductions and coupons) and non-monetary forms (e.g., free gifts, buy one get one free, and bonus) (Chandon, 1995). The two separate types of promotions generate different functions influencing consumer perceptions of value, which is attributed to a prospect theory (Kahneman & Tversky, 1979). Consumers, in general, have mental accounts and transactions are framed as segregated gains and integrated loses. Individuals appear to concern higher value to the risk of loss than to the amount of the pleasure associated with gaining, because the value function is steeper for losses than for gains. In this sense, sales promotion in commensurable units to the product's price (i.e., a price discount) can be regarded as reduced losses. On the other hand, another type of promotions in less commensurable units to the product's price (i.e., buy one get one free) can be concerned as segregated gains (Lowe & Barnes, 2012). As a result, the first aim of this research is to test the different roles of sales promotion for a hotel in consumer's responses. Furthermore, there is another belief that sales promotion (particularly for monetary approach) does not always generate positive outcomes (Buil, de Chernatony and Montaner, 2013). Thus, this paper takes into account not only positive (i.e., perceived savings) but also negative aspects (i.e., deal retraction) when measuring consumer perceptions to different forms of sales promotion.

This study, then, assessed effects of two moderating variables on consumers' responses to sales promotion, including an individual (i.e., gender) and situational (e.g., product-premium fit) elements. There are substantial literature demonstrating that gender shows heterogeneous information processing with regard to different attitudes toward information contents and functions sought as well as actual information search behaviors (Kim, Lehto, & Morrison, 2007). From a cognitive psychology perspective, men are likely to be more independent, confident, competitive, willing to take risks, and less prone to perceive product risk than females (Darley & Smith, 1995). Women tend to engage in greater elaboration of advertisements than did men (Kahlenberg & Hein, 2010).

It is also crucial for marketers to understand how to design effective premium-based promotion add value to a product. In this sense, appeal is more likely to be persuasive when their nature of products being promoted is a good match rather than mismatch to premium products (Palazon & Delgado-Ballester, 2013). People tend to experience cognitive inconsistency and present negative reactions when the fit is low, whereas they experience cognitive consistency and report positive reactions with a high fit (Buil, et al., 2013). In other words, matched appeals elicit more favorable attitudes, cognitive responses and purchase intentions than mismatched appeals (Palazon & Delgado-Ballester, 2013).

METHOD

This research consists of three experimental studies using different scenarios to address each research question. Specifically, the first study was designed to identify the influence of types of the hotel promotion (price discount vs free night) (Study 1); the second experiment was developed to estimate a moderating effecindividual factor, gender, along with the two types of sales promotion (Study 2); and the last study was to assess a matching effect between types of hotel promotion and supplementary product (Study 3) on consumers' responses to hotel promotion. Note that all three experimental studies took into account consumer's positive (i.e., perceived savings) and negative (i.e., deal retraction) reactions to sales promotion. For collecting data, a series of web-based survey was carried out by using M-Turk, which focus on respondents in the United States. New York City (NYC) was selected as a tourism destination because the place includes various tourist attractions and one of the most popular destinations including numerous hotels. t of an

In experiment 1, 68 subjects were randomly assigned into each of hotel promotion (monetary vs. non-monetary): one with price discount (20% off of room rates) and another with an extra free night. Not only the amount of price discount and a free night were determined on the basis of market practice in the product category, but also summative (5 days) room rates between two types of promotion are indistinguishable. The subjects were then asked to indicate their responses associated with perceived savings (Chandon, Wansink, & Laurent, 2000) and deal retraction (Lichtenstein, Netemeyer, & Burton, 1990). A total of 119 subjects participated in experiment 2. The identical approach to experiment 1 was applied, but a gender variable was considered as a moderating variable. Before carrying out experiment 3, a series of pilot study was conducted to test the product-premium fit. That is, in order to select suitable premiums and check for the degree of product-premium fit, a list of 8 extra premiums (e.g., free night; free spa; free dinner; voucher of online store; movie tickets; online courses; personal insurance; mobile phone top-up package) were offered to respondents (n=15) who were asked to rate three items ("this premium is appropriate for the product", "this premium is a logical choice for the product", and "there is a good association between the premium and the product") by a seven-point Likert scale (Palazon & Delgado-Ballester, 2013). As a result, the products showing the highest (free dinner: Mean fit=6.07)andthelowest(onlineExcelcourse:Meanfit= 3.16)fitvalueswereidentified.Infact,theexperiment3employs a 2 by 2 between-subjects design: promotion types (monetary vs. non-monetary) X product-premium fit (high vs. low). 137 subjects recruited from M-Turk participated in this experiment. Note that we also checked the effects of the manipulation in the experiment and that all the results showed the significant differences between subjects who were exposed to different stimulus ($p < 0.05$). In order to assess potential confounding effects, travel behaviours as well as levels of knowledge/familiarity to a NYC destination were compared between those subjects who are exposed to different stimulus. All the comparisons show insignificant result, which is tolerate from the issue of response bias ($p > 0.05$).

FINDINGS

The result of experiment 1 reveals that pricing discount ($M_{monetary\ promotion} = 5.38$) makes consumers to have more perceived savings than an extra free night ($M_{non\text{-}monetary\ promotion} = 4.82$; $p < 0.05$). Consistently, consumers are less likely to book a hotel highlighting a free night ($M_{non\text{-}monetary\ promotion} = 4.84$) than one emphasizing monetary discount ($M_{monetary\ promotion} = 4.00$; $p < 0.01$). When estimating the interaction effect of gender from experiment 2 (see Figure 1), female tend to perceive more savings with promotion of a free night than male ($M_{male} = 4.94$ vs. $M_{female} = 5.61$; $p < 0.05$). In contrary, male consumers are more likely to have perceived savings to the hotels offering price discount than female consumers ($M_{male} = 5.31$ vs. $M_{female} = 5.04$; $p < 0.05$). This result is consistent with previous findings that components of online promotion are evaluated differently between gender (Phillip & Suri, 2004).

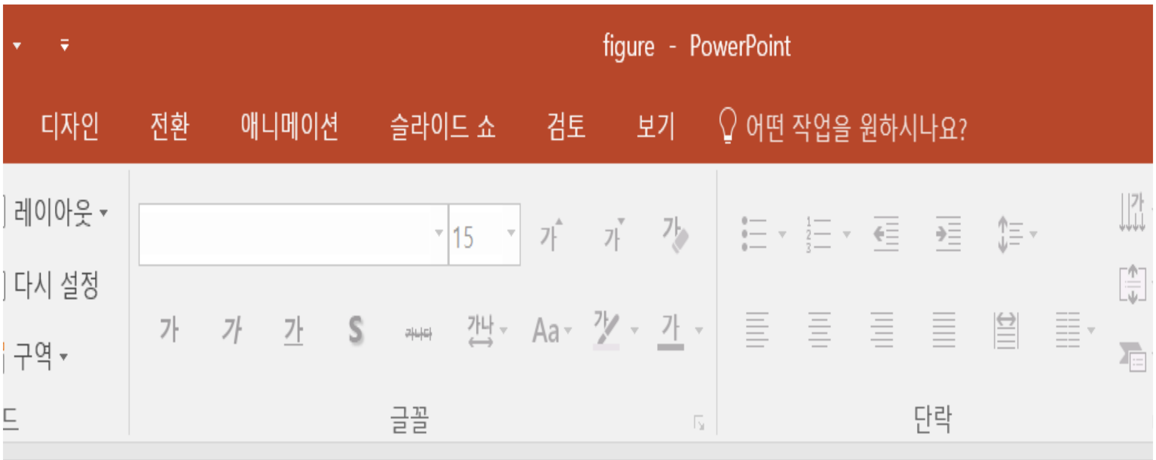

Figure 1. The interaction Effect of Gender with Promotion Types   Figure 2. The interaction Effect of 'Fit' with Promotion Types

Figure 2 presents an interaction effect of 'fit' with types of promotions, related to the experiment 3. Specifically, the promotion of a free night is more likely to discourage consumers in booking a hotel with an unmatched premium (i.e., Excel online course) than the accommodation providing a matched product (i.e., dining) (Mun-fit=4.90vs.Mfit=4.42;p < 0.05). This finding places on the same line of Palazon and Delgado-Ballester (2013).

CONCLUSION

With recognizing importance of sales promotion in the tourism and hospitality industry, this research identified effects of different types of sales promotion on online consumers' positive (perceived savings) and negative (deal retraction) reactions. This paper also found out two important moderating factors affecting the effects of promotion types. As a result, this study provides both theoretical and practical implications. Indeed, this paper took into account not only monetary but also non-monetary promotions so that comparative importance was identified in understanding consumers' perceptions with regard to positive and negative aspects. Furthermore, it is revealed that an individual factor (i.e., gender) plays an important role in apprehending perceived savings whereas a situational element (i.e., product-premium fit) is crucial for understanding a behavior of deal retraction.

This research suggests for marketers developing an effective promotion design. For example, non-monetary promotion, free night, is a better strategy to attract female consumers. On the other hand, price discount (monetary promotion) is recommended to appeal to male consumers. The product-premium fit would be an efficient marketing strategy in order to reduce a negative effect of promotion.

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THE IMPACT OF GREEN RESTAURANT ESTABLISHMENTS ON GREEN POSITIONING

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INTRODUCTION

With growing public interest in various environmental issues, green consumerism has become more prevalent (Han, Hsu, & Sheu, 2010; Kim, Njite, & Hance, 2013). To meet the customer demands for sustainable practices, companies have incorporated pro-environmental initiatives in their operations (Schubert, Kandampully, Solnet, & Kralj, 2010). The restaurant industry is no exception and has been following this trend of "going green" (Namkung & Jang, 2017). An increasing number of restaurant operators are implementing green practices to reduce their negative environmental impact (DiPietro, Gregory, & Jackson, 2013; Kwok, Huang, & Hu, 2016). Several other motivations encourage restaurant managers to implement sustainable practices, such as operational cost savings and gaining competitive advantage by improving brand image (Hopkins, Townend, Khayat, Balagopal, Reeves, & Berns, 2009).

In reality, however, sustainable practices may not be visible to customers, as most green initiatives are back-of-house activities (Kassinis & Soteriou, 2003), and thus they may not generate the positive rewards sought by operators. One way of making a restaurant's green practices more visible to consumers is through certification from a third party (Akenji, 2014; Peiró-Signes, Segarra-Oña, Verma, Mondéjar-Jiménez, & Vargas-Vargas, 2014). To support sustainable practices in the restaurant industry, the Green Restaurant Association (GRA) established a nationally recognized certification program to encourage the systematic implementation of green practices (Green Restaurant Association, 2017). Based on its functional attributes (e.g., green practice implementation), customers may perceive a distinctive green image of a firm (Lee, Hsu, Han, & Kim, 2010). In other words, implementing green practices can serve as a positioning strategy to persuade customers to receive green practices of a brand (Hartmann, Apaolaza Ibáñez, & Forcada Sainz, 2005). Despite the potential impact of implementing green certification programs on customer perception, limited studies have explored this relationship (Peiró-Signes et al., 2014), and no relevant study has been conducted in a restaurant context.

Previous studies examined the influence of customers' perceptions or personal values on their behavioural intention related to green practice consumption (Gao, Mattila, & Lee, 2016). However, scholars have found a discrepancy between customers' self-reported behaviours and actual behaviors because of (1) social desirability bias, (2) competing values of restaurant attributes (e.g., cost), and (3) gap between intended and actual behaviors (Vezich, Gunter, & Lieberman, 2016). To understand customers' perceptions more precisely, it may be necessary to capture their purchase behaviors. Therefore, the purpose of this study is to analyze customers' perceptions toward certified green restaurants. This study adopted green restaurant certification-related information (e.g., green restaurant rating, period of implementing green practices) as a proxy for degree of green commitment.

LITERATURE REVIEW

Elaboration Likelihood Model.

Online reviews are not written in consistent or standardized formats. When deciding on the content of online reviews, customers tend to include important information based on their involvement with certain aspects of business (Park, Lee, & Han, 2007). Since people have different interests and foci when it comes to purchasing decision, online reviews shared may show differences even after they have had similar experiences (Celsi & Olson, 1988; Chiu, Lee, & Chen, 2014; Reid & Crompton, 1993). The Elaboration Likelihood Model (Petty, Cacioppo, & Schumann, 1983) explains individuals' "involvement" is the key factor for motivation people to process information. Involvement refers to the degree of a person's perceived importance, influenced by both internal factors (e.g., individual characteristics) and external factors (e.g., products or situations) (Bloch & Richins 1983; Chiu et al., 2014; Iwasaki & Havitz, 1998). In other words, people may process a salient message differently depending on their degree of involvement (Matthes, Wonneberger, & Schmuck, 2014). Hence, customers may have different degrees of recognition of green practices depending on their own green involvement, although there are cues about green practice implementation in restaurants (Nyilasy, Gangadharbatla, & Paladino, 2014).

Green Positioning.

Customers who are more involved in and/or experienced functionality of green practices recognize green positioning of a restaurant (Matthes et al., 2014). Iterative interactions with customers, by delivering functional attributes, are important for a firm to position as a green brand (Hartmann et al., 2005; Kalafatis, Tsogas, & Blankson, 2000). In the green restaurant context, certification standards can be a proxy for the degree of implementing green practices. Therefore, as restaurants spend more resources for green certification process, customers may be more likely to shape the green image of the firm (Lee et al., 2010). Several studies have been conducted to evaluate the effects of certification programs on the hotel industry (Kim, Li, & Brymer, 2016; Peiró-Signes et al., 2014). However, green certification programs have not been tested as a green positioning strategy to influence customer perceptions in the restaurant industry. Thus, we aim to investigate question:

The impacts of green restaurant certification program on customers' recognition of green practices.

METHOD

This study analysed customer reviews of restaurants certified by the Green Restaurant Association (GRA). GRA provides information about certified green restaurants, such as their green ratings and the year they were certified. From 218 certified green restaurants in the U.S. listed on Yelp.com, 82,826 reviews were collected. From each customer review, the content, date, and star rating scores were gleaned along with GRA rating scores and the duration of green certification. After applying text pre-processing to the online reviews to clean data, structural topic modelling (STM) was conducted to identify latent themes. Based on quantitative results (e.g., the harmonic mean values and cohesiveness and exclusivity scores), the optimal k value was determined as 40. With 40 topics, a probabilistic distribution of words over each topic (β) and the document-topic proportions (θ) were generated following STM protocol. The top 20 words from each topic were reviewed to estimate salient themes and to create suitable topic labels. Then, correlations between prevalence of green topics and green certification information (e.g., GRA rating scores, duration of green certification) were calculated.

KEY FINDINGS

From the 40 topics, two topics were related to food-focused green practices (Topic 11 and 20). Topic 11 was labeled "local/organic ingredients", and topic 20 was "vegan menu". The relationship between GRA grade and the prevalence of both topic 11 (r = .02, p < .001) and topic 20 (r = .09, p < .001) were significant. The results indicate that customers' recognition of both green practices have increased when the restaurants' engagement in green practices increased. Further, the longer a restaurant has been certified as green, the higher the likelihood of topic 20 appear (r = .12, p < .001). This suggests that customers are more likely to recognize whether a restaurant provides vegan options if the restaurant has implemented green practices for a long time. However, topic 11 has an inverse relationship between topic prevalence and green initiation period (r = -.05, p < .001), suggesting that the number of reviews demonstrating customer recognition of local/organic ingredients has increased in recent years. Both green practice topics showed positive relationships with the duration of green certification.

CONCLUSION

This study is the first to explore the effectiveness of green certification programs for customers' recognition of green practices in real-life settings. In studying certified green restaurants, we found that customers' recognition of vegan menu options increased when the duration of green practice implementation and/or GRA ratings increased. However, for local and/or organic ingredients, the duration of a restaurant's participation in green practices did not matter, partially because customers' interest in the use of locally sourced ingredients in the restaurant industry has increased over the last few years. This trend is expected to continue in 2017 (National Restaurant Association, 2017). This study has several limitations. Only customer sentiments that were shared online were included in the study, so opinions that were not shared online were not considered. For better understanding of the impact of green practices on customer sentiments, we suggest that future studies also include restauranteurs' perceptions regarding the green practices and green positioning.

Table 3. Correlations among green topic proportions and green certification scores (N = 82,862)

	GRA ratings	Green initiation duration	Gap
T11 (Local/ organic)	$.015^{***}$	$-.052^{***}$	$.013^{***}$
T20 (vegan)	$.087^{***}$	$.115^{***}$	$.095^{***}$

$^{***}p < .001$

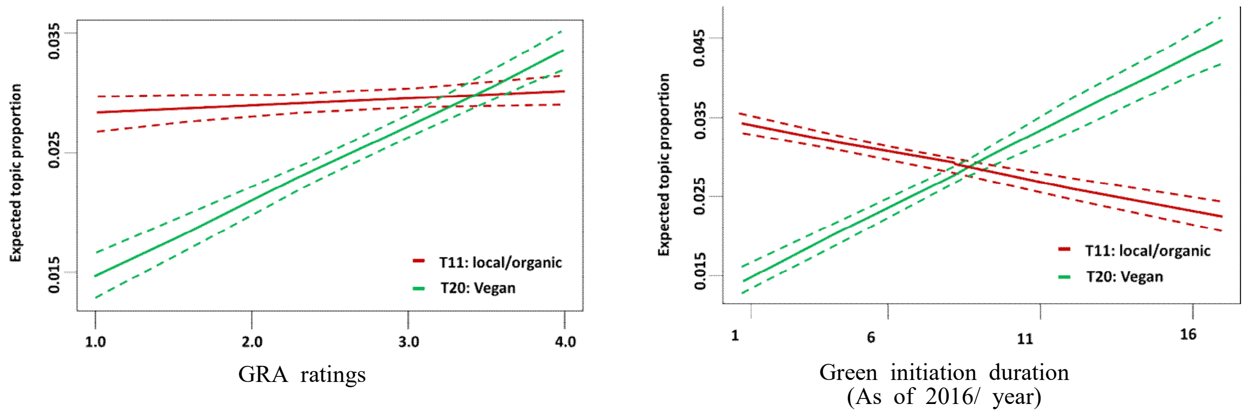

Figure 1. Correlations among green topic proportions and green certification scores (N = 82,862)

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ORGANIZATIONAL LEARNING, OPERATING COSTS AND AIRLINE CONSOLIDATION POLICY IN THE CHINESE AIRLINE INDUSTRY

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INTRODUCTION

The impact of organizational learning upon an organization's performance has been an important topic of organizational studies and management practice, as many prior studies have argued that organizational learning can affect and improve the performance of an organization, such as new product development (creativity and innovation) and the creation of a learning culture within the organization (e.g. Murray and Donegan, 2003; Yeo, 2003). Researchers have defined organizational learning in many different ways. Firstly, organizational learning is defined 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" (López, Peón and Ordás, 2005, p.228). Secondly, organizational learning occurs as an organization acquires experience (Argote, 2011; Argote and Miron-Spektor, 2011). For example, an organization's experience can be obtained from experience of success and failure or the past (Kim, Kim and Miner, 2009). In this respect, organizations like airlines are also seen to learn from prior experience of accidents and incidents in improving flight safety (Haunschild and Sullivan, 2002). Apart from prior experience, there are other factors that may also affect the phenomenon of organizational learning throughout the learning curve, such as pre-production planning activities, time, employee training and selection (Chambers and Johnston, 2000). The conceptual arguments for the impact of organizational learning on an organization's performance (e.g. airline performance) sound rather convincing; however, the important impact of organizational learning upon an airline's performance during and after the completion of mergers and acquisitions has received limited attention in the aviation literature. Therefore, this paper aims to address the abovementioned issue by empirically examining whether airlines can improve their performance in the context of mergers and acquisitions. In this study, our empirical investigation will focus on the Chinese airline industry, which has seen an exhibited extensive level of horizontal merger and acquisition activities between 2001 and 2010. The recent development of the Chinese airline industry (mergers and acquisitions) is discussed in Sections 2 and 3. The Chinese airline industry is tightly regulated by the Civil Aviation Administration of China (CAAC), which has directed the major structural reforms of the Chinese airline industry. One of the key reforms was the CAAC initiated the airline consolidation policy of airline mergers and acquisitions in 2001/02 and 2010. The landscape of the Chinese airline industry has substantially been changed after the CAAC's initiatives. With this, this study will also review whether the airline consolidation policy initiated by the CAAC has improved the organizational learning and the performance of Chinese airlines after airline mergers or acquisitions.

DATA and METHOD

In this paper, the annual unbalanced panel dataset of 12 Chinese airlines from 1996 to 2014 is used for this analysis. A total of 112 carrier-year observations are used in the study. Route-level information is unfortunately not available. inancial information about Shenzhen Airlines, Sichuan Airlines, Tianjin Airlines, and Yunnan Lucky Airlines was collected from their respective initial public offering bonds prospectus. In addition, the cumulative flights (CFLNUM), revenue passenger-kilometers (RPKs), revenue ton-kilometers of passengers and cargoes (RTKs), average flight lengths (AFL), and passenger load factor (PLOAD) data were sourced from the publications of the Statistical Data on Civil Aviation of China 2005–2014, which were released by the China Aviation Administration of China (CAAC). The total operating cost (OC) of listed airlines was obtained from the Thompson Reuters Datastream.

The literature on organizational learning has shown that airline operations may be improved through organizational experience; for example, management could comprehend more about their business processes and employ technology to save costs (e.g. using fuel-efficient aircraft) (Argote and Miron-Spektor, 2011; Haunschild and Sullivan, 2002; López, Peón and Ordás, 2005). Under organizational learning, the airline average cost follows a fixed effect regression model:

$$\begin{aligned} AC_{it} &= \alpha_i + \beta_1 CFLNUM_{it-1} + \beta_2 MERGE_{it} + \beta_3 ACQ_{it} + \beta_4 MERFNUM_{it-1} \\ &+ \beta_5 ACQFNUM_{it-1} + \beta_6 PLOAD_{it} + \beta_7 AFL_{it} + \beta_8 LIST_{it} + \sum_j \phi_j Y_t + \varepsilon_{it} \end{aligned} \quad (1)$$

Where ACit is the natural logarithm of the average operating costs of airline i and year t. The average operating costs of an airline are disaggregated and measured by two variables: (i) total operating costs divided by RPK (OCRPKit) and (ii) total operating costs divided by RTK (OCRTKit). αiisthefixed-effectofairlinei. β is the vector of the parameters. εit is the error term. Total operating costs include labor costs, material costs, and administrative costs, etc. In order to remove the inflation effect, total operating costs of carriers are deflated by the national GDP deflator, GDPDt (1996 = 100), which is collected from International Financial Statistics of the International Monetary Fund. The statistical program of LIMDEP 8.0 was used for the estimation.

To measure operating experience, most of researchers in the learning curve literature use cumulative production volume. Following Lapré and Tsikriktsis (2006), we use the natural logarithm of the cumulative flight number of previous year, CFLNUMit-1 of carrier i in period t-1. As a carrier has to manage all sorts of operations related to each flight such as selling flight tickets, checking in and out passengers, baggage, cargoes, and providing all sorts of in-flight services, etc., the cumulative number of flights basically summarizes the experience of operating all these services.

Along with these adverse events, e.g., 9/11 in 2001 and the irrational pricing behavior exercised by Chinese airlines, the CAAC decided to revamp the Chinese airline industry and consolidated the six major state-owned airlines into the so-called ‘Big Three’ airline groups in 2002: Air China, China Eastern Airlines, and China Southern Airlines (e.g. Eaton, 2013; Lei and O’Connell, 2011; Shaw et al., 2009; Wang, Bonilla and Banister, 2015; Zhang and Round, 2008, 2009).Horizontal mergers of the ‘Big Three’ were completed in October 2002. In addition, Hainan Airlines (the fourth member of the ‘Big Four’) also merged with Changan Airlines, Shanxi Airlines, and China Xinhua Airlines in 2001. The dummy variable of MERGEit is introduced to capture the impact of airline mergers on operating costs. This takes a value of 1 for airline mergers among the ‘Big Four’ airline groups during and after 2003 and 0 otherwise. Acquisitions are also the important phenomena in China’s airline industry during the study period. For example, Air China increased its control over Shenzhen Airlines from 25% to 51% of ownership in March 2010. Shanghai Airlines was also acquired by China Eastern Airlines also in March 2010. The dummy variable of ACQitisintroducedtocapturetheeffectofairlineacquisitionsontheoperatingcostsofthesampledChineseairlines.Thistakes a value of 1 for airline acquisitions during and after 2010 and 0 otherwise. To evaluate the post-merger performance of Chinese airlines in cost improvement, the variable of MERFNUMit-1 is introduced (i.e. a product of MERGEit and CFLNUMit-1) to measure the extent to which airline mergers in 2001/02 affected organizational learning in Chinese airlines to improve operating costs. Similarly, the variable of ACQFNUMit-1 is introduced (i.e. a product of ACQitand CFLNUMit-1) to measure the extent to which airline acquisitions in 2010 affecting organizational learning to lower operating costs.

Passenger load factor (PLOADit) is a performance indicator used to measure an airline’s capacity usage when transporting air passengers between destinations (as a percentage of available seat capacity filled), indicating how efficiently an airline's availability is being used (Chang and Yeh, 2001; Oum and Yu, 2012). Average flight lengths (AFLit) is measured as the total flight hours of airline i in year t divided by its total flight numbers in the same year. Listed status in stock exchanges affects its performance dimensions (Backx, Carney and Gedajlovic, 2002). Considering that airline activity involves the provision of air passenger and air cargo transportation between destinations, this study also further develops two alternative cumulative production variables: (i) cumulative RPK (CRPKit-1) and (ii) cumulative RTK (CRTKit-1). Therefore, equation (3) can be rewritten as Equations (2) and (3):

$$AC_{it} = \alpha_i + \beta_1 CRPK_{it-1} + \beta_2 MERGE + \beta_3 ACQ_{it} + \beta_4 MERCRPK_{it-1} + \beta_5 ACQCRPK_{it-1} + \beta_6 PLOAD_{it} + \beta_7 AFL_{it} + \beta_8 LIST_{it} + \sum_j \phi_j Y_t + \varepsilon_{it} \quad (2)$$

$$AC_{it} = \alpha_i + \beta_1 CRTK_{it-1} + \beta_2 MERGE + \beta_3 ACQ_{it} + \beta_4 MERCRTK_{it-1} + \beta_5 ACQCRTK_{it-1} + \beta_6 PLOAD_{it} + \beta_7 AFL_{it} + \beta_8 LIST_{it} + \sum_j \phi_j Y_t + \varepsilon_{it} \quad (3)$$

1. Air China includes Air China, China Southwest Airlines, and CNAC. China Eastern Airlines includes China Eastern Airlines, China Northwest Airlines, China Yunnan Airlines, and Wuhan Airlines. China Southern Airlines includes China Southern Airlines, China Northern Airlines, and China Xinjiang Airlines.

FINDINGS AND CONCLUSIONS

Our empirical results show that there was, in general, organizational learning from their prior operating experience by Chinese airlines towards improving their operating costs. In addition, this study revealed that airline mergers and acquisitions have had different significant effects on Chinese airlines' operating costs. Airline mergers in 2001/02 increased Chinese airlines' operating costs. The evidence of Chinese airlines' poor performances during airline mergers is actually not surprising if we review the nature of airline mergers in the Chinese aviation industry, as the CAAC played a crucial role in initiating and facilitating the processes of airline mergers among the state-owned Chinese airlines during 2001/02 (Chow, 2010; Zhang and Round, 2009). This prominent overhaul of the Chinese airline industry was just a result of the top-down government decisions rather than strategies and business motives being initiated by Chinese airlines. As expected, airline mergers in China's airline industry generated much fewer economic benefits for the airlines involved than airline mergers and acquisitions initiated by the private sectors in other countries. Significantly, the performance improvement among Chinese airlines was found during the post-merger periods. However, this study found that Chinese airlines could not significantly improve their performance during the post-acquisition period through organizational learning from their prior operating experience and that of their partners. This particularly highlights that the increase in Chinese airlines' operating costs during the post-acquisition periods mainly due to the limited integration of 2010 acquisition compared with the 2001/02 mergers in the Chinese airline industry.

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FOOD TOURISM POTENTIAL BASED ON SUFFICIENCY ECONOMY AGRICULTURE IN CHOM CHAENG VILLAGE, THAILAND

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INTRODUCTION

Food travel in rural communities can be performed the variety of activities through the integration of other tourism forms. In Thailand, currently there are more than 150 rural villages operate their own tourism business within the concept of Community- Based Tourism (CBT) (Khaokhrueamuang, 2014a). And most of the food serving in CBT is from their farm which relies on the self-sufficiency agriculture, generally known as Sufficiency Economy Agriculture (SEA). The SEA allows farmers to become self-sufficient, self-reliant, and frugal in sustainable natural resources management which tied to the cultivation of diversified crops for consumption and production (Khaokhrueamuang, 2014b). Chom Chaeng village in Chiang Mai province is one of Thailand's rural communities implementing the SEA, and the villagers want to run green tourism business. However, many small tourism enterprises fail due to not enough in doing research or planning before they set up their business. So, the community wants to make sure that if it decides to go into tourism, the enterprise is likely to be successful (Fausnaugh et al., 2004). The aim of this study, therefore, is to assess the potential of community resources toward food tourism development based on the implementation of SEA in Chom Chaeng village to support the success of the village's green tourism business.

METHOD

The potential assessment of food tourism in Chom Chaeng village was an analysis of food-related community resources based on the SEA. The assessment was taken by farmer interviews, the field observation, and the questionnaire survey. The interviews conducted to three farmers who implemented the SEA for understanding the agricultural practice and the diversity of agricultural products. The field observation was taken obviously with locals in the three types of land-use; the agricultural area, the community forest, and the residential area for two days by using the resource audit, photographing, and mapping as recording tools. The survey was employed to the tourism stakeholders associated with five locals and five outsiders on their opinions about the potential of community resources toward food tourism development based on the implementation of SEA. The average scores assessed by tourism stakeholders represent three levels of food tourism potential. The mean scores between 8.0 and 10.0 indicate the reasonable degree of food tourism development. Scores range from 5.0 to 7.9 interpreting the sufficient magnetism to attract tourists. Scores 0.0 to 4.9 are the lack of potential in developing food tourism business. The potential of food tourism development assessed by the tourism stakeholders was compared with the analyzed data from interviews and the field observation by the SWOT (Strengths, Weaknesses, Opportunities, and Threats).

FINDINGS

1. Food-related community resources based on the SEA

The agricultural system based on the SEA in Chom Chaeng village started in 2001 after the San Pa Tong Community Development Office had established the learning center of Sufficiency Economy for the villagers. During the project, some farmers applied the SEA concept to practice in their farms by dividing the land into four parts in the ratio of 30:30:30:10 as the so-called "the New Theory," which is the agricultural system of integrated farming. After ending the project, many farmlands have been reformed for producing diversified crops resulting from the implementation of SEA. However, the former system of crop rotation has still been practiced in the paddy field, namely, planting the onion and rapeseed in the cool season, cultivating soybeans to fertilize soils in the dry season. Furthermore, the rotation crops have also been planted in the spaces of longan plots. Mostly grown edible plants with longan are mixed fruit, vegetables, and herbs. Also, the orchard area has been retained for the pond to store water using in the dry season and to raise the aquatic animals. The diversified crops and animals can generate the self-sufficiency food for consumption and sales throughout the year. Furthermore, the SEA also involves with the community forest conservation providing sources of various seasonal local food.

2. The assessment of food tourism potential

Ten tourism stakeholders who were five key informants of Chom Chaeng village and five outsiders living and working outside the village gave the opinions to assess the potential of food-related community resources. The evaluated resources consist of four aspects: natural, cultural, built, and human resource features with five questions in each aspects (see the questions in Table1). The rating scale of zero to five was used with six meaning: strongly agree (5), agree (4), somewhat agree (3), somewhat disagree (2), disagree (1), and strongly disagree (0). The characteristics of each community resource and the points they scored out of 25. The mean value score of the potential assessment of Chom Chane was 8.42 (see Table 2) which indicated that the village appeared to have a reasonable level of food tourism development.

Table 1. The assessment of community resources for food tourism potential

Lists of the resource audit		Local Assessment					Outsider Assessment				
		1	2	3	4	5	1	2	3	4	5
Nature	The natural resources and agricultural landscape are distinctive and attract visitors.	4	4	5	5	4	4	3	4	4	3
	Plenty of seasonal edible plants for tourist cooking and local consuming such as mushroom, bamboo, and herbs.	5	5	5	5	5	4	5	5	5	5
	Plenty of sources of protein for tourist cooking and local consuming such as fish, frog, shrimp, and red ant eggs.	4	4	5	4	4	3	5	5	4	4
	The irrigation systems (river, canal, pond etc.) facilitate the activities of agritourism and food tourism, for example, catching aquatic animals in the river, picking the local vegetables in the ditch.	3	4	5	3	4	3	5	5	3	4
	Proximity to the other natural tourist attractions that can be linked to the trip.	3	4	5	4	4	4	3	5	5	4
	Total 25	19	21	25	21	21	18	21	24	21	20
	Mean	21.4					20.8				
Culture	There are attractive indigenous sites such as temples, and historical buildings.	3	4	5	4	4	3	4	3	4	4
	There are attractive agricultural products and lifestyles attribute to the sufficiency economy agriculture.	4	5	5	4	5	4	5	4	3	4
	There are natural and cultural conservation programs such as forest growing, irrigation ditch constructing, handicraft making, musical and traditional dance performing.	5	5	5	5	5	5	5	4	4	5
	There are interesting examples of traditional equipment for farming and cooking that can be used to offer visitors understanding the food culture.	3	4	5	5	4	3	5	5	4	3
	There is a unique Lanna cuisine or local food that is considered to be of great interest to tourists or foodies.	4	5	5	3	5	3	5	5	4	3
	Total	19	23	25	21	23	18	24	21	19	19
	Mean	22.2					20.2				

Lists of the resource audit		Local Assessment					Outsider Assessment				
		1	2	3	4	5	1	2	3	4	5
Built	Electricity is available to all households and public roads.	5	5	5	5	5	5	5	5	5	5
	Sufficient water is available to meet the extra demands for tourist use.	5	5	5	4	5	5	4	2	4	4
	The sewerage treatment facilities are sufficient for the demands of villagers and prospective tourists.	4	4	5	4	4	3	4	2	4	4
	Roads and pathways are well maintained, and there is a space for parking.	4	4	5	3	4	5	4	4	4	4
	House or farmhouse is available to be gentrified as accommodation for homestay or farmstay.	3	4	5	1	4	3	3	2	3	3
	Total	21	22	25	17	22	21	20	15	20	20
	Mean	21.4					19.2				
Human	The village leaders have a good vision toward food tourism development.	4	4	5	4	5	4	3	2	4	4
	The villagers have the necessary interpersonal and hospitality skills required to operate the tourism business.	4	5	5	4	5	4	4	4	4	3
	Farmers have the skills necessary to effectively interpret and describe the sufficiency economy agricultural practice.	3	4	5	5	4	4	4	5	4	4
	The villagers have the skills to demonstrate and interpret how to cook Thai food or Lanna cuisine for visitors.	4	5	5	4	5	3	4	5	4	4
	There is a person who can teach the art related food decoration such as fruit and vegetable carving, Lanna style dinner table setting.	4	4	5	3	4	2	4	5	4	4
	Total	19	22	25	20	23	17	19	21	20	19
	Mean	21.8					19.2				

Table 2. The mean value score of community resources toward food tourism potential

Resource Features	Local Assessment	Outsider Assessment
1. Natural resources	21.4	20.8
2. Cultural resources	22.2	20.2
3. Built resources	21.4	19.2
4. Human resources	21.8	19.2
Net resource characteristic scores	8.90	7.94
Mean value = 8.42		

IMPLICATION

SWOT analysis evaluated the tourism potentiality and guided the strategic plan for the food tourism promotion in rural communities. Taking into account the Strengths (S) and Opportunities (O), the location of the village advantages the development of food trials for cycling due to the proximity to the city. The proposed guideline results from the variety of agricultural products from the farming system of SEA and the seasonal food from the community forest, including trends in cycling that is fashionable for Thai nationals. And due to the global trend of slow life and slow travel in the condition of sustainable tourism (Fullagar et al., 2012), biking in the outskirts of Chiang Mai is also favorable in groups of international cyclists. Promoting food trials to support this trend can additionally be synergized by healthy seasonal food programs and exciting food events (Getz et al., 2014).

One of the competitive benefits of community resource for promoting food trials and food events includes longan and onion. These commercial crops can provide the unique food and beverage products of the village such as longan rice or noodle, sweet sticky rice with longan and coconut cream, longan juice, longan cookies, and local salad or soup from the onion. Like other food festivals or food events, these created cuisines can promote in the harvesting seasons with the program of longan picking as a fruit buffet or pick-your-own farm. Developing longan products such a fruit picking program comply with the notion of Takuya (2010) that it extends the distribution channel through introducing city residents to the tourism element of farm operation which provides sufficient revenues in addition to sustaining agricultural activities and maintaining the rural landscape. Besides agricultural products and seasonal food generated from the agricultural and forest systems which considered as a natural resource, other types of community resources are also the competitive advantages which can integrate with the various forms of niche tourism into food tourism as the creation of healthy food cluster. This program can connect with other tourism activities such as cooking, cycling, herbal sauna taking, dining with the traditional music, and staying overnight at homestays. These activities also stimulate the urban-rural economic revitalization in which Thai cooking schools and rural villages can be interactive and strengthen the business collaboration. As Singsomboon (2013) states on his research findings that one of the weaknesses of Thailand's culinary tourism promotion is the lack of cooperation, network or association among Thai culinary tourism entrepreneurs which mostly clustered in major tourist areas.

On the other hand, promoting the scheme of food tourism in the village may be affected by the utilization of some chemical substances outside the area of SEA. This Weakness (W) can find on producing a large sum of longan and rice for trading. Meanwhile, the Threat (T) of an uncontrolled chemical fertilizer and pesticide absorption through the irrigation systems from the non-practical SEA area of nearby villages may effect to the cleanliness and safety of food produced in the area. As a result, in planning the food tourism strategy, creating the value added of food products through healthy food cluster development is a crucial consideration. However, when considering SWOT, the competitive advantages from the Strengths (S) are much more. This analysis, therefore, assumes that community resources in Chom Chaeng village have a high potential for food tourism development, which conforms to the result of the assessment made by tourism stakeholders.

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ALTERNATIVE WINTER TOURISM ACTIVITIES: HOW DESTINATIONS ADAPT TO OTHER ACTIVITIES THAN SKIING

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ABSTRACT

Many destinations around the world make money out of winter tourism, specifically from skiing activity. However, global warming and climate change force these destinations to consider upon another non-snow related activities in winter or all-year activities. Among these activities, ice holiday tourism, thermal tourism and gastronomy take particular attention. The paper initiates to discuss these activities through various examples in the world in a theoretical manner together with real world reflections. Starting with presentation of previous literature, the paper will consider how different destinations at a global scale are seeking for adaptation to other type of activities in the face of global warming. Then, alternative activities for winter tourism will be presented in detail. Finally, this paper concludes that alternatives are still presents for the destinations suffering from the loss of revenue due to global warming as well as destinations looking for diversifying their activities in order to attract more tourists.

Keywords: Winter Tourism, Ice Hotel Village, Thermal Tourism, Gastronomy, Climate Change

INTRODUCTION

Winter tourism is one of the key sources of income, providing economic growth especially for rural areas in various parts of world, including Switzerland (Koenig & Abegg, 1997), Austria (Breiling, 1998; Breiling & Charamza, 1999) and other European Alps such as Germany, Italy and France (Abegg et. al. 2007), Sweden (Brouder & Lundmark, 2011), Norway (Teigland, 2003; O'Brien et. al., 2006; Sygna et. al., 2004; Aall et. al., 2005), Finland (Falk & Vieru, 2016; Haanpää, et. al., 2015) and Canada (Scott et. al, 2003). Although various activities can be offered by tourism agencies as a part of winter tourism, the common sense of people is tend to equalize winter tourism with skiing activity. In reality, winter tourism changes its shape and there is a shift from skiing activity to alternative winter tourism activities (Elsasser & Bürki, 2002).

The threat of climate change led many destinations to consider upon alternatives to classical winter tourism activities (O'Brien et. al., 2006). Global warming has caused lack of snow for skiing activities and put many people who make money out of winter tourism in danger. Since stakeholders in these destinations need to maintain their income, some decided to cancel ski tourism altogether, some decided to develop new techniques in order to maintain skiing facilities and some decided to facilitate other seasonal activities, rather than merely focusing on ski tourism. The fear of climate change and global warming, together with international competition, have been used as the key arguments for constructing artificial snow-making facilities but these are not sufficient precautions for the sustainability of winter tourism (Elsasser & Bürki, 2002). Adaptation strategies regarding to the alternatives to ski tourism due to climate change are generally placed upon non-snow related activities in winter and all-year tourism (Elsasser & Bürki, 2002).

Other than skiing, there are numerous, weather independent activities that can be offered by tourism agencies in order to support the business and reduce the snow-reliance of the resorts such as congress, educational and health tourism (Abegg et. al., 2007). The examples of winter-specific tourism activities can be varied as Northern Lights (Aurora Borealis) activities; snowmobiling; arctic animal safaris and excursions including reindeer, husky, elk, wolverine, lynx, penguin, wolves, brown bear or polar bear; ice fishing (more information can be found at https://www.laplandsafaris.com); and traveling to view fjords and glaciers (Teigland, 2003).

In this paper, three alternatives of winter tourism activities to skiing in three different destinations will be presented. First, Ice Holiday Village will be the main focus, and specifically ice holiday accommodations in Lapland/Finland will be discussed. Next, thermal tourism facilities will be considered through the examples in Baden Baden / Germany. Lastly, the place of gastronomy will be covered with the specific examples in North European countries.

Ice Holiday Village and Lapland

To begin with, Ice Hotel Village can be considered as a good example of alternative winter tourism activities, along with building "*a strong brand identity and image through their preferences of cooperators with similar brand images*" (Kulluvaara & Tornberg, 2003:1). Recently, technology has allowed destinations to create ice-architectures such as hotels, bars, and even villages. In general, these ice holiday villages present in the countries in northern part of the world, which is closer to Arctic Circle, including Norway, Sweden, Finland, Denmark, Iceland, Greenland, Scotland, Svalbard and Canada. Furthermore, there are also places in Central and East Europe which offer tourists the experience of staying in ice hotels and spend time in igloos for different activities, such as Hotel of Ice in Balea Lac / Romania and Eskimska Vas in Slovenia (more details can be found at https://www.nordicvisitor.com).

In general, the activities in ice hotel and villages go hand in hand with gastronomic experiences, since tourism agencies combines the local dishes and traditional beverages with staying in a different place experience to attract more tourists. However, the impact of gastronomy in creating alternatives for ski tourism will be discussed in the Gastronomy section in more detail.

As a unique culture of Finland, Lappish culture offers an amazing experience for tourists with traditional dress and culinary delights, providing services with some enhancements in order to satisfy the needs of luxury travelers (Hallott, 2013).Clean and simple designs that inspired by Finnish nature (minimalism) differentiate Lapland from most destinations and correct marketing appeals to visitors of all budgets (Hallott, 2013).

Ice hotel/bar is a popular experience in Lapland (Hallott, 2013). Since the beginning of 1992, Lapland inhabitants provide igloos from ice and snow for touristic purposes, such as in Jukkasjärvi / Swedish Lapland (Berg, 1998; Gough, 2013), Kemi and Rovainemi (Rahman, 2014), Jakka (Gough, 2013) and so on. Three recent examples of ice hotel village in Finnish Lapland will be useful to discuss how these facilities offer tourists an astonishing experience and appear as the candidates to become an alternative for winter tourism based on skiing activity.

Starting with the Hotel Kakslauttanen Igloo Village in Saariselka / Finland, it has been built in 1973 (Yu, 2011). The hotel offers visitors either a glass or a snow igloo. While snow igloos provides a peaceful, quiet environment surrounded by snow walls, glass igloos made by frost-resistant thermal glass offers marvelous sight of northern lights as well as the sky with full of stars. Furthermore, visitors may enjoy with ice sculpture gallery, try this craft by themselves, and even request a personal sculpture for decorating their igloo. For families with children, the facility also offers a visit to Santa Claus House, where kids may enjoy with hot drinks and ginger biscuits (more information can be found at (http://www.fodors.com/news/photos/worlds-10-coolest-ice-hotels#!2-hotel-kakslauttanen-igloo-village). Every winter, these snow and glass igloos along with snow chapel and ice bar have been built and the facility is open from December / January period until the end of April (Yu, 2011).Efforts for setting up long-term marketing strategies help Hotel Kakslauttanen Igloo Village to improve its revenues and become an important facility in newly emerging but highly competitive ice hotel and village market (Yu, 2011).

Snow Village Finland in Kittilä / Finland can be given as the second example of ice hotel village tourism in Finnish Lapland. It has been decorated with intricate ice carvings, surrounded by snow tunnels with colorful lights from where guests may enter on snowmobiles. Moreover, there are log cabins, containing a 3-floor log castle less than 2 miles away from this ice village which offers visitors a forest-free night's sleep. The opportunity for numerous exciting activities is provided by Snow Village, including husky-drawn ride, moonlight reindeer safari, traditional Lappish ceremony, Ice

Karting as well as Gondola Sauna where visitors can enjoy warm sauna lift as it glides over the enclosing mountains (more information can be found at http://www.fodors.com/news/photos/worlds-10-coolest-ice-hotels#!5-snow-village-finland). Combining with different types of activities, Snow Village Finland creates an alternative in winter tourism, especially for those who get tired of skiing every winter period.

Snow Castle of Kemi, located outside of the main city (Honkanen, 2002), is a destination for astonishing ice sculptures and frozen beauty. For 19 years, it has been built in different architectural style in every season and it takes around six weeks to construct a proper ice castle. The SnowRestaurant in Snow Castle provides meal on ice tables, particularly the specialties such as cream of smoked reindeer soup, filet of reindeer with game sauce and lingonberries, as will be discussed in Gastronomy section in more detail. Furthermore, the Snow Castle contains the SnowChapel in which marriage ceremonies can be arranged. Lastly, various shows may take place at the castle's snow stage (more detail can be found at http://www.fodors.com/news/photos/worlds-10-coolest-ice-hotels#!7-the-snowcastle-of-kemi).

Together with the detailed descriptions of three ice hotel resorts in Finnish Lapland, one can claim that ice hotel village tourism has already become a significant area in winter tourism. While offering tourists a different accommodation experience, it presents a selection of traditional and modern leisure activities, which maximizes the satisfaction of tourists during their winter holidays. In the next section, thermal tourism will be discussed as an alternative for winter tourism.

Thermal Tourism and Germany

The word "spa" is claimed to originate from the Walloon word "espa" meaning fountain (Calin, 1987) after the discovery of thermal spring in a Belgian town Spa in 14th century (van Tubergen & van der Linden, 2002). Moreover, there are claims regarding to the origin of word, such as Latin word "spagere" meaning "to scatter, to sprinkle, to moisten" and some even argue that it can be an acronym of the Latin phrase "sanitas per aquas" implying "health through water" (Croutier, 1992). Although the word spa is currently used in Britain, other European countries prefer to use "thermal waters" (van Tubergen & van der Linden, 2002).

Historically, thermal spas are one of the oldest and most basic use of geothermal energy (Erdeli et. al., 2011), dating back to Bronze age around 3000 BC. Throughout the history, many cultures have realized the benefits of thermal spas to health. For example, American Indians considered thermal spas as a sacred place of healing. Moreover, Europeans and Japanese embraced medically supervised treatment by the use of these thermal spas. Globally, more than 60 countries offer thermal spas and around 8,000,000 visitors visit to thermal springs annually (Hoheb, 2015).

Pollmann (2005) reviews the activities of the International Spa Association and identifies seven different types of spas (as cited in Hall, 2011). These are:

1. *Club spa.* Main purpose is fitness, spa services on a daily use basis.
2. *Cruise ship spa.* Fitness, wellness, spa cuisine menu preferences and other type of spa services aboard a cruise ship.
3. *Day spa.* Spa services provided on a daily use basis.
4. *Destination spa.* On-site accommodation, spa cuisine, spa services, educational programming and physical fitness provided to improve lifestyle and health enhancement of visitors.
5. *Medical spa.* Integrated spa services along with conventional and complementary therapies and treatments in order to offer wellness and medical care, such as hospitals that provide spa treatments.
6. *Mineral spring spa.* Traditional spa with an on-site source of mineral, thermal or seawater used for hydrotherapy treatments.
7. *Resort/hotel spa.* Fitness, wellness, spa cuisine menu preferences and other type of spa services provided by and located within a resort or hotel.

The key European tourism centers continually implement new alternative and modern trends for thermal spas based on classic and traditional therapy programs, which include Indian, Chinese and Oriental therapeutic methods (Radnic et. al., 2009). The most visited destinations for thermal spa tourism in Europe can be listed as

Germany, Italy, France, Austria, Switzerland, Czech republic, Slovakia, Hungary, Slovenia, Finland, Romania, Turkey (Radnic et. al., 2009) and Vojvodina / Serbia (Košić et. al., 2011), apart from Australia (Bennett et. al., 2004) and Taiwan (Lin & Matzarakis, 2008).

Germany hosts approximately 1000 wellness and beauty hotels and 350 quality-certified health resorts and spas (more information can be found at http://www.germany.travel/en/leisure-and-recreation/health-wellness/health-wellness.html) including mineral and mud spas, climate health resorts, sea-side resorts, and Kneipp hydrotherapy spa resort, mostly located around Baden-Baden with its hot mineral spring (Radnic et. al., 2009). Furthermore, approximately 40% of tourism overnight stays have been realized in thermal spas alone, highlighting the importance of German thermal spa resorts (Radnic et. al., 2009). Germany is also an important destination for wellness tourism, specific qualifications for wellness hotels attract large tour operators and hotel chains to invest in this market (Puczkó & Bachvarov, 2006).

Baden-Baden appears as the prominent destination for spa resort with a tradition dating back over 2000 years. Currently, there are twelve thermal springs in Baden-Baden full of therapeutic powers, bubbling up from 2000 meters below the ground and containing important minerals such as lithium, magnesium, cobalt, zinc and copper. In order to be protected against numerous illnesses including cardiovascular, rheumatic and joint disorder, tourists from all around the world prefer to come Baden-Baden and bathe in its restorative waters (more information can be found at http://www.germany.travel/en/leisure-and-recreation/health-wellness/spas-and-health-resorts/mineral-and-thermal-springs/baden-baden.html).

Combining medical treatment with leisure time activity, thermal tourism specifically takes the attention of older people who enjoy the opportunity of health tourism. However, thermal tourism and spa facilities are not limited to seniors. Tourists from any age may wish to enjoy the benefits of various kinds of mineral in hot tubes while watching the snow during winter season. Therefore, thermal tourism can be considered as a healthy alternative for winter tourism.

Gastronomy and Northern Europe

One of the most important tourism activities that take place without the seasonal limit is gastronomic tourism. In all periods of the year, tourists may taste different kind of foods and beverages from various cuisines from all around the world. While gastronomic experience is generally considered as an integral part of touristic activity of all types, as it has been previously mentioned in Ice Hotel Village section, there may be separate activities solely based on gastronomic tourism, for instance, traditional food festivals, wine tasting experiences such as Route de Vin and so on.

The reason why gastronomic experience is highlighted in certain destinations with a special care for the quality of food is basically appreciation increases as the number of substitutes decreases. It is a fact that food and beverage taste better when there are no other attractions. For example, in summer season, tourists are generally attracted by sun, sand and sea. There are various activities that are offered to tourists, therefore quality of food and beverage is the target neither for tourism agencies nor for tourists themselves. On the other hand, during winter season, the focus of attraction shifts from outside activities to indoor offerings. Since the satisfaction derived from outside activities in winter season cannot compensate with the activities in summer season, tourism agencies or stakeholders should create a difference by the means of local and traditional properties. As a result, local cuisine and traditional beverages appear as an important source of touristic revenues and moreover, the quality of taste and aesthetic of presentation constitute an indispensable part of gastronomic culture, especially in the destinations where winter season is significantly longer compared to other destinations, such as Northern Europe.

An example of Northern Europe potential for gastronomy-based winter tourism will be as following: Chaîne des Rotîsseurs is an international association of gastronomy, established in over 80 countries globally, bringing together enthusiasts value the concept of quality, fine dining, the encouragement of culinary arts and the pleasures of dishes. Regardless of their profession, professionals and amateurs come together from all over the world in the appreciation of fine cuisine (more can be found at http://www.chainedesrotisseurs.com). It is interesting that Finland with 5.5 million inhabitants has more members in Chaîne des Rotîsseurs than France with 66 million inhabitants as well as the origin of this association. Even this example shows that how Northern European countries have appreciate the importance of gastronomy than any other destinations in the world.

As it has been discussed in Ice Hotel Village section, Northern Europe also offers specialties mostly on meat of local animals, including reindeer, elk, or fish indigenous to Northern Europe fauna along with cocktails and alcoholic beverages with various flavors and spices, such as hot wines, whiskeys, etc. Traditionally, inhabitants in Northern Europe could not have been relying on farming due to cold weather conditions, but instead, they harvest their food by fishing and hunting. Thus, the traditional cuisine have been shaped around this meat culture and drinks to keep body temperature up, which lure hundreds of thousands of people to visit Northern Europe every year.

CONCLUSION

In conclusion, climate change represents a new challenge for tourism, and particularly for winter tourism (Elsasser & Bürki, 2002). Yet, there are numerous alternatives that take place instead of skiing, which is highly dependent on seasonal conditions such as snow-making. Generally, people are looking for adaptation strategies and transition from conventional winter tourism activities to the creative ones would be the less costly, since the tourists may be easily attracted with any combination of local tastes and distinctive experience.

Furthermore, destinations should reconsider their potentials for attracting tourists, such as natural resources for thermal tourism, which is both non-snow tourism and all-season tourism type activity. After detecting a potential for thermal resources, locals and government bodies should act together, for instance, while government protects the rights of locals to engage in thermal tourism or tourism-related activities, it should also encourage investors to build thermal hotels, spa centers and saunas, which, in turn, will contribute to the economy of all country with a small intervention of market dynamics, such as providing subsidies or tax-cuts for these investors.

All in all, winter tourism has been suffering from global warming and climate change and inhabitants in these destinations will be looking for the options to maintain their income. Strategies with respect to enhancing tourism activities in particular winter tourism destinations must be planned by the participation of every agent in the economy and serve the benefit of the society as a whole. Otherwise, the attempt for creating alternatives would not be sustainable and many people would be obliged to cancel this market, leading the loss of opportunity for spending leisure time during winter season.

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DATA VISUALIZATION FOR BIG DATA: CONPARISON OF THREE TEXT ANALYSIS TOOLS

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ABSTRACT

Tourism is a data rich domain and the tourism industry is one of the core areas where effective use of data analytics can change the way business is done. Tourism businesses have recognized the importance of big data analysis, but they face an incredible volume and variety of data to work with. Although the amount of data available today is increasing exponentially, organizations easily get confused by the complexity of data. Data visualization makes huge amounts of data more accessible and understandable and helps to communicate complex information more accurately and effectively. Therefore, this study attempts to discuss how to utilize user-generated data in the tourism industry by comparing the results of three text analysis tools.

INTRODUCTION

Tourism is a data rich domain and the tourism industry is one of the core areas where effective use of data analytics can change the way business is done. Tourists leave a data trail from the moment even before they decide to travel until after they finish their trip. Tourism businesses have recognized the importance of big data analysis, but they face an incredible volume and variety of data to work with. Big Data is generally defined as "enormous amounts of unstructured data produced by high-performance applications falling in a wide and heterogeneous family of application scenarios: from scientific computing applications to social networks, from e-government applications to medical information systems, and so forth" (Cuzzocrea, Song, & Davis, 2011, p.101). Big data analysis represents a sea change in how we can access this treasure trove of knowledge.

These huge volumes of data include various types such as text, picture, video, audio and web log. In particular, as social media and user-generated content on the Internet has grown dramatically (Browing, et al., 2013; Xiang, et al., 2015), tourism organizations such as destination marketing/management organizations (DMOs), hotels, and distribution channels are trying to utilize user-generated data to expand their knowledge of target markets in order to maintain loyal customers and to identify opportunities to attract new customers. Pan, et al. (2007) stated that online user-generated reviews are an important source of information to travelers and Ye, et al. (2009) found a significant relationship between online consumer reviews and the business performance of hotels. However, as the amount of data available today is increasing exponentially, organizations easily get confused by the complexity of data. Data visualization makes huge amounts of data more accessible and understandable and helps to communicate complex information more accurately and effectively. Therefore, this study attempts to discuss how to utilize user-generated data in the tourism industry by comparing the results of three text analysis tools.

Identifying the factors that lead to customer satisfaction and dissatisfaction is the initial step for hotels to generate more demand and improve their financial performance (Sparks & Browning, 2011). In particular, identifying the determinants of customer dissatisfaction is important, because they are different than those that lead to customer satisfaction (Gu & Ryan, 2008) and dissatisfied customers tend to the service provider and they tend to voice their dissatisfaction to release tension (Szymanski & Henard, 2001). Therefore, this study focused on negative review comments on Expedia.com, which is the world's largest Online Travel Agency by number of bookings.

METHOD

We retrieved online hotel reviews on Expedia.com; customers' negative reviews (rated as 1 and 2 out of 5) were collected in order to understand customers' dissatisfactory experience. All 5-star hotels in Hong Kong and London were selected as the population of this study's sample because the two cities are rated as the top two major international destinations across the world according to the Top 100 city destinations ranking (Euromonitor International, 2016): 97 hotels in London and 23 hotels in Hong Kong were selected for data collection. In total, 1,107 reviews from 5-star hotels in London and 388 reviews from 5-star hotels in HK were collected and used for data analysis. For data visualization analyses, three text analysis tools, (i.e., Voyant Links, KH Coder-co-occurrence network, and Wordwanderer) were used and the results from each analytic tool were compared.

FINDINGS

First, Voyant Links provides initial information about data; the data in the corpus of Hong Kong 5-star hotels includes 25,031 total words and 3,254 unique word forms. Most frequent words in the corpus are identified: room (407); hotel (402); service (120); stay (116); staff (110); good (100); star (63-5); location (56); small (47); time (20); like (16), check (15); and rooms (13). The colors of words recognized in both green and red indicate the frequency of linkages between words in two ways. Words in green have higher frequency than those in red, in this case for example, the word 'room' has linkages 8; hotel (8); service (7); good (6); stay (5); staff (5); star (5); small (5) are colored in green, while check (4); location (2); time (1); like (1), and rooms (1) are in red. The results as displayed in Figure 1, the size of each term indicates the frequency of a term in the corpus and thickness of line specifies the strength of the relationship between two words.

For 5-star hotels in London, 100,895 total words and 6,793 unique word forms are identified. Most frequent words in the corpus are room (1579); hotel (1525); staff (446); star (417); service (365). As presented in Figure 2 with the 15 level of context, 'room' is the most highlighted keyword. In particular, 'room' is mostly related to 'hotel', followed by 'service', 'small', 'staff', 'location', 'stay', 'got', 'friendly', 'helpful', and 'rude'.

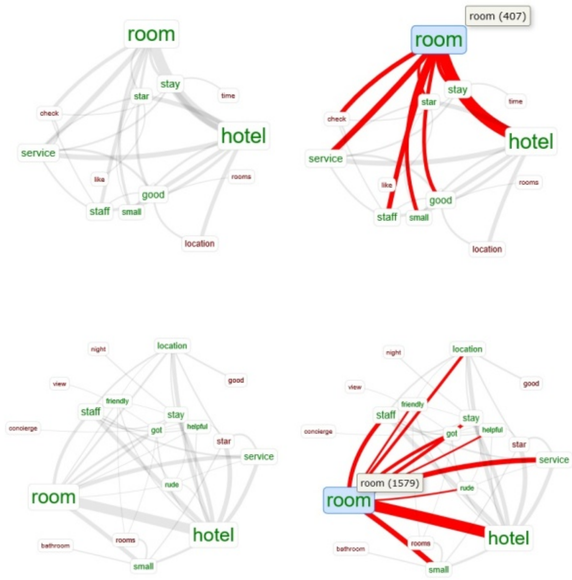

Figure 1. Linkages of keywords in the online reviews of 5-star hotels in Hong Kong and London

Second, the results of the KH coder are displayed in Figure 2. For 5-star hotels in HK, while 'room' is the most frequently mentioned keyword, followed by 'hotel', the result shows that the most centered keyword is 'time' as shown in darker pink than the other two keywords. Except for 'time', 'room', 'hotel', 'staff' and 'day', the other words in blue specify the lower degree of centrality in the co-occurrence networks. Moreover, the analysis of 'communities between' shows 10 different themes. For 5-star hotels in London, 'room' is the most frequently mentioned keyword followed by 'hotel'. In addition, the two keywords are the most centered terms, followed by 'night', 'tell', and 'stay', while 'staff' is neutral showing in white. Only eight themes are identified for dissatisfied experiences in the 5-star hotels in London.

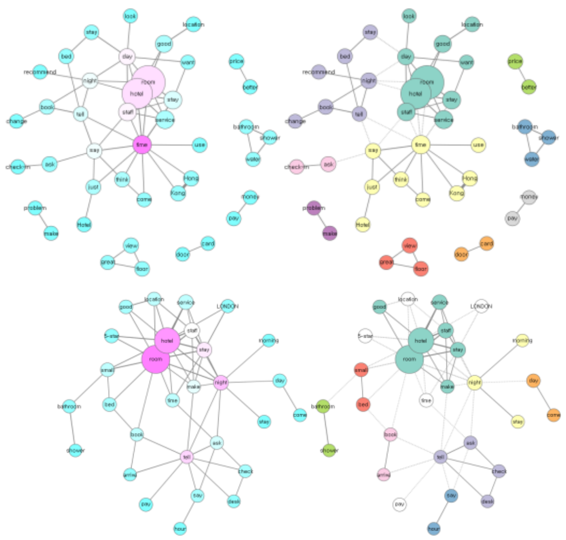

Figure 2 Co-occurrence networks of 5-star hotels in Hong Kong and London (Centrality degree vs. Communities between)

Third, keyword outputs from WordWanderer are presented in Figure 3 and 4. As other tools previously shown, 'hotel' and 'room' are shown to be the most frequently mentioned words. In order to investigate the concordance outcome of a negative term with others, the two negative terms 'disappointing' and 'bad' are selected to be compared. The major strength of this tool is to help researchers to recognize the reasons why consumers have felt 'disappointing'. In addition, WordWanderer provides a particular relationship between two words. The function provides with the related common keywords between "bad" and "experience" in the reviews of 5star hotels in London.

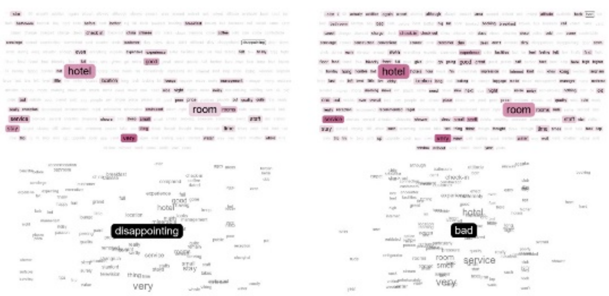

Figure 3 Comparison between 'disappointing' and 'bad' within the Hong Kong dataset

CONCLUSION

Customer online reviews in the hospitality and tourism industry have gained increasing attention recently from both researchers and practitioners (Schuckert, Liu, & Law, 2015). However, there has been little discussion about how to analyze these reviews. The main objective of the present study is to visually understand unsatisfactory experiences at 5-star hotels in both Hong Kong and London via visualization analytical tools. Visual data exploration helps the user to be directly involved in the data mining process (Keim, 2002). While the technology and capacity to collect and store large data grow rapidly, the ability to analyze these data volumes increases at much lower pace. Although a large number of information visualization techniques have been developed over the last decade to support the exploration of large data sets, they are not applied and tested in the academic literature. We discovered that each tool has its own way of presenting visual outcomes and practitioners or researchers should recognize the strengths and weaknesses of each tool.

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HYBRID REVENUE FORECASTING SYSTEM FOR INTERNATIONAL HOTELS

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ABSTRACT

Hotel industry is emerging sector which is actively supported by the government. Managers have to making critical decisions daily about when to make rooms available and at what price for customers, to maximize revenue. Hotel revenue management systems are characterized by uncertainty in their dynamics, making hotel revenue management forecasting very difficult and costly in financial terms. This study proposes a method for forecasting hotel revenue for Taiwanese international hotels. The proposed international hotel revenue management forecast approach is based on quantitative models, and does not incorporate management expertise. This study applies the time-series model, and neural networks with genetic algorithms, in hotel revenue forecasting. This study also compares the forecast accuracy the proposed method with other forecasting methods. The proposed forecasting approach is illustrated using actual data from a Taiwanese international hotel. Analytical results of this study could help the future development of the Taiwanese hotel industry.

Keywords: Revenue Management, International Hotel, Forecasting, Time Series, Neural Network

ANALYSIS OF YIGONG'S EXPERIENCES AT FOLKLORE INNS IN CHINA BASED ON WEB LOGS MINING

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INTRODUCTION

Work for accommodation (e.g., work exchange, working holiday, help exchange) is a very popular phenomenon in western countries. However, in China, we call them 'yigong'. 'Yigong' (translated as 'volunteer') refers to the Chinese context volunteer and it is a very popular network buzzoword and there is a large amount of yigong recruitment information on social media in China. Being a yigong at folklore inns means working just a small amount of hours per day at the inns in exchange for a place to stay, and the left time is for leisure or travel. Though the term of 'yigong' is the literal translation of 'volunteer', the phenomenon of being a yigong in China has many similarities with 'working tourists' in western literature.

Being a 'yigong' at folklore inns is different from bookstore or temple volunteers in many aspects, whose main aim is to learn. This exploratory paper is devoted to the phenomenon of yigong at folklore inns so as to shift the discussion from volunteering in western countries into the examination of yigong in China context. It employed a case study of the yigong at the local folklore inns, aiming to provide an exploratory basis to further the study of this phenomenon by exploring yigong's experience, including their work, experience, satisfaction and experience influence factor.

METHODOLOGY

Due to the exploratory nature of this study, a constructivist approach was adopted to analyzed the data. With the help of Rost Content Mining and Nvivo 11, content analysis and thematic analysis was conducted. Considering the fact that all the data was in Chinese, the native Chinese software ROST Content Mining System Version 6.0 (ROST CM6) was chosen to conduct the content analysis. ROST CM6 is developed by the ROST research group at Wuhan University in China. It is capable of splitting, filtering, merging words, and can also count word frequencies, as well as perform cluster analysis and social network analysis (Li, Mäntymäki & Zhang, 2014). Currently, it is widely used by Chinese scholars (Fu, Wang & Zheng, 2012). The qualitative analysis tool with strong coding function, Nvivo 11, was used for coding.

All the data was collected from Douban (www.douban.com), which is one of the most popular community website in China. Most innkeepers publish yigong recuritment information and yigong share their experience at this website. This study randomly selected 89 yigong's web logs with a total of 208,682 words, and 46 innkeepers' web logs releasing recruitment information with a total of 44,446 words.

RESULTS AND FINDINGS

Content analysis of text

Yigong's work content

According to the data analysis of Yigong recruitment web content by ROST CM6, the statistical frequency results show that the innkeeper is mainly focus on yigong's work time demands, work content, and the character of volunteer.

yigong's web logs

According to the word frequencies counting, social network analysis of yigong's web logs, *going out to play* is mentioned frequently in the web logs, but yigong do not depict their tourism experiences much. On the contrary, more attention is paid to describe the daily work, people, stories, their heart experience and so on. At the same time, *boss*, *like*, *local*, *guest*, *inn*, and *the front desk*, *for the first time*, *come back*, *every day*, *friend*, *leave* are the high frequency vocabularies. It seems like that it is the daily work experience that impresses yigong rather than tourism activity. As for the sentiment analysis of the texts, more than half of the statement is positive, while only 17.78% is negative emotions.

Table 1. Sentiment analysis of Yigong's web logs

Sentiment	statistical result		low		middle		high	
	count	percent	count	percent	count	percent	count	percent
Positive	1414	56.13%	585	23.22%	346	13.74%	483	19.17%
neutral	657	26.08%						
Negative	448	17.78%	273	10.84%	113	4.49%	21	0.83%

Thematic analysis of text

Following Luborsky's (1994) procedures, the author first became acquainted with the text. After that, some main points were identified in the following reading. Specifically, a two-step coding process was conducted: initial coding and focused coding (Bryant & Charmaz, 2007).The qualitative analysis tool with strong coding function, Nvivo 11, was used for coding. The open coding process was done line by line. The second step of focused coding was to form the categories based on the continuous comparison of the codes.In the end, the coding spectrum among these 89 journals included 456 codes and 32 categories.

Motivations of Yigong

The motivations of yigong are mainly focused on these aspects: to have a serious experience at the destination, to escape from the daily life, to meet new friends, to travel with low costs, and to spend the free time (e.g., the transfer between work and study).

Influence factors of yigong experience

Human (e.g., whether boss, staff and guests are friendly)

Working time (length, flexibility)

Working roles (workload, difficulty, content)

Among these three factors, human is the most important one. If the boss and staff are friendly, the yigong would have good experience. If the boss, staff and guest have built good friendship, a large part of the travel journal would depict these friendships, the farewell, and the influence of the travel yigong experience on themselves.

Long work time and unflexibility have negative impacts on yigongs' experiences. Large amount of work, as well as difficult work task also have negative impacts on it. In some circumstances, even the innkeeper pay for extra work, the yigong do not like to work for extra time. Another influence factor is work content. That is, whether the work interesting or not affects the experience. However, the working related influences are different for those who in a harmonious relation with innkeeper or employees and those who are not.

CONCLUSION

This analysis of web logs makes us see that yigong is different with normal tourist or regular employee of inns. Yigong's experience more influenced by their daily work rather than by sightseeing. Daily life and work in inns occupied more important position in their whole experiences. They enjoy experiencing local culture and life deeply as part-time locals. On the other hand, yigong refuse to be treated as regular employee. Being asked for the same work time or work role as the employee's declines their satisfaction. Yigong's blurred role makes them attach great importance to relations with the innkeeper and other workers.

Yigong's experiences including their work, experience, satisfaction and experience influence factor have been discussed, however, since the generalizations made here are based on web logs, more empirical research from different data is recommended. Moreover, it is suggested that this typology is preliminary, raising additional questions that call for further study. For instance, this analysis, focusing on yigong in the folklore inns, invites further study on various industries that combine volunteer, work and travel, such as business events, and explore how Chinese conceptualize yigong (or volunteer). This paper, which focused on the yigong behaviour in a commercial context-inns and also invited a follow-up research to examine the philanthropic-commercial continua of volunteering.

This current study also ignited the research interest for the not-organized volunteer tourism. These and other suggestions for further research could initiate a rich line of study around the phenomenon of yigong in China.

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UNDERSTANDING HOTEL EMPLOYEE SUBJECTIVITIES TOWARDS WORKPLACE PEER INTERACTIONS: Q METHOD APPROACH

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INTRODUCTION

Many studies to examine the relationships between customers and customers (Miao & Mattila, 2013; Yoo, Arnold, & Frankwick, 2012) and service providers and customers (Li & Hsu, 2016; Wieseke, Geigenmüller, & Kraus, 2012) in the hospitality have gained much attention due to the various human interactive characteristics of the industry. However, the interaction research among workplace peers in the field is scarce. The employee relationship with other employees can be viewed positively and negatively. The supports from peers and managers have shown a positive influence on employee job performance and in decreasing the turnover intention (Karatepe & Kilic, 2015; McTernan, Dollard, Tuckey, & Vandenberg, 2016). Conflicts among employees take a significant portion of reasons for job stress and emotional exhaustion (Kim, O'Neil, & Cho, 2010) which can lead to a high employee turnover intention (Han, Boon, & Cho, 2016). A few of these empirical studies on employee relationship are based on, and provide a validation for the existing theories and concepts. However, this limits the variations of workplace peer interactions and cannot further extract meaningful factors causing the interaction conflicts. The workplace environments especially in the hospitality organizations have been rapidly changing by many factors (e.g., technology, demographics) which influence the interactive relationships among employees. The existing literature does not offer an in-depth understanding of the authentic and dynamic dimensions of workplace peer interactions.

The objective of this study is to identify the hotel employees' subjectivity toward workplace peer interactions and to extract the themes of subjectivities and significances from the human resource management viewpoint using a Q method approach. The findings of this study add enriched understanding of the hotel industry employee specific peer interactions. By identifying the hotel employee subjectivities (feeling, opinion, attitude, and work performance) toward workplace peer interactions, the hotel can develop more comprehensive training programs to improve employee relationship and teamwork. This is very first attempt applying the qualitative and quantitative combined approach of Q method to learn hotel workplace peer interaction study. The Q method allows overcoming the limitations of more standardized quantitative research and identifying the positive and negative peer interactions by analyzing the individual hotel employee's subjectivity.

METHOD

Q Population and Q Sample.

Q-population refers to a comprehensive concourse of thoughts shared within an organizational culture and is collected for a Q method study (Stephenson, 1978). The Q population of this study is a collection of subjectivities of hotel employee interactions with their peers. In order to collect the Q population, a thorough review of previous studies in employee interactions with co-workers (Ekinci & Dawes, 2009; Kim & Choi, 2016; Karatepe & Uludag, 2007; Karatepe & Kilic, 2015; McTernan et al., 2016) as well as personal in-depth interviews with eight hotel employees in Korea were done. Approximately 120 statements were drawn from the two sources. The statements were studied by two social scientists from a major university in Korea and the authors for redundancy and irrelevancy, and reduced to 36 Q-sample statements. The finalized 36 Q-sample statements were reviewed one more time by three Ph.D. students from the same university for any readability and suitability issues and were revised again accordingly.

Study Sample and Q- Sorting.

The target subjects for this study were hotel employees, who have been working in hotels in the last 12 months in Seoul, South Korea during the data collection in the month of February, 2017. The study included five-star hotel employees who were available for Q-sorting and willing to share their workplace peer interaction experiences. The participants were recruited by contacting the managers at each hotel. Most of the Q-sorting was conducted at participants' workplaces or remote locations such as nearby coffee houses. The instructions were provided prior to the Q-sorting, and it took each participant 30 minutes on average to complete the Q-sorting. First, to show all Q-sample statements, a list of all 36 Q-sample statements on a single sheet of paper was provided to each subject. Additional clarifications were provided as needed prior to the sorting. Once the sorting begins, no descriptions or personal opinions from the researchers were given at any point during the Q-sorting. The subjects were asked to rank all 36 Q-sample statements based on their subjective feelings, opinions and experiences on a 9-point scale (+4: strongly agree, 0: neutral, -4: strongly disagree). A forced-normal distribution was used to ensure the subjects ranking each statement according to the principle of Q methodology. The participant's demographic information was also collected during the process. A total of 25 hotel employees were included in the P-set and participated in the Q-sorting process.

FINDINGS

The study P-set included seven female and 18 male employees, and their positions were from different departments including guestroom, front office, banquet, bell stand and VIP lounge. The data was analyzed by the z-scores of items and a principle factor analysis from PC QUANL program. Five factors were identified as shown in Table 1. Factors 1 and 2 were shown the highest correlation (.418) following by correlation between factors 2 and 3 (.295) and the highest negative correlation was found between factors 3 and 5 (-.468). Based on the items grouped, each factor was labeled as factor 1 (communication), factor 2 (member's personal traits), factor 3(manager's roles), factor 4 (off work communication), and factor 5 (teamwork). Various numbers of sorts were included in each factor. Only two sample statements for each factor along with the z-score for each statement are shown in Table 1. In addition, "the open communication amongst team members is most important" was included in four factors with z-score 1 or higher.

Table 1. Five Factors Descending Array of Z-scores and Item Descriptions

Five Factors	NO	Q Statement	z-score
Communication	8	The open communication amongst team members is most important.	2.10
	33	I believe my team communicates well.	1.79
Members' Personal Traits	6	My colleagues and boss' emotional up-and-downs and careless verbal communication make my job stressful.	1.78
	9	Recognizing colleagues and boss' personal stress makes my job hard.	1.13
Manager's Roles	18	I can commit to the company even more when my boss supports my decisions on guest complaints.	1.88
	17	It's heartfelt support when I found out my boss or colleague took care of a guest complaint that I received.	1.74
Off Work Communication	13	I don't feel that I am totally off the work during the holidays and on my days off due to the constant communication through the group chat.	1.63
	10	I get stressed by assignment of tasks after working hour.	1.60
Teamwork	30	I want to stay as a team member for my team.	1.94
	20	Encouraging words from my boss and colleagues help me especially when I have to deal with guest complaints.	1.65

DISCUSSION

The 'communication' factor showed the importance of communication among the team members in their interactions. Even though the importance of communication amongst the employees was understood in most of the hotels for better business operation, there must be more supports for establishing more effective and productive communication system. The 'member's personal traits' might be the biggest influence on employee emotions especially the negative one during guest service. Specific guidelines and training on displaying professionalism and proper protocols among employees within hotel must be in place. The 'manager's roles' emphasized the manager's leadership between the new hires and the existing employees so that the former adapts to the new work environment quickly and the latter also helps the newer employees to get trained and provide guest service at the same level as them. The 'off work communication' is one of the most unique factors found from this study. The group chatting function from some of the text message application on smart phone is a usually way to communicate with a large number of employees for short communication and sharing tasks needs to be done. However, the constant messages by the supervisors and managers were one of the major sources for employee stress especially on the day off or during the holidays. Employees felt their work was extended even when they were off work and not able to rest and rejuvenate. The last factor 'teamwork' showcased one of the positive results of peer interactions. Teamwork can be developed when there are heathier peer interactions among team members. The positive teamwork can help to increase employee's satisfaction and organizational commitment.

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CONCEPTUALIZING TOURISTS' DECISION MAKING IN MOTION

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INTRODUCTION

Many decisions with real economic and social impacts (such as firefighting, decisions made en-route during trips, and impulsive shopping) are made in complex environments where information cues are ubiquitous and change rapidly. Studies have found that decision-making in dynamic real-world contexts is different from the predictions of classic decision-making models, which usually assume rigorous, rational cognitive processes based on static information displays (Klein, Orasanu, Calderwood, & Zsambok, 1993; Smallman & Moore, 2010). A better understanding of decision-making processes in real-world settings is needed to inform theory and provide practical insights for marketers and planners.

To fill this gap, scholars have studied naturalistic decision-making (NDM). Previous studies focused on decisions with three boundary conditions (i.e., expertise, time pressure, and ill-defined goals) and highlighted the use of knowledge by experts and the cognitive processes of proficient decision-makers (Payne, Bettman, & Johnson, 1993). However, many decisions in real life (such as decisions made en-route during trips) have characteristics that the NDM literature has not considered, including lack of expertise, loose group structure (high autonomy of group members), impulsivity, and the information processing moving through the information space (Lipshitz, Klein, Orasanu, & Salas, 2001). Also, previous research has not addressed the fact that mobile information technology such as smartphones and tablets is increasingly mediating decision-making. Therefore, this study explores decision-making in motion, with an emphasis on determining perceptions of complex information spaces, as well as processing and evaluation strategies. In particular, this study focuses on the decision processes of individuals or groups of tourists walking through an urban environment with and without smartphones.

Tourism provides an ideal context because unplanned/impulsive behaviors and changes to planned behaviors are ubiquitous in urban tourism, and the information landscape in tourism is varied and dynamic (Smallman & Moore, 2010). The goal of this study is to close the gap in our understanding of decision-making in motion, including information-processing strategies (e.g., the order in which to digest information cues and the processing of information presented in different manners) and the rules, heuristics, and themes embedded within decision-makers' discursive accounts of their decisions. The study is qualitative and used an iteratively grounded theory strategy. It seeks to better reflect the contextual and new technological realities of decision-making while moving through urban information landscapes. In the long term, the findings from this research will provide implications for public space/signage design, urban planning, contextual advertising, and the designs of location-based services and augmented reality applications.

This study has two objectives:

a) To describe the contexts of decision-making in motion (i.e., how spontaneous decisions emerge while tourists stroll through an urban information space).
b) To identify the information-processing strategies (i.e., the order of processing different information cues, the processing of information presented in different formats, and the mediation of mobile technology).

LITERATURE REVIEW

Tourists' decision-making has been studied for decades. Studies in this area are mainly based on the grand models of consumer behavior and provide insights particularly into tourist destination choice (Crompton, 1992; Crompton & Ankomah, 1993; Sirakaya & Woodside, 2005) and pre-trip information processing (e.g., Hyde, 2008; Jun, Vogt, & MacKay, 2010; Pan & Fesenmaier, 2006). In-destination decision-making is conceptualized as opportunistic, impulsive, and dynamic but is not formally integrated into existing models (Beckon & Wilson, 2006; Decrop, 2006; Decrop & Snelders, 2005; March & Woodside, 2005). Models that assume tourists are individual, rational decision-makers engaging in static information search and careful evaluation of options against resources and preferences (Moore, Smallman, Wilson, & Simmons, 2012) are not suitable for explaining the kinds of decision-making that occur in groups, in complex and multi-layered information spaces, mediated by mobile technology, and while on the move (Smallman & Moore, 2010). Embodiment is not discussed at all in the tourism literature. The proposed research will therefore greatly develop tourist decision-making theory but will also make broader contributions to other areas as well, such as retailing and urban planning, because the basic concepts it will uncover are applicable to decision-making in motion in general. This study is developed based on the theories of constructive consumer choice process (Bettman, Luce, & Payne, 1998) and heuristic decision making (Gigerenzer & Todd, 1999).

METHOD

This study follows the ontological understanding of decision-making as a process (Smallman & Moore, 2010). It further acknowledges that previous decision-making theories cannot inform decision-making in motion. Due to the shortcomings of existing theoretical frameworks, the proposed research will be a qualitative study using an overarching research strategy of iteratively grounded theory (Orton, 1997). Different from the grounded theory which suggests that relevant theories and concepts be completely ignored, iteratively grounded theory suggests both inductive and deductive thinking and the generation of theory from both data and existing theories and concepts. In this study, the theoretical departure points are the models of naturalistic decision-making (e.g., recognition-primed decision-making model), information-processing models (e.g., serial, dual processing under a dichotomous approach, dual processing under an interactive approach), the assumptions and models in behavioral decision theory (e.g., expected utility theory, prospect theory, adaptive decision-maker model), and the process theories of tourists' in-destination decision-making (e.g., Decrop & Snelders, 2005; Smallman & Moore, 2010; Woodside, MacDonald, & Burford, 2004). Meanwhile, this study uses an iterative process of data collection and analysis that will allow concepts and theory to emerge from the data. In general, this study conceptualizes the process of decision-making in motion through the direct identification and interpretation of the rules, heuristics, and themes embedded within tourists' discursive accounts of their decisions (Moore et al., 2012). Tourists were invited to participate in the study by recording one day of travel around the city of Hong Kong (i.e., an independent city tour). The day trips were broken down into scenarios, such as lunch, first attraction visit, and navigating. Different kinds of decision-making in motion were identified from the scenarios and categorized.

FINDINGS & CONCLUSION

The process tracking studies with seventeen independent travel parties in Hong Kong resulted in 98 onsite decisions, which are further classified into seven decision making scenarios based on the primary goal of decision making. The seven scenarios include decisions for food, transportation mode, information seeking methods for way-finding, adding new attractions, cancelling planned attractions, places for breaks, and shopping items. The results of this study will include the description of the decision making process in each type of decision making in motion. A series of decision heuristics was identified. For example, in the decisions regarding food, tourists used FRQ (frequency of good and bad features) heuristics to develop cutoffs to differentiate good and bad features, and then choose alternatives by counting the number of good or bad features that the alternatives have. Tourists also used availability heuristics to make decisions based on immediate examples that come to mind when evaluating an object (e.g., concept, topic, method, or decision). Overall, this study identified that tourists' decision making in motion is heuristic based rather than rationality based. The mobile Internet extends tourists' capability to process the information cues captured in the immediate information environment.

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A MODEL OF TOTAL QUALITY MANAGEMENT TOWARDS BUSINESS SUCCESS FOR THE SMALL AND MEDIUM TOURISM INDUSTRY

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This paper proposes a total quality management model as affecting business success for the small and medium tourism industry in Asia. Total Quality Management (TQM) is a philosophy of management that is holistic in approach and aims for continuous improvement in all the organization's operations. This can be achieved if the concepts of total quality are used from acquiring resources to customer service (Kaynak, 2003). According to Chase and Aquilano (1992), TQM is "managing the entire organization so that it excels in all dimensions of products and services that are important to the customer". Miller (1996) defines TQM as "an ongoing process whereby top management takes whatever steps necessary to enable everyone in the organization in the course of performing all duties to establish and achieve standards which meet or exceed the needs and expectations of their customers, both external and internal". Thus, TQM practices would enable the food sector to be able to integrate with the regional and global supply chains and thus enhance its performance. The resource-based theory suggests that the business performance of an organization depends on its organizational resources. Several authors (Baum, Locke, & Smith, 2001; Chrisman, Bauerschmidt, & Hofer, 1998; Lumpkin & Dess, 1996) propose that business performance is affected by various factors and one of these is its resources, such as TQM. At present, no studies had been done yet that take into account the total quality management practices of the food industry in the Philippines, particularly the small and medium enterprises.

Small and medium enterprises have workforce of not more than 250. Its technical definition differ by country and is usually classified according to capitalization and workforce (Kotelnikov, 2007). The small and medium-sized enterprises are important to the local and national economy, since in Asia, these sectors comprise majority of its business base. For example, in Indonesia, SMEs employ 90 percent of the workforce (Tambunan, 2008) while Vietnam employs 97 percent of the workforce (Tran, Le, & Nguyen, 2008). In Thailand, SMEs are also considered a job generator (Swierczek & Ha, 2003). Moreover, these sectors contribute to the lowering of poverty incidence, specifically in the rural and regional areas (TID, 2009).

This paper aims to propose a model of Total Quality Management Practices affecting business success for the small and medium tourism industry in Asia, on the basis of the resource-based theory. Business success is defined as productivity and profitability of the firm. This paper shows the impact of TQM as an organizational resource on business success of the firm and will therefore aid industry practitioners in improving or implementing their TQM practices to build up their strategic resources and thereby increase their chance for quality performance and business success.

RESOURCE-BASED THEORY AND TQM

The Resource-based theory claims that organizations depend on the endowment of their resources (Rangone, 1999). Barney (1991) define resources as "assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. that allow the firm to develop strategies benefiting its efficiency and effectiveness." According to Amit and Schoemaker (1993), resources are "stocks of available factors that are owned or controlled by the firm." The theory further claims that the differences in business performance of firms are affected by their resources which are unique to the firm (Wernerfelt, 1984; Galbreath, 2005). Firms implement strategies to manage their resources which then affect their business performance (Daft, Daft, Murphy, & Willmott, 2010; Mosakowski, 1993). Makadok (2001) claims that the choice of resources of firms affects the economic rent they generate. In order for firms to be at a competitive advantage, the said resources should be rare, valuable, non-substitutable, and perfectly inimitable (Barney, 1991; Peteraf, 1993; Rumelt, 1987). According to Barney (1991), resources become valuable if they contribute to the efficiency and effectiveness of the firm, rare if not all firms have the same resource; inimitable if other firms cannot copy the said resource because of the resource's social complexity, historical conditions, or causal ambiguity, and nonsubstitutable if the resource cannot be replaced simply by another valuable resource. The said resources contribute to the firm's competitive advantage and therefore enhance business performance if the firm makes strategic decisions leading to a unique service or product attribute (Gibicus & Kemp, 2003; Wernerfelt, 1984; Conner, 1991; Schulze, 1992; Helfat & Peteraf, 2003; Amit & Shoemaker, 1993; Wernerfelt, 1984).

Total Quality Management is one of the firm's resources that can provide a sustainable competitive advantage. The imperfectly imitable, tacit, and behavioural features of TQM, such as employee empowerment, open culture, and commitment at the executive level can all lead to a firm's competitive advantage, TQM success, and outperformance over the organization's competitors (Powell, 1995). Total Quality Management also enables the firm to attain differentiation, strong brand image, meeting of customer needs, and reduction of costs through minimization of wastes (Abraham et al., 1997; Harber et al., 1993; Dale, 1999). Total Quality Management practices include management leadership, quality data and reporting, employee relations, training, supplier quality management, product/service design, and process management (Saraph, et al., 989).

Management leadership enhances the business performance of the firm because it influences other elements of TQM practices (Wilson and Collier, 2000; Flynn et al., 1995; Anderson et al., 1995). A concentrated effort of the management towards open communication, continuous improvement, and cooperation within the firm contributes to the successful implementation of TQM (Daft, 1998; Abraham et al., 1999; Handfield and Ghosh, 1994). Management is critical in providing the needed resources to train employees in the change process and in creating an atmosphere where the employees can be involved in the change process. In this way, the employees will work harder and will contribute ideas that can enhance the process of change (Adebanjo and Kehoe, 1999; Handfield et al., 1998; Wilson and Collier, 2000). A clear strategy should be communicated by the management to the employees in terms of improving quality and this can be enhanced by implementing quality-based incentive and compensation scheme (Flynn et al., 1995; Bonito, 1990). Thus, management has a critical role in the implementation of TQM. Therefore:

Proposition 1: Management leadership positively affects employee training

Proposition 2: Management leadership positively affects employee relationships

Management leadership is also considered an important factor that affects the interactions with the supply side of the firm. They are responsible for promoting mutually beneficial relations with their suppliers and for assuring that there is quality and delivery performance (Trent and Monczka, 1999; Flynn et al., 1995). Managing supplier relationship is important to the success of the relationship between the supplier and the firm as this requires a level of commitment and exchange of information (Ellram, 1991). Thus,

Proposition 3: Management leadership positively affects supplier quality management

Training of employees, which should emphasize statistical process control, problem solving in work groups, and effective communication, is an important part of workforce management, especially when implementing changes in the organization (Flynn et al., 1994). According to several researches (Easton and Jarrell, 1998; Hackman and Wageman, 1995; Bonito, 1990), an increase in the number of skills of employees due to trainings increases their involvement in the jobs and increase in awareness of issues related to quality. They also learn how to measure and use data in the right manner, leading to a positive relation with product quality and thereby firm performance (Ho, et al., 1999; Ahire and Dreyfus, 2000). Therefore,

Proposition 4: Employee training positively affects the quality data and reporting

Employee relations include employee

participation in decision-making, employee recognition, teamwork, and effective communication leading to creating awareness of the goals of the organization (Burack et al., 1994; Ford and Fottler, 1995; Holpp, 1994; Daft, 1998). Various studies have shown that employee relations are positively associated with quality data and reporting (Ho et al., 1999, 2001; Flynn et al., 1995). These can be due to the fact that effective implementation of quality measurements and monitoring would need continuous awareness of quality-related issues by the employees (Kaynak, 2003). Thus,

Proposition 5: Employee relations positively affect quality data and reporting

Quality data and reporting encompasses monitoring the performance of the supplier to enhance the quality of raw materials, decrease development costs and purchase prices, and improve the responsiveness of the supplier (Krause et al., 1998). Through supplier performance databases, firms can track defects, process capability rations, rejects, and reliability (Trent and Monczka, 1999; Forza and Flippini, 1998). Moreover, suppliers will be able to learn the information they need to improve their performance. Thus,

Proposition 6: Quality data positively affects supplier quality management

Quality data affects the process management of informs as workers are informed of the changes that should be done to meet the firm's process specifications (Ho et al., 1999). Several studies (Handfield et al., 1999; Flynn et al., 1995) have shown that quality control data such as process capability data are important in process improvement. Therefore:

Proposition 7: Quality data positively affects process management

The studies by Ho et al. (1999) and Flynn et al.(1995) have shown that improved relationship with the suppliers contribute to the performance of both the buyers and the suppliers. Quality products that meet the buyers' specifications are dependent on the suppliers' quality management. If the process and product variability are minimal at the suppliers' end, the buyer would have less difficulty in meeting their customers' specifications (Flynn et al., 1995; Forza and Flippini, 1998). Thus,

Proposition 8: Supplier quality management positively affects process management

Process management involves proper production scheduling and work distribution to decrease process variation leading to product uniformity and reduction in losses due to rejects or reworks (Saraph et al., 1989; Flynn et al., 1995; Handfield et al., 1999). This also includes preventive maintenance of equipment to prevent or reduce interruptions during production (Ho, et al., 1999). According to Flynn, et al. (1995), process management leads to a decrease in reworks and thus an improvement in product quality. Moreover, the study by Forza and Flippini (1998) has shown that process management positively affects the quality of the products. Therefore:

Proposition 9: Process management positively affects quality performance.

Quality performance, through the reduction of rewords and improvement in efficiency increases the return on assets and therefore improves the profitability of the firm (Handfield et al., 1998). It also enhances the product quality which positively affects consumer preferences, thereby increasing sales and market share (Choi and Eboch, 1998; Reed et al., 1996). Thus,

Proposition 10: Quality performance positively affects business success

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EFFECTS OF TOURIST INCIVILITY ON THE EMOTIONAL LABOR AND JOB BURNOUT OF TOUR LEADERS AND TOUR GUIDES: MODERATING EFFECTS OF PASSION FOR WORK

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INTRODUCTION

Emotional labor has attracted attentions from practitioners and academics. Several previous studies also have explored the effects of emotional labor on the service providers and service receivers in the context of tourism (e.g., Guerrier & Adib, 2003; Williams, 2003; Constanti & Gibbs, 2005; Wong & Wang, 2009; Van Dijk et al., 2011; Shania, Uriely, Reichel, & Ginsburg, 2014; Çolakoğlu, Yurcu, Atay, & Yanık, 2015). Most of aforementioned studies mostly focused on consequences of emotional labor, namely effects of emotional labor (Van Dijk et al., 2011). However, studies of antecedents of emotional labor are still somewhat lacking (e.g., Shania et al., 2014).

Tour leaders and tour guides are the critical interface between destinations and tourists and the frontline employees that affect overall image and satisfaction for their customers (Ap & Wong, 2001; Wang, Hsieh, & Chen, 2002; Bowie & Chang, 2005; Mak, Wong, & Chang, 2011). Their performance can thus make or break the tours. As consumer interests are overemphasized, tour leaders and tour guides have to directly take uncivil behaviors from tourists of tour groups under the motto of "customer is always right." They thus have to undertake higher emotional labor and also suffer higher job burnout.

The emergence of the concept of workplace incivility can be traced back to the proposal of the external behaviors outside the role of organizational members by Katz (1964). Workplace incivility can be considered as negative behavior. It is defined as a low intensity deviant behavior that violates the principle of mutual respect and does not have any obvious harm intentions (Andersson & Pearson, 1999; Cortina, Magley, Williams, & Langhout, 2001). It can be described as rudeness and lack of politeness and respect towards others (Andersson & Pearson, 1999).

Study exploring the tourist incivility on the emotional labor and job burnout is still wanting. The purpose of this study is taking tourist incivility as an antecedent to explore the effects of tourist incivility on the emotional labor and job burnout of the tour leaders and tour guides. Furthermore, passion for work is also introduced as a consequence to explore the moderating effects of passion for work on the relationships between tourist incivility and emotional labor and between tourist incivility and job burnout. Hypotheses of this study are listed below.

H_1: Tourist inactivity has a positive effect on the emotional labor.

H_2: Tourist incivility has a positive effect on the job burnout.

H_3: Emotional labor has a positive effect on the job burnout.

H_4: Passion for work has a moderating effect on the relationship between tourist incivility and emotional labor.

H_5: Passion for work has a moderating effect on the relationship between tourist incivility and job burnout.

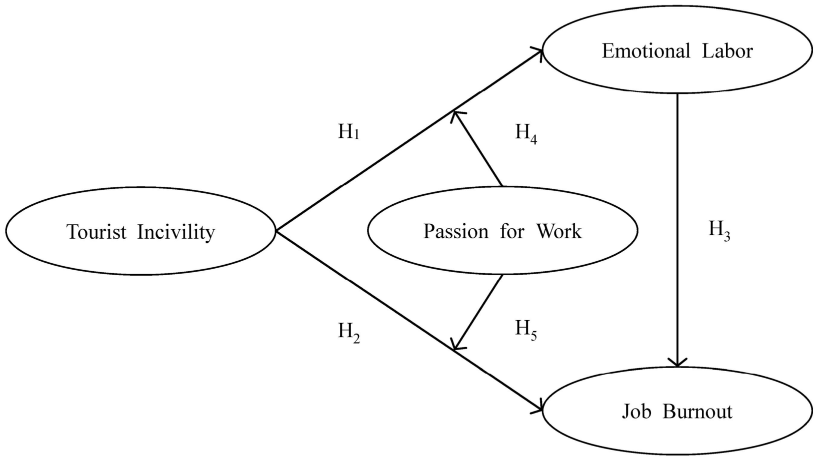

Figure 1. Conceptual Framework

METHOD

Items for tourist incivility are adapted from customer incivility scale (CIS) proposed by Sliter, Sliter, and Jex (2012). Items for emotional labor are adopted from discrete emotions emotional labor scale (DEELS) proposed by Glomb and Tews (2004). Items for job burnout are employed from Maslach burnout inventory (MBI) proposed by Maslach and Jackson (1981). Items for passion for work are adopted from the passion scale (TPS) proposed by Vallerand, Blanchard, Mageau, Koestner, Ratelle, and Léonard (2003). The abovementioned scales both used the Likert five-point scale which ranged from "strongly disagree" to "strongly agree".

Tour leaders and tour guides in Taiwan are invited to participate in this study. Convenience sampling is used in this study. Self-administrated questionnaires were delivered. A total of 312 usable questionnaires are achieved finally.

FINDINGS

Most of our respondents were male (61.5%).

Structural equation modeling (SEM) is used to test the hypotheses. The results of this study are depicted as figure 2. Accordingly, H_1 (γ_{11}=0.38*), H_2 (γ_{21}=0.42*), and H^3 (β_{21}=0.32*) are supported. Furthermore, the 'multi-group' strategy in SEM was employed to test H4 and H5 in this study. The moderating effect of passion for work on the relationship of tourist incivility and emotional labor is significant (df=1, χ^2=4.12, $p < 0.05$). H_4 was thus supported. Furthermore, the moderating effect of passion for work on the relationship of tourist incivility and job burnout is significant (df=1, χ^2=4.37, $p < 0.05$). H_5 was thus supported.

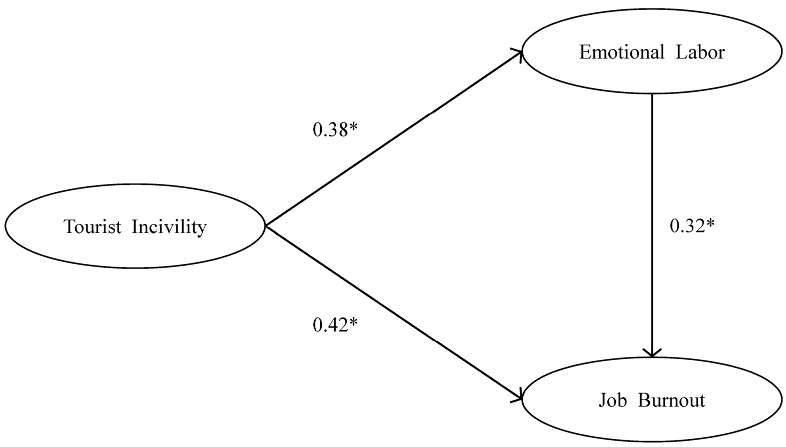

Figure 2. Results of Hypotheses Testing

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PLANNING OF TANGIBLE AND INTANGIBLE FOODSERVICE PRODUCT USING SYSTEMATIC QUALITY FUNCTION DEPLOYMENT (QFD) TECHNIQUE

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INTRODUCTION

As industry structure changes, foodservice companies are constantly striving to develop new products for survival. Quality Function Deployment (QFD) technique for systematic product development based on customer's voice is widely used in service industries, restaurant management, food development, healthcare, software products, manufacturing, IT projects, government and many other fields(Costa et al. 2000, Lee et al. 2015). In fact, QFD technique was developed by Prof. Mizuno Shizuu and Prof. Akao Yoji of Japan in order to enhance customer satisfaction in the manufacturing sector in the 1960s, reflecting customer requirements before production(Akao & Mazur 2003).

Foodservice products consist of tangible(menus) and intangible(services) product but most product planners develop only tangible or intangible products without considering both. In order to be selected by the consumer, it is necessary to consider all the tangible and intangible characteristics of the product before development. (Lovelock & Gummesson 2004).

In order to construct the house of quality (HOQ), an important component of QFD, engineering characteristics were derived according to customer requirements by Delphi method. Ultimately, the purpose of this study is to derive the step-by-step strategy of the foodservice company for the development of foodservice products using QFD technique.

METHOD

A Delphi survey was conducted to derive engineering characteristics, to correlate engineering characteristics with customer requirements, and the panel consisted of eight experts, including food and nutrition professors, restaurant managers and experts. After the preliminary survey, the Delphi survey was conducted three times from August 1, 2013 to September 30, 2013, all conducted by self - report. In a previous study, we have driven the requirements for products from 500 consumers, the customer’s requirements for tangible product(menu) were classified into the sensory factor, health factor, hygiene factor, and external factor(Oh & Cho 2016). Those of service which is an intangible product, were also classified into response factor, visual factor, spatial factor, packaging factor, and promotion factor. The validity of responses after the Delphi survey was analyzed based on Lawshe's Content Validity Ratio (CVR) (Lawshe 1975). After analyzing the content validity, consensus and convergence of the responses, the final engineering characteristics were derived and the degree of correlation between the customer's requirements and the final engineering characteristics was determined. The model of the HOQ in this study is shown in Figure 1.

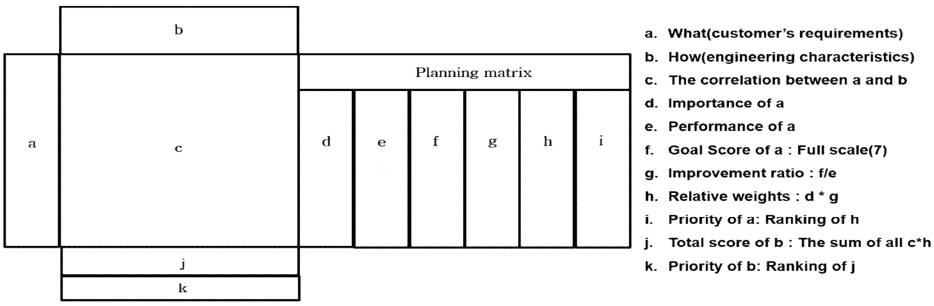

Figure 1. Modified house of quality

FINDINGS

The engineering characteristics of tangible products were classified into planning, purchase management, production management, and information management based on the production system of foodservice. The engineering characteristics of intangible products were also classified into physical evidence, human interaction, and pre-communication based on the service operation and delivery system (Table 1).

Table 1. The engineering characteristics of tangible & intangible products

Division	Engineering characteristics		CVR[1)]	Consensus[2)]	Convergence[2)]
Tangible products	I	planning	1.0	0.87	0.33
	II	purchase management	1.0	0.87	0.33
	III	production management	1.0	0.94	0.15
	IV	information management	1.0	0.80	0.50
Intangible products	V	physical evidence	1.0	0.91	0.21
	VI	human interaction	1.0	0.93	0.19
	VII	pre-communication	1.0	0.87	0.33

1) CVR(content validity ratio) - 8 panelists, at least 0.75 is valid
2) Delphi panel's consensus and convergence were limited to 0.80 or more, 0 to 0.5.

As a result of QFD analysis, it was investigated that customers desire to improve hygiene factors and response factors. These results suggest that consumers are unconsciously concerned about hygiene as hygiene is often a problem in the process of manufacturing and selling dumplings in Korea. In the future product planning stage, companies should reflect the consumer's requirements and provide accurate product information (origin, nutrition information, etc.) to consumers and manage product production based on manuals.

Step-by-step product development strategies are as follow(Table 2). In the short term, the company must build a standard production system. In the case of dumpling, it is more important to differentiate not only the material and temperature but also the packaging container and the safety because packing sales are much higher than those at the store. In the medium term, companies need to improve their production processes. To prevent a customer escape, you should always keep the facility hygienic and develop new products periodically. Considering the needs of consumers, it will be necessary to use seasonal ingredients or fashionable foods to make changes, or to develop products that are not in traditional shapes but in various forms. A long-term strategy is to innovate old facilities and strive to attract new customers. Promotions and events must be planned and implemented in a variety of ways to enhance the loyalty of existing customers. In the case of traditional dumpling stores, most of them were grown up around large shopping malls and relied on shopping mall marketing rather than individual product marketing. In order to achieve continuous growth, it is necessary to establish and implement an individualized marketing strategy using SNS of various routes.

Table 2. Step-by-step food service product planning strategy

Division	Strategy
short-term	Build a standard production system
mid-term	**Process improvement and new product development**
long-term	Strengthen PR through Innovation

IMPLICATIONS or CONCLUSION

The study was conducted to develop a strategy to improve the quality of foodservice products using QFD. Companies can reduce losses caused by product failures by developing products through this systematic process. In the future, if a systematic product development process is applied in developing a variety of foodservice products, the satisfaction of consumers can be improved.

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CONFIGURATIONAL PATTERNS OF SMART TOURISM ECOSYSTEMS: FROM A STRUCTURAL CONTINGENCY THEORY PERSPECTIVE

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INTRODUCTION

According to the United Nations World Tourism Organization (UNWTO 2016), the number of tourists worldwide is increasing every year. However, the performance of the tourism industry varies from country to country. This result can be attributed to the difference in the composition of tourism ecosystem in each country. The tourism ecosystem is made up of various stakeholders such as tourists, tourism-related companies, and government agencies. The performance of the tourism industry is also different depending on how these ecosystems are structured. Especially, the tourism ecosystem is changing smarter than ever with the development of information technology (IT) (Buhalis and Law 2008; Kim et al. 2010; Koo et al. 2015; Poon 1988). For example, tourists get travel-related information such as destinations, accommodations, attractions, cost, and time more easily through the Internet, mobile apps, or social media such as Facebook, Twitter, or Instagram. Travel agencies can develop or promote customized travel services tailored to each tourist's preferences through the analysis of accumulated data and information. Government agencies such as destination marketing organizations (DMOs) can collect and analyze data from around the world to develop sustainable tourism policies and strategies. Smart means "optimized for a specific need supplied by individual assets in a specific context either on demand or real-time basis" (Koo et al. 2016, p.1301). Smart tourism consists of multiple components (i.e., smart destination, smart business ecosystems, and smart experience) and layers (i.e., data collection, exchange, and processing) of smart that are supported by IT. Based on these considerations, smart tourism is defined as "tourism supported by integrated efforts at a destination to collect and aggregate data derived from physical infrastructure, social connections, government/organizational sources and human bodies/minds in combination with the use of advanced technologies to transform that data into on-site experiences and business value-propositions with a clear focus on efficiency, sustainability and experience enrichment" (Gretzel et al. 2015, p.181). However, research on smart tourism ecosystem that can generate various values is still in the early stage and most of them are only presenting the concept of components. Therefore, the purpose of this study is to examine the configurational patterns of smart tourism ecosystems in terms of the structural contingency theory.

CONCEPTUAL MODEL AND METHODOLOGY

Figure 1 shows a conceptual configuration model producing tourism performance of a country based on the literature review on smart tourism and the structural contingency theory. Scott (1981) described contingency theory as "the best way to organize depends on the nature of the environment to which the organization must relate". Several researchers have complemented this theory with an emphasis on the importance of structural factors by examining environmental uncertainty, organizational structure, and various aspects of performance. Especially, as society develops, IT has become the most powerful factor to shape organizational configurations such as organizational structure, strategy and environment

(Miller 1987; Weill and Olson 1989). Therefore, this study considers tourism, environment, and IT as the factors for configuring the smart tourism ecosystem as shown in Figure 1.

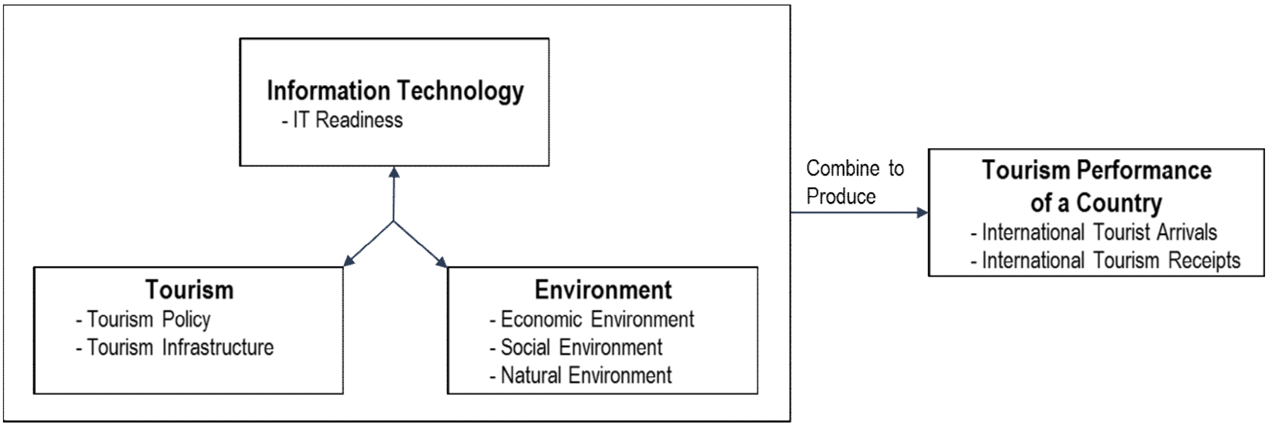

Figure 1. A Conceptual Configuration Model Producing Tourism Performance of a Country

In line with the configurational approach, the fuzzy set qualitative comparative analysis (fsQCA) was applied to explore how the key elements systemically combine into configurations (Fiss 2007; Ragin 2008). The fsQCA, a set-theoretic method, is suitable for investigating possible alternative patterns of conditions that can lead to the intended outcome (Misangyi and Acharya 2014; Fiss 2011; Ragin 2008). It also assumes that cases consist of combination of theoretically relevant attributes and that the relationships between these attributes and the intended outcome can be understood by examining the subset relations (Ragin 2008). Thus, the configurations in the fsQCA were denoted as causal recipes that indicate the causally relevant conditions combined to produce a given outcome (Ragin 2008). To analyze the proposed model, data was collected from 'The Travel & Tourism Competitiveness Report 2015 (TTCR 2015)' by the World Economic Forum. A total of 141 countries' data was used for the analysis. The value for each configuration element was extracted using TTCR 2015 data (see Appendix: Table A). The analysis was performed using the fsQCA 3.0 software.

FINDINGS

The analysis results were graphically depicted using the notation system introduced by Ragin and Fiss (2008) (see Figure 2). Each rectangle in Figure 2 (i.e., ITA-S1~S4 and ITR-S1) shows one configurational pattern of conditions (i.e., elements) for achieving the outcome. In Figure 2, there are two types of measures for validating each and overall solution: *consistency* and *coverage*. Consistency measures the degree to which each and overall solution are subsets of the outcome. For example, overall solution consistency of ITA measures the degree to which all configurations together consistently result in high performance of ITA. In this example, overall consistency is 0.77 above the usually accepted level of 0.75 (Ragin 2006; 2008). Coverage measures how much of the outcome is covered (or explained) by each solution term and by the solution as a whole. Raw coverage is roughly the extent to which each configuration covers the cases of the outcome. Thus, countries can achieve high performance of ITA with four different paths (i.e., equifinality), but individual paths are different in its empirical importance and effectiveness. In these equifinal solutions, the coverage of configuration ITA-S4 is largest although there is no big difference compared to ITA-S1 and S3. Therefore, ITA-S4 means empirically most relevant and effective solution for achieving high performance of ITA.

Configuration Elements		Configurations for ITA				Configurations for ITR
		ITA-S1	ITA-S2	ITA-S3	ITA-S4	ITR-S1
Tourism	Tourism Policy			●	●	•
	Tourism Infrastructure	●	⊗	•	●	●
Information Technology	IT Readiness	●	●	●	●	•
Environment	Economic Environment	•	•	•		
	Social Environment	●	●		●	●
	Natural Environment	⊗	●	●	●	●
Consistency		0.78	0.81	0.84	0.85	0.83
Raw Coverage		0.51	0.39	0.51	0.52	0.58
Unique Coverage		0.07	0.04	0.00	0.01	0.58
Overall Solution Consistency		0.77				0.83
Overall Solution Coverage		0.64				0.58

Note: Full black circles indicate the presence of a condition (i.e., element), and crossed-out circles indicate its absence. Large circles indicate core elements, whereas small ones mean peripheral elements. Blank spaces indicate "don't care" situations where the element may be either present or absent.

In the case of ITS-S1, it is a pattern that tourism infrastructure, IT readiness, and social environment play a key role for achieving high performance of ITA. ITA-S2 is a pattern in which IT readiness, social and natural environment play an important role in achieving high performance of ITA. ITA-S3 and S4 show a similar pattern. Both solutions include tourism policy, IT readiness, and natural environment as core conditions (i.e., elements) in achieving high ITA performance. In addition, ITA-S4 includes the tourism infrastructure and social environment as a key element to consider. On the other hand, the results show that tourism infrastructure, social and natural environment are important elements for high ITR performance. Based on the analysis results, the following propositions can be suggested:

Proposition 1. *The presence of IT readiness exerts the positive influence on the international tourist arrivals (ITA) of a country.*

Proposition 2. *The presence of tourism infrastructure, social and natural environment exerts the positive influence on the international tourism receipts (ITR) of a country.*

CONCLUSION

This study examined the configurational patterns of smart tourism ecosystems in terms of the structural contingency theory. The fsQCA analysis was performed using the TTCR 2015 data collected from 141 countries. As the analysis results, four configurational patterns for high ITA performance and one configurational pattern for high ITR performance were derived. Overall, the results show that IT readiness plays an important role for development of the tourism industry for the sustainable smart tourism ecosystem.

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Table A. Measurements

Dimensions	Configuration Elements	Measurements (TTCR 2015)
Tourism	Tourism Policy (Policy)	Prioritization of Travel & Tourism International Openness
	Tourism Infrastructure (Infra)	Air Transport Infrastructure Ground and Port Infrastructure Tourist Service Infrastructure
Information Technology	IT Readiness (IT)	ICT Readiness
Environmental	Economic Environment (Economy)	Business Environment Human Resources and Labor Market Price Competitiveness
	Social Environment (Society)	Safety and Security Health and Hygiene Cultural Resources and Business Travel
	Natural Environment (Nature)	Environmental Sustainability Natural Resources
Tourism Performance of a Country	International Tourist Arrivals (ITA) International Tourism Receipts (ITR)	International Tourist Arrivals International Tourism Receipts

UNDERSTANDING OF USING EXPERIENCE OF BICYCLE-SHARING SERVICE BASED ON THEORY OF PLANNED BEHAVIOUR AND EXPECTATION DISCONFIRMATION THEORY

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INTRODUCTION

Recently, it has become common to ask people ‘How do we consume resources?’ rather than ‘what resources do we consume?’ In this context, Airbnb, the room-sharing service regarded as one of the most successful business models of the sharing economy, might be becoming familiar to most people (Zervas et al., 2014). The increasing attention drawn by it in the sharing economy has been a strong influence not only on non-profit and for-profit businesses but also on government policies (Belk, 2014).

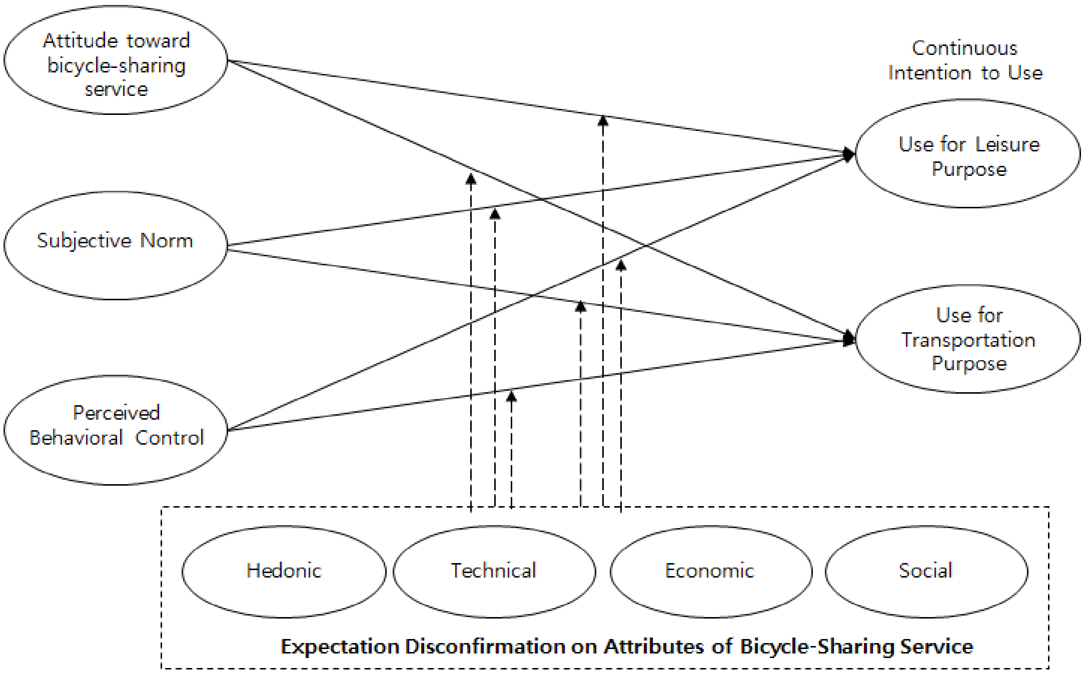
Among Asian cities, Seoul has been noted for its fast-growing sharing economy (Schor, 2016). In 2012, Seoul Metropolitan Government in Korea declared Seoul the ‘Sharing City’ to ‘mitigate economic, environmental, and social problems by promoting shared use of both public and private resources’ (Sharehub, 2016). A bicycle-sharing service, which began in October 2015, enables people to rent and return bikes called *ddarungi* with their smartphones at any rental station in Seoul once they have registered (Seoulbike, 2016). The bicycle-sharing service has the following main objectives: 1) to solve the problems of traffic jams, air pollution, and high oil prices, 2) to make a healthy society, and 3) to improve the quality of its citizens’ lives (Seoulbike, 2016). It thus seeks to increase social value as well as environmental contribution. In terms of social value, a sharing economy encourages the public to engage in collaborative consumption, participate voluntarily, and solve common problems with mutual trust and cooperation (Hamari et al., 2015; Mohlmann, 2015). Considering the bicycle-sharing service implements a shared economy, it is necessary to understand the nature and meaning of participating in a sharing service from a consumer perspective.

In the tourism research, studies of bicycle users have recently increased and mainly focus on investigating users’ decision-making processes or identifying attributes of bicycle-sharing (Lee & Huang, 2014; Lee et al., 2014; Meng & Han, 2016; Han & Kim, 2017; Han et al., 2017). Among them, only a few studies verify the relationship between the attributes of bicycle-sharing and behavioural intention (Han & Kim, 2017; Han et al., 2017). In addition, since people have different expectations of specific services, researchers might need to investigate whether users assess the attributes of the bicycle-sharing services differently according to the gap between expectation and perceived outcomes after actual use (Lankton et al., 2014).

Given this, the current study attempts to develop a model explaining continuous intention to use a bicycle-sharing service based on the theory of planned behaviour (TPB) and expectation disconfirmation theory. More specifically, we first verified the relationship among users’ attitudes toward the bicycle-sharing service (BSS), subjective norms, perceived behavioural control, and intention to use BSS. Then, this study identified disconfirmation between expectations and outcomes on the attributes of BSS. Finally, we examined the moderating effect of the level of disconfirmation on the relationship among users’ attitudes, subjective norms, perceived behavioural control, and continuous intention to use.

THEORETICAL BACKGROUND

The ‘theory of planned behaviour’ has been widely used to explore behavioural intention, which means the probability of a person behaving in a specific way, in the field of social science. According to the Ajzen (1991), who developed the theory, behavioural intention is influenced by three core variables: attitude, subjective norms, and perceived behavioural control. The ‘expectancy disconfirmation theory' developed by Oliver (1981) addresses the relationship among expectation, outcome, and satisfaction. According to his research, consumers have a series of expectations of the particular benefits that different products or services will bring before purchasing them. After experiencing the performance of the products or services, consumers use the expectations they had as criteria to judge their satisfaction with the products or services. Based on the background and literature review of the study, the following conceptual model was designed.



METHOD

All items of the structured questionnaire were closed-ended questions and divided into the following sections: attributes of using BSS, users' attitudes, subjective norms, perceived behavioural control, and continuous intention to use. The participants were required to indicate their level of agreement using seven-point Likert scales (i.e., 1=disagree and 7=agree).

In particular, based on previous studies by Chang and Chang (2005) and Han and Kim (2017) that dealt with determinants of bicycle use, attributes of BSS in this study were measured by four variables: hedonic, social, economic, and technical attributes. Users' attitudes toward BSS, subjective norms, and perceived behavioural control were measured with 10 items from Han and Kim (2017). The scale of continuous intention to use, which is divided into use for leisure purposes and transportation purposes, was adapted from Lankon et al. (2014) and Han and Kim (2017).

To collect the data, we conducted a survey of undergraduates and graduates at a university located in Seoul for three weeks, beginning March 6. Participants completed the first questionnaire, which measured expectations of the bicycle-sharing service based on the attributes before using the BSS. After a few weeks, the same participants completed the second questionnaire, which measured outcomes of the bicycle-sharing service, users' attitudes, subjective norms, perceived behavioural control, and continuous intention to use the BSS. Only participants who completed both surveys received monetary compensation.

In this study, multiple regression analysis was applied to test the causal relationship among users' attitudes, subjective norms, perceived behavioural control, and intention to use, and also to verify the moderating effect of expectation disconfirmation on attributes of BSS on the relationship.

RESULTS

In terms of main effects, based on the theory of planned behaviour, the results indicated that users' attitudes toward BSS and subjective norms among predictors of continuous intention to use significantly influenced continuous intention to use for leisure purposes. However, there was only a causal relationship between perceived behavioural control and continuous intention to use for transportation purposes. In addition, the moderating effect of expectation disconfirmation on attributes of BSS was examined. The results showed that there were several significant interaction effects of predictors of continuous intention to use and expectation disconfirmation on attributes of BSS on the continuous intention to use.

CONCLUSION

Given these results, the current study has significant implications that the expectation disconfirmation perceived by users is an important variable as a moderator to explain users' continuous intention to use based on the theory of planned behaviour.

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STUDY ON THE EXPERIENCE MARKETING AND CUMTOMER INTHENTION OF DESIGN INN

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In 1990, the design genius Philip Starck designed the first building designed Paramount Hotel after the birth of design hotel became popular in all over the world, since the beginning of the year 2000, a local hotel and international hotel chains have joined the Taiwan Hotel competitive market, operators are actively building brand image. Taiwan at present, for the so-called design hotel of the definition does not seem to have a certain consensus and rich in exploring space, spiritual level than superficial, material level need to upgrade human services and systems management. (Fang Yuankai, 2009)

This study aims to explore the imagination of hotel design, hotel design experience through experiential marketing experience, and try to suggest specific design concepts of the design hotel. Taking into account the motives, the purpose of this study was: (1) exploring the hotel's design and marketing experience. (2) Experience in marketing, customer value and customer loyalty and influence the relationship between. According to historical research, and experiential marketing experience marketing strategy proposed module is comprised of sensory experience, experience, experience, experience and relevant experience. Customer value is the customer value of existing papers. Customer's intent was to sort out the scholar's ways to measure customer loyalty. Attitude is a major factor, including buybacks, willingness to pay and willingness to recommend. Research framework and assumptions used to explore the relevance and mediator, and profiled with the sampling method has experience in hotel design samples.

The reason why people want to travel, there are a lot of reasons, and the study (John Crompton, 1979) pointed out that the purpose of entertainment for passengers with nine motives to make their travel will. Seven of them are identified as social psychological levels, including: escape the perceived secular environment, find and develop self, relax, wealth of the prominent, return, promote kinship, promote social; the remaining two for the novel and education, the formation of alternating culture category. Among the social psychological factors, it is mentioned that people are eager to leave home, leave the familiar environment, to explore the self, to maintain or promote a relationship, but at the same time but want to have a comfortable environment, and this environment is the hotel , That is, research data show that tourism in product development and marketing strategy should pay more attention to the needs of social psychology.

And then with the production of boutique hotel, the hotel in addition to the meaning of living comfort, social psychology, the more fashion, luxury indicators. (Zhao Xiangyu, Zhao Yiwen, Liao Jingqing, 2016) After the design of the hotel, then take a low profile, personalized style, showing the life of aesthetics business opportunities. However, compared to other countries and regions, the Taiwan market for the design of the hotel is less mature (Fang Yuankai, 2009), therefore, this study would like to explore the consumer for the design of the image of the hotel, through the scholars of the experience of marketing (Bernd Schmitt, 1999), as well as customer value, customer loyalty as a measure of the specific understanding of the customer experience for the design of the hotel, and try to design the future design of Taiwan in the future design of the specific concept.

METHOD

This study hopes to explore the relationship between the experiential marketing of the design hotel for the customer's intention, mainly to explore the practical use of experiential marketing in the design of the hotel. As shown in Figure 1, this study is based on the empirical marketing strategy module proposed by Schmitt (1999), which includes sensory experience, emotional experience, thinking experience, action experience and relevance experience. Experience module, reference to "experiential marketing and customer value, customer loyalty of the relevance of the study - to lavender forest restaurant as an example -" the finished customer value of the measurement factors, and correction of the customer loyalty to the measurement of customer loyalty Face to face, including re-purchase / return will and recommended wishes.

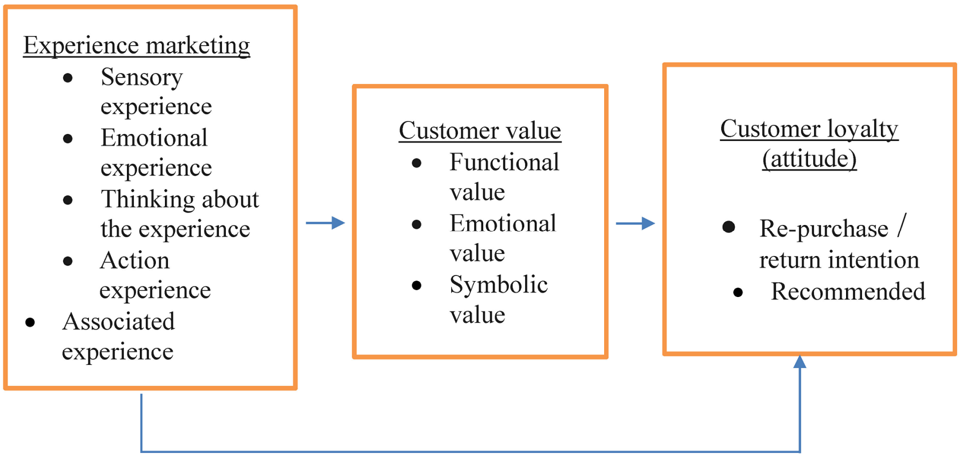

Figure 1. Research architecture

RESEARCH HYPOTHESIS

According to the conceptual architecture of Figure 1 and the inference of the literature, this study proposes the following hypothesis:

- Hypothesis 1: Different strategies for experiential marketing will have a significant impact on customer loyalty's attitude
- Hypothesis 2: Customer value will have a significant impact on the attitude of customer loyalty
- Hypothesis 3: Different strategies for experiential marketing will have a significant impact on customer value
- Hypothesis 4: Experiential marketing of different strategies for the customer loyalty attitude of the face of the impact of customer value through the intermediary effect

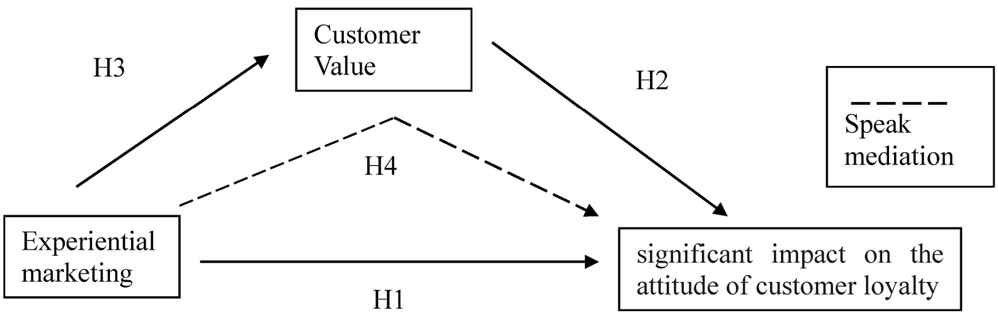

Figure 2. Research hypothesis

REFERENCE

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"Design Hotel" (Fang Yuankai, 2009)
"big play design hotel" (Zhao Xiangyu, Zhao Yiwen, Liao Jingqing, 2016)
Design the hotel's beauty and sorrow - from "home away from home" to "experience of special experience" (Ma Yuwen Yogi Ma, 2010/10/01, Ming log)
Design Hotel Inc. official website
Fashion hotel than the stars than the style (Zhou Liyun. Zhao Huqun, 2006-11-13, United Daily News)
tease the night fans, from the W Hotel to talk about high-end brand management (below) (Cai Shu, see the school)
Taipei W Hotel official website
W Hotel Challenge Taiwan Stage (Lu Zhaoyan, 2011-04-25, World Magazine Issue 457)
La Vie June / 2015 No. 134 (DaMan Staff, 2015/06 / 16,2015 Taiwan popular travel 100 list, the text of the design style hotel most eye (gold)!)
Cross-border dialogue - Taiwan design hotel business road (Qin Yan Xuan, 2014 / September, beautiful home No. 163)
Cross-border dialogue - Taiwan hotel brand diversification, create blue sea business opportunities (Yu Peihua, 2015 / June, beautiful home No. 172)
Beautify the network article (Ivana Yang, Rose Yu, 2015/10/17, CEO of Home Hotel Wang Nianqiu: To do well in any field, you must have a great team."
difficult to understand the text of the hotel (Huang Liru, 2015-05-12, [Huang Liru column | to your civilization])
Experiential Marketing: How to Get Customers to SENSE, FEEL, THINK, ACT and RELATE to Your Company and Brands (Bernd Schmitt, 1999)
"Experience the era of marketing revolution" (Luo Shaokang, Huang Ronghua, Zhang Yanfang, 2013)
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Experience the marketing of the study: "EASY SHOP" concept store as an example (Wu Xinjie, Qiu Peijun, 2005, Journal of Yuta University, the tenth period, page 15 to 32)
tudy on the relationship between herd behavior and loyalty in western cakes: the intermediary effect of perceptual interest (Chen Ruxian, Xie Huazhen, 2000, et al., Journal of Environment and Management, Vol. 16, pp. 42-68)
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Why the strength: to find a unique value commitment to the thinking of thinking" (Richard Weier Men, Shi Wanqing translation, 2015)
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THE HEALING SERVICESCAPE OF RESORT HOTELS: AN EXPLORATORY STUDY

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Chih-Hung Wang, National Taichung University of Education
Pei-Chun Lo, Taipei City University of Science and Technology

ABSTRACT

The servicescape is the product of the many efforts that businesses make to differentiate themselves. Recent studies have emphasized subjects who are in pursuit of a healthy balance of body, mind, and spirit when traveling. Therefore, this study aims to explore the healing factors of the hotel servicescape from the service providers' and customers' perspectives. The following research methods were utilized: a review of the literature relating to the healing environment; and in-depth interviews with hotel staff from wellness, hot spring, and resort hotels, as well as with customers. The empirical data is based on semi-structured interviews with 10 hotel staff and 2 customers from wellness, hot spring, and resort hotels in Taiwan. Based on the literature review and content analysis of the data, the healing servicescape of resort hotels can be summarized into five major categories: healing landscape design; healing physical design; healing layout; healing ambience; hygiene; and warm and thoughtful services. Hopefully, these results can give lodging managers a better understanding of the design of a healing servicescape and may serve as a reference for the hospitality industry in the fields of service design.

Keywords: healing, servicescape, resort hotel

INTRODUCTION

Tourism is essentially an amalgam of service industries. The psychological environment, also describable as the service experience, the subjective personal reactions and feelings experienced by consumers when they consume a service, has been found to be an important element in a consumer's service satisfaction evaluation (Orsingher & Marzocchi, 2003). Martín-Ruiz, Barroso-Castro, and Rosa-Díaz (2012) found the servicescape to be the strongest driver of service value when creating service experiences, followed by service equity. Major elements (e.g., service atmosphere and hotel facilities) in the service experience are significant contributors to the ease with which customers are able to relax and escape from their routines.

Modern lifestyle-related stress can have a negative impact on health, leading individuals to seek out sources of relaxation. With the increasing commercialization of and demand for health services and treatment landscapes, many businesses choose health and well-being tourism as part of their corporate strategy. It is the spas, wellness centers or programs that address this demand for wellness in society, and deal in the psychological, the spiritual, the physical and the behavioral (Wu, Robson & Hollis, 2013). In Taiwan, domestic tourism and leisure activities seek mainly to provide relaxation and a balance between the physical and mental (Chen, Chang, & Wu, 2013). Chen, Prebensen and Huan (2008) found the desires to relax, look for diversified health activities, take leisure, experience nature, enhance physical ability and socialize to be the main motivational factors for the wellness traveler (which is a denomination not limited to the elderly), with going on vacation and enjoying recreation the main customer motivations for those staying at wellness hotel in the North Great Plains region.

Healing is harmonious to the overall body, mind and spirit (Zborowsky & Kreitzer, 2008; Wickersheimer, 2013). Mehrabian and Russell (1974) suggested that, when an organism receives environmental stimulation, its mental state will be affected, resulting in approach or avoidance behaviors. This stimulus is interpreted as external, and includes a plurality of entities ultimately constituting the factor of ambience (Bagozzi, 1986). Therefore, when the customer experiences hotel service, the stimulation from the servicescape may generate a sense of healing, and thus produce leisure benefits or behavioral intentions. The servicescape is also a physical factor, and can be used to increase or limit employee or customer actions (Bitner, 1992). Many previous studies have confirmed that the design of hotels, restaurants, professional offices, banks and retail facilities do indeed affect customer behavior and brand image (Baker, 1987; Bitner, 1992; Kotler, 1973).

Dryglas (2013), in considering both the healing and travel functions of a health resort, sorted them into two kinds of travel: healing tourism and health tourism. Dryglas (2013) suggested spa and wellness travel as innovative products suitable for adoption by health leisure resorts in Poland wishing to enhance their competitiveness. The current research related to the healing environment is mainly related to medical-based facilities. However, Lee’s (2011) outpatient study looked at medical care from a service design point of view and, taking medical healthcare facilities as a servicescape, constructed a conceptual framework, considering: medical facilities; perceptions of the servicescape; and the emotional and physiological states of the users, along with how they related to attitudes towards healthcare. The empirical results showed that the servicescape can be classified by both ambient conditions and serviceability factors, and that there exists a relationship between satisfaction with the facilities, the perceived quality of care, and approach behaviors.

Today, although some hotels have high standards and attractive aesthetic designs, they do, in general, lack physical, emotional and spiritual healing and restorative qualities (Malkin, 2003). Furthermore, Ezeh and Harris (2007) saw that the facets of the servicescape likely varied between different service industries. Therefore, with hospital becoming ‘hotelized’ and hotels becoming ‘healthilized’, healing hotels are on the rise. What are the factors in a resort hotel servicescape that can help customers produce a sense of healing? These issues currently lack for empirical research. Therefore, this study aims to explore the healing design factors of the hotel servicescape through a literature review and in-depth interviews to ascertain the service providers’ and customers’ perspectives on resort hotels. Hopefully, these results can give lodging managers a better understanding of the design of the healing servicescape and may serve as a reference for the hospitality industry in the fields of service design.

METHODOLOGY

Participants

This study used purposive sampling to select hotel staff and customers who could articulate their viewpoints and experiences in order to enhance the researcher’s understanding of the factors of healing servicescape of resort hotels. A total of 10 staff and 2 customers from five-star level wellness or resort hotels in Taiwan participated in this study.

Procedure and data analysis

An interview handbook ensured that the survey and interview proceeded smoothly. The handbook explained the definition of healing physical environment, and then listed the interview questions (Tsaur & Tang, 2013).

This study used purposive sampling to select the interviewees. Prior to the main interviews, one member of the wellness hotel staff was recruited for individual pilot interviews to identify the themes and to develop an interview guide for the main interviews. The employees were asked to respond to the question: “What are the existing servicescape designs that enhance the customer's healing in body, mind and spirit? What are the principles of these designs? And what leisure benefits do they hope to give to customers? Please describe in detail.” The customers were asked to respond to the question: “What hotel servicescape designs have you experienced that have enhanced your healing in body, mind and spirit? Please describe in detail.” A content analysis method was used to analyze the results. The finalized interview format consisted of two parts, including questions relating to the resort hotel staffs’ viewpoints on the healing servicescapes of hotels, along with the staffs’ demographic information. The interviews ranged from 1 to 1.5 hours, with an average duration of 70 minutes. All interviews were audio-recorded and transcribed verbatim into text for data analysis. The researcher also took field notes after each interview highlighting significant areas covered in the interviews. Subsequently, content analysis method was used to analyze the results. Finally, each of the hotel staff member’s opinions concerning the composition of the healing physical environment of hotels was separately coded and categorized.

To increase the reliability of the analysis, the researcher and two research assistants performed coding and examined the data to reach consensus regarding themes and categories. The analysis of respondents' data, researchers' interview notes, as well as the hotel websites of the participants were all used to achieve triangulation.

PRELIMINARY FINDINGS

Nature has always played an important role in humanistic medical care, with its strong relationship in myth and history to resurrection, healing and death (Gerlach-Spriggs, Kaufman, & Warner, 1998; Gougeon, 2008), and nature has helped inspire depressive patients, and has also provided positive mental and emotional therapy (Marcus & Barnes, 1996; Gougeon, 2008). Based on the literature review, and semi-structured in-depth interviews with staff and customers from five-star level wellness or resort hotels, the preliminary findings indicated that the principles of the healing servicescape of Resort Hotels are as follows: (1) Healing landscape design: Emphasizing the natural landscape to make people fell calm, relaxed and pleasant; (2) Healing physical design: Natural feeling, aesthetic design, and domestic atmosphere are the main concepts of interior design, creating a simple and stable experience for the soul; (3) Healing layout or decoration: Using artistic or green layouts gives people a feeling of healing; (4) Healing ambience: Light music and soft yellow lighting make people feel relaxed and warm; (5) Hygiene: Hotel sanitation and disinfection are regularly inspected; (6) Warm and thoughtful services: Treating the customers like family or friends makes them feel at home; thoughtful butler service.

CONCLUSION

The results of this study found that the factors of a resort hotel servicescape that can help customers experience a sense of healing could be the natural landscape, vitality, and domestic feeling. It appears that these can make customers experience healing feelings such as feeling relaxed and warm.

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BACKPACKERS AS MOBILE CONSUMERS IN HOSIPITALITY INDUSTRY: FOCUS ON KOREAN BACKPACKERS

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INTRODUCTION

In this paper, experiences of Korean backpackers as mobile consumers are brought up as a main focus for a possible beneficial market segment in the hospitality industry. The demands of consumers are shifted from in an atmosphere of 'having' to 'being' and from 'experience like' to 'authentic.' Based on the concept, attention is drawn to investigate the mobile consumers with the dynamic economic growth in one of the Asian countries, particularly the Korean backpackers and their abroad experiences. Attracted by the fast growing numbers of Korean and Asian backpacking cultures, the experiences of Korean backpackers are selected as the topic to be introduced and analyzed in the perspectives of experience economy (Pine & Gilmore, 1999). More than a quarter of the Korean nation, 13 million out of 48 million people, traveled abroad in 2007 (National Statistical Office of Korea, 2010). The number of Korean people traveled increased to 19 million in 2015, an increase of 20% from the previous year (Korea Tourism Organization, 2016). Many factors such as the development of science and technology, demographic changes, economy, lifestyle, and value orientation have accelerated the development of outbound travel and the phenomenon in Korea since the liberalization of travel market in 1989 (Lee, 2007). As an effect of globalization and a rise of capitalism in Asia, the impact of the Korean wave or 'Hallyu' has significantly increased the popularity of South Korean culture around the world in the 21 century (Dator & Seo, 2004; Onishi, 2006; Hanaki et al., 2007; Ju, 2007; Couper, 2008; Nam, 2008; Jitpleecheep, 2010) and this newfound interest in all things 'Korean' has motivated Korean people to increase their interactions with other cultures as well. In addition, the soft power has been expanded through growing appeal and attraction of its popular culture worldwide enhancing Korea's international standing and national image as well as shaping foreigners' attitudes and preferences on issues of importance to Korea (Kim, 2016, August 4). Korean people's backpacking overseas was considered as a way to fulfill and satisfy a personal interest and curiosity about foreign cultures, life styles, nature, etc. and a purpose of self-development and improvement in knowledge and experience (Choi & Kim, 2000). Somehow the attitude of the Korean backpackers based on the background of the current situation reflects the demand of consumers today which has emphasized by Pine and Gilmore (1999) and their way of consuming traveling experience is observed as mobile consumers who are able to move from one place to another buying experiences.

LITERATURE REVIEW

A literature review about the experience economy can be accomplished based on the understanding of the backpacking phenomenon in experience economy, evolution of hospitality industry in emergence to experience economy, and how they all are related. The research on existing literature is grounded. Cohen differentiated between institutionalized and non-institutionalized tourists and a typology of tourist role around a major distinction between them and his summary provides a fundamental base for contextualizing behavior in terms of society and change (as cited in Richards & Wilson, 2004, p.60). Later, Uriely et al. (2002) presented the theoretical distinction between types and forms of tourism that deconstruct backpacking. In their distinct tourism category, backpacking is considered as forms while the experiences of backpackers are the types. Their study raises questions, firstly, if Korean people will choose the form of backpacking as a way to travel and secondly, what are the types of experiences backpackers are looking for.

Backpacking falls into the study of tourism in hospitality context, and the understanding of hospitality activities is essential in order to explain the experiences of Korean backpackers under the concept of the experience economy. Hospitality activities can be divide into three domains; social, private, and commercial (Lashley, 2000). Therefore, backpacking can be explained as hospitality activities which involve and incorporate all three domains. Schmitt's strategic experiential modules guide this study to focus on the sense, feel, think, act, and relate experiences of Korean backpackers (Schmitt, 1999). In addition, one of the seven philosophies on building great customer experiences suggested by Shaw and Ivens (2002) which is related to customer's physical and emotional expectations is considered in the analysis. It is recognized that such a study on the elements of their experiences may contribute to understanding and knowledge of the interesting niche market.

METHOD

The research has been conducted based on three distinct backpacker groups in different stages of travel with ethical consideration, the first backpacker segment was evaluated while they were traveling Europe between 2008 and 2010, the second backpacker segment was evaluated post trip in 2009, and the third segment of veteran backpackers from 2009 and 2016. Total of twenty-seven samples were analyzed, nine of them were translated from Korean to English, through a marketing perspective of the experience economy in order to explore backpacking as a niche market area of hospitality tourism looking at what to focus on the experiences of Korean backpackers and what to consider in the creation of tourism products for backpackers to consume. In order to stay closer to the data and any observations to be made for backpackers, the qualitative approach is used which can increase the validity by taking the advantages of extended and intensive contacts with the interviewees (Phillimore & Goodson, 2004; Richards & Wilson, 2004). The process of the research is conducted going through multiple phases (Van Maanen, 1983, p.9) based on the topic from collecting natural language data, addressing methodological questions, analyzing, and concluding. Ethnography research method is applied for gathering empirical data through observations, interviews, and diaries in order to describe the nature of Korean backpackers (Easterby-Smith et al., 2008). As a qualitative data analysis for the obtained data, the grounded analysis is used which provides a more open approach to data analysis and is closely linked to the idea of grounded theory (Easterby-Smith et al., 2009). Grounded theory is concerned with the discovery of new theoretical insights, innovations and the avoidance of traditional logical deductive reasoning (Glaser & Strauss, 1967). Due to its characteristics, data collection and analysis occur simultaneously, with conceptual development arising from the data rather than through existing theory. Number of the formal coding processes is involved identifying themes, dividing the research material into units, and allocating the units to the theme. Discourse analysis takes place during the translation process (Pym, 1992). Hermeneutic or interpretative analysis is used in the analyzing process which allows not only material involving in the text, but other things in the interpretative process. Due to a language barrier and the cultural differences from the data, the hermeneutic approach is proper in order to include the prior aspects that affect communication.

FINDINGS

After merging all the inducted data gathered from the Korean backpackers, the research questions were answered which also guided to resolve problem statement through the analysis. Schmitt's experiential modules are applied on what Korean backpackers sense of, feel about, think of, act towards, and relate to the places they have visited and things they have tried. Firstly, what the Korean backpackers have seen, heard, touched, smelled and tasted has been identified following the five senses of consumers which are known as the primary elements and based to a corporate or brand expression in the business world. The sensory experience plays as the reference point for the further experience in the future. Secondly on feel about, backpacking was not definitely the most pleasant way of traveling, in fact, each journey was somewhat consisted with some tough challenges which caused negative emotions of anger, disgust, sadness, fear, etc. although the backpackers often felt joy, happiness, interest, pleasure, love, hope, etc. throughout the journeys. Thirdly on think of, they have become stimulated by observing the differences and particularly attentive to detail and differentiating things from one another. Backpacking journeys provide time for ones to go through some extent of reasoning and making rational decisions by recalling and remembering even small incidents. Fourthly on act towards, the participants learn about themselves by their physical body experiences and interaction with other people. Lastly on relate to, being with unfamiliar people and or being a stranger in some places is a very unique experience for Korean backpackers. It certainly invites the Korean backpackers to relate to other cultures, values, and differences based on their experiences of the social categorization and identity with cross-cultural values, reassessing who they have become after returning home. The analysis also reflects the second philosophy of Shaw and Ivens (2002) and the physical and emotional experiences of the participants have a positive influence on their lives after their return. All the participants answered “yes” to the question if they would like to backpack again. Some of them even insisted that they could not stop themselves from backpacking again with very open attitude for new, different, and authentic experiences.

IMPLICATIONS or CONCLUSION

Korean backpackers are highly ‘mobile people’ who seek for authentic experiences of the global world in the experience economy and they can be considered as stay-over consumers in the hospitality context. This research meant to explore the niche area of hospitality in the experience economy on Korean backpackers’ overseas backpacking hopefully can be contributed to the understanding and learning as a business activity. Backpackers are mobile people traveling from place to place, human beings who have to eat and sleep, and thinkers who communicate with the people around them. In fact, backpackers are type of consumers who frequently change places, compare, share or criticize about the consumed products and services based on their authentic experiences. However, what makes it unique to study the experiences of Korean backpackers is that they backpack in quite different style from the westerners. Unlike true drifters, nomads, wanderers, and hitchhikers, the Korean backpackers were determined to be more like affluent travelers or experience seekers who want to consume the backpacking experience. The findings give an assignment for the hospitality industry to work on the creation of authentic experiences for consumers. Careful research on Korean backpackers, especially physical and emotional experiences about their trips, has convinced tourism stakeholders that the backpacking experience can be determined as a sustainable differentiator. This will aid the hospitality industry to work on building great customer experiences and to enhance tourism sustainability. Traveling markets of the hospitality industry have been monopolized by older, wealthier people demographically and controlled by the government policies in the past. Due to the rise in incomes of newly industrializing countries and the globalization of traveling culture, there is likely an expansion of backpacking markets in the hospitality industry. Development of backpacking infrastructure has to be proposed by the hospitality industries and supported by the government and nations. As the experience seekers are expanding in numbers in the experience economy, an in depth study over the Easterner backpackers is necessary as well.

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WEARABLE TECHNOLOGY IN TRAVEL IS TAKING OFF

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INTRODUCTION

Pricewaterhouse Coopers (n.d.) forecasts sales of wearables could reach over 130 million units and gross almost $6 billion by 2018. Some of the advances in technology that are contributing to the growing acceptance of wearables include the natural evolution from smartphone technology that has become so prevalent and indispensable. Lowering costs of Micro-Electro-Mechanical Systems or MEMS sensors is a factor. The adoption of lightweight messaging standards that push traditionally heavy messages to smaller devices have encouraged the use of specific wearables as well. Another contributor is progress towards standardization in protocols for connecting devices and interoperability of devices through organizations such as the Industrial Internet Consortium (IIC) (Conyette, 2016b).

Aside from these contributing technological factors are the consumer behavioral factors that could influence acceptance of wearable technology devices. This paper identifies theoretical models and related variables such as the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), traveler's prior knowledge and experience, and social acceptance of wearables that could help explain the adoption of wearables. The paper also anticipates the use of a conceptual framework that may be applicable in the future for assessing factors that lead to adoption (Conyette, 2016a).

A focus group was conducted to understand consumers' experience and sentiments when using mobile devices and to anticipate consumers' way of thinking when dealing with wearables and their possible impact on travel activities. Respondents embrace these devices because of what mobile and wearable devices do for users and also what the products mean to users. Technological advancements incorporated into devices empower consumers; the devices also provide reassurance that travelers could remain in touch with the people and information sources they deem important. The general views towards technology were positive but there are gender differences in attitudes towards technology. There is also a growing dependency on technology. Users and travelers are demanding more than simple streams of data and metrics.

METHOD

A focus group explored respondents' experiences using mobile devices, perspectives on issues, frames of reference, sentiments, and ways of thinking when dealing with mobile devices, wearables and their impact on travel activities. The focus group consisted of 12 people ranging in age from early twenties to mid-sixties. There were seven women and 5 men. Focus group participants were selected given their interest and experience with travel, mobile devices and wearables and willingness to share their experiences. The sentiments expressed were useful in anticipating the popularity and demand of wearables and they provide some guidelines for makers of such devices if they wish to accelerate the adoption of such devices for the travel market.

FINDINGS

What mobile and wearable devices do for users and also what the products mean to users. Respondents want devices that provide more than simple streams of data and metrics; they want valuable, readily accessible and refined information that will improve their travel experience. They want to be enabled or empowered by such information and devices. In order to deliver this we could expect that devices will become truly wearable, easy to use and useful, not just portable devices containing data. Therefore, devices need to interface with humans like their second nature and become part of them. Imagine for instance, stretchable and flexible soft sensors that are developed in order to record stretch, bend, shear, and pressure such as those provided by a company called StretchSense (Kosir, 2015).

The general views towards technology are positive. The feelings of connectedness and comfort while using technological devices were evident in the focus group. For example, consumers using Android Wear devices and the Pebble watches can now receive TripCase travel notifications directly to their wearable devices. Smartwatch users with TripCase will receive real-time flight alerts, gate changes and other travel information on their wrists (http://travel.tripcase.com/). Some information once exclusively provided by travel agents is now automated and sent to mobile or wearable devices.

Gender differences. There are gender differences in attitudes towards technology, and users depend on devices for communication and remaining in touch particularly during travel activities. Women view smart glasses as possibly intrusive; they don't want to be removed from human connections. Men's focus is on reliance on cellphones for their functionality or capability, availability and durability.

Dependence on technology. This dependency applies perhaps predominantly to when one is travelling. Thus reliability is a main concern when using cellphone or wearable technology. Travelers need to ensure their mobile devices are durable, charged with a back-up battery and ready to go. Dependency on mobile devices is understandable, but participants also show a "kind of anxiety" when not with their devices. People in general depend more and more on technology these days. Consumers do demand reliable and relevant power sources that enhance, monitor or support their lives in some way. Consequently, it is easy to accept that further advances in battery technologies, including flexible fabric options, will further speed a smart textile's adoption (Taraska, 2015).

Interrelationship of technological factors with theoretical variables. Insights from the focus group are interrelated with technological factors listed above and consumer behavioral factors described in theoretical models to explain adoption of mobile and wearable devices. For example, users' intentions for adoption of various technology products have relied on Davis's technology acceptance model (TAM). Many empirically researched models such as Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), Innovation Diffusion Theory (IDT) have also evaluated end users' innovation adoption behavior. A singular model however may not be sufficient to explain the many variables influencing consumers to adopt the revolutionary technologies described in this paper. The characteristics of the innovations identified, flexible electronics and (MEMS) sensors, flexible smart fabrics, flexible batteries, and the nature of travel are unique; this distinctiveness could have an impact on the adoption of these technologies. Consider for example a new product, My UV Patch, which protects against skin cancer by monitoring exposure to the sun and sending the readings to a connected app (O'Hare, 2016). This product will be a welcomed sensor for vacationers to sunny destinations. However, adoption of this sort of wearable may be more related to variables such as traveler's prior knowledge and experience with skin protection, and social acceptance of such a wearable.

IMPLICATIONS or CONCLUSION

Makers of wearables are taking note of user sentiments and understand the enabling nature of wearables for consumers, business and industry. Consequently, manufacturers are creating wearable devices to better facilitate travel activities, improve consumers' lives and business operations. This paper investigated how and why travelers use mobile and wearable devices and how these devices and accompanying software could be improved to better facilitate travel activities.

It described the nature of innovations in wearables such as flexible sensors, smart fabrics and flexible batteries that could impact travelers in the future. It outlined some of the theoretical models and related variables that could affect adoption of such wearables. It also delineated some of the constructs of a conceptual framework that could be applicable for assessing factors that lead to adoption.

It is through flexible sensors, smart fabrics and pliable energy harvesting methods that can be easily attached, worn, sewn, ingested, embedded, implanted, or affixed to an individual or their clothing that wearable technology devices will make a giant leap forward and truly provide the empowering and attractive features that will make them very widely accepted in the 21st century.

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ADOPTING RECOMMENDATIONS FROM GUIDEBOOKS AND WOM WEBSITES: A STUDY OF JAPANESE INTERNATIONAL TOURISTS

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INTRODUCTION

Tourists often rely on paper-based guidebooks to search for information before and during their travels. Moreover, with the development of technology and the growth of social media, which was born through the spread of social network connections, user-generated content (UGC) seems to play a more important role in tourists' vacation planning (Leung et al., 2013). The development of social media makes UGC a far more valuable information source than traditional paper-based guidebooks for tourists to use as a reference (Adam, Cobos, & Liu, 2007; Parra-Lopez, Bulchand-Gidumal, Gutierrez-Tano, & Diaz-Armas, 2011).

This study aims to explore how Japanese tourists consult guidebooks and word-of-mouth (WOM) websites when searching trip information, including how they adopt the recommendations from guidebooks and WOM websites during their travels. Among the total number of Japanese outbound tourists in 2015, 19% of tourists visited the American mainland (Japan Tourism Marketing Co., 2017), which is considered one of the major travel destinations in the Japanese outbound travel market (see Figure 1). Therefore, Japanese tourists who travel to the American mainland were selected as the focus of this study.

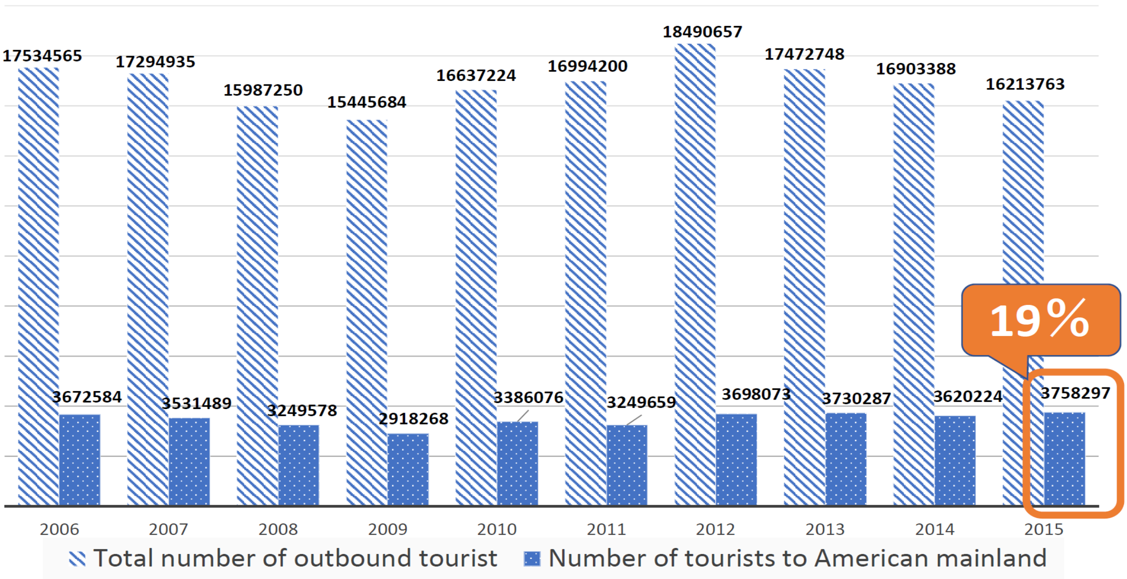
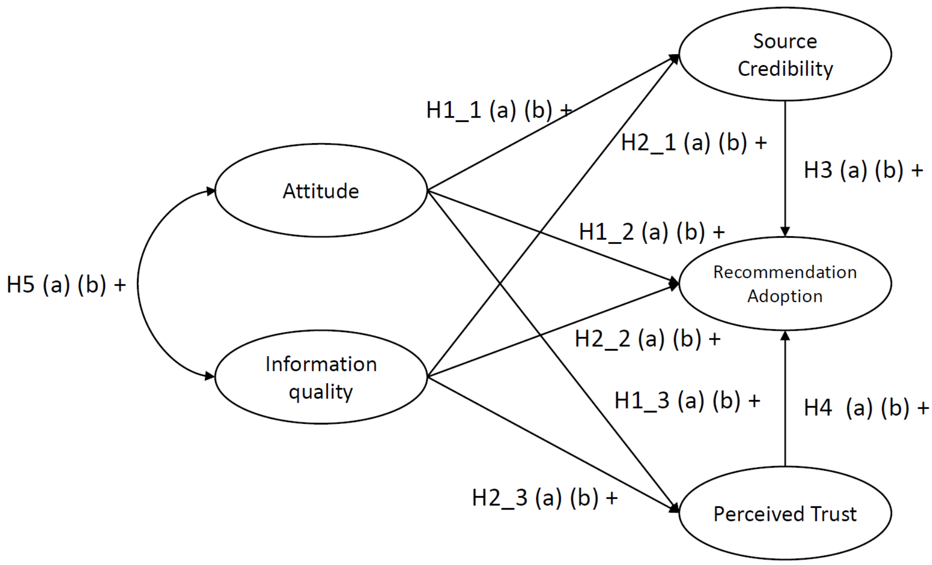


Figure 1. Outbound tourists in Japan, from 2006 to 2015

Source: Japan Tourism Marketing (2017)

In order to explore the research topic, variables used in previous research such as "Attitude" (Ayeh, Au, & Law, 2013), "Information quality" (Filieri, Alguezaui, & McLeay, 2015), "Source credibility" (Filieri, et al. 2015), "Recommendation adoption" (Filieri, et al. 2015; Ayeh, et al. 2013), and "Perceived trust" (Filieri, et al. 2015) were adopted in this study for developing a conceptual framework. Attitude is believed an essential psychological construct because of its influence on and predication of many behaviors (Kraus, 1995), and it has been shown to be positively related to behavior intention (Ajzen, 2001). Information quality refers to the quality of information that customers perceive based on information characteristics (Filieri, et al. 2015). Credibility is traditionally defined as the believability of some information (Hovland, Janis, & Kelley, 1953). In the tourism context, source credibility is particularly important due to the high perceived risk brought about by tourism's intangibility (Ayeh, et al. 2013). Tourists often find it difficult to evaluate a certain destination without having visited or prior knowledge. In this study, source credibility is approached as the perceived believability according to tourists of the publishers of guidebooks and the operating companies of WOM websites. Perceived trust refers to the trustworthiness according to tourists of the guidebooks and WOM websites they use for traveling to the American mainland, and recommendation adoption is believed a result of information search behaviors (Filieri, et al. 2015). The following hypotheses were developed for this study (see Figure 2).



Note: (a) refers to the case of guidebook; (b) refers to the case of WOM website.

Figure 2. Conceptual Framework

METHOD

A questionnaire was developed for this study adopting items that have been used in past research. All items were measured based on a 7-point Likert-type scale ranging from "strongly disagree" to "strongly agree." The data for this study were collected by an online survey conducted by one of the biggest research companies in Japan in February, 2017. A screening test was conducted to select suitable respondents who have visited the American mainland in the past three years. In total, 10,078 respondents attended the screening test, of whom 979 reported they had visited the American mainland in the past three years. Within the number, 282 respondents indicated they had used both a guidebook and a WOM website before and during their travel to the American mainland. In this paper, 282 samples were used for the data analysis.

FINDINGS AND CONCLUSION

A covariance structure analysis was employed to analyze the inter-relationships among "attitudes," "information quality," "source credibility," "recommendation adoption," and "perceived trust" in both a guidebook model and WOM website model. Based on the results of data analysis, hypotheses H2-1 (a), H2-1 (b), H2-2 (b), H4 (a), and H4 (b) were rejected, whereas other hypotheses were accepted. Table 1 and Figure 3 present results of the analysis.

Table 1. Hypotheses and Goodness of fit indexes

Hypoth.	Result	Hypoth.	Result
H1-1 (a): Attitude => SC	Supported	H1-1 (b): Attitude => SC	Supported
H1-2 (a): Attitude => ADO	Supported	H1-2 (b): Attitude => ADO	Supported
H1-3 (a): Attitude => PERTR	Supported	H1-3 (b): Attitude => PERTR	Supported
H2-1 (a): INFOQUAL => SC	Rejected	H2-1 (b): INFOQUAL => SC	Rejected
H2-2 (a): INFOQUAL => ADO	Supported	H2-2 (b): INFOQUAL => ADO	Rejected
H2-3 (a): INFOQUAL => PERTR	Supported	H2-3 (b): INFOQUAL => PERTR	Supported
H3 (a): SC => ADO	Supported	H3 (b): SC => ADO	Supported
H4 (a): PERTR => ADO	Rejected	H4 (b): PERTR => ADO	Rejected
H5: Attitude <=> INFOQUAL	Supported		
Model (a): χ^2/df 3.662; CFI .939; NFI .918; RMSEA .097		Model (b): χ^2/df 3.983; CFI .933; NFI .913; RMSEA .103	

Note: SC = Source Credibility; ADO = Recommendation Adoption; INFOQUAL = Information Quality, PERTR = Perceived Trust

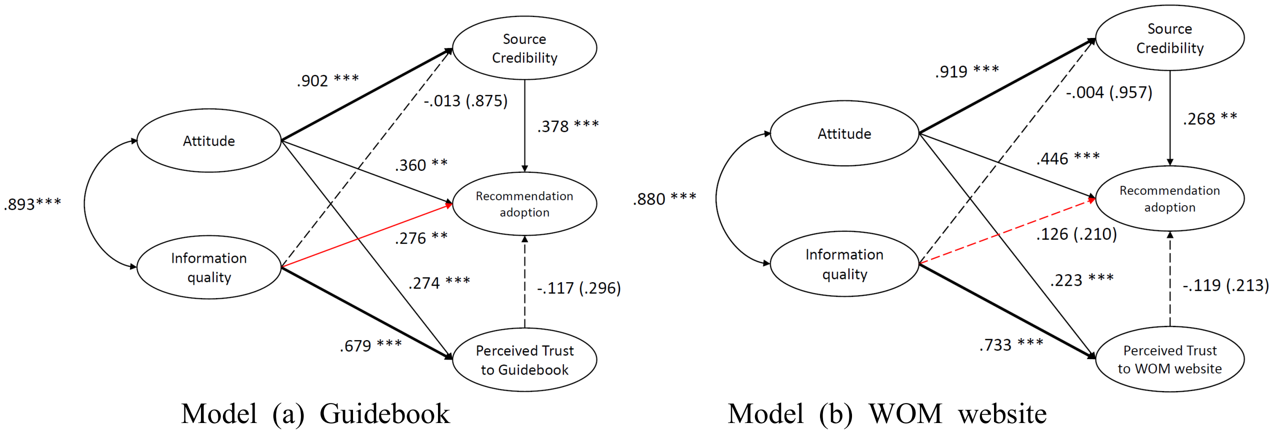


Figure 3. Standard Regression weight

Note: *** indicates p<.001; ** indicates p<.05; no star indicates non-significant.

The results of a data analysis show that attitude had a positive effect on source credibility, recommendation adoption, and perceived trust in both models. This result implies the critical role of attitude in tourist information search behaviors using a guidebook or WOM website. Conversely, information quality did not affect recommendation adoption in the case of WOM websites. Interestingly, perceived trust did not influence recommendation adoption in comparison with source credibility, which implies that tourists treat the publishers of guidebooks and the operating companies of WOM websites as more important than the content of the guidebooks and WOM websites themselves in terms of decision-making.

As discussed previously, this study selected the American mainland as a focus of this study due to a large share among the Japanese outbound market. Therefore, the results of this study may not be applied to Japanese tourist traveling to other geographical locations such as Asian and European countries. The future research is suggested to include diverse destinations to extend the current knowledge on this topic.

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DO THE ONLINE CUSTOMERS' OVERALL RATINGS MEDIATE THE OPERATING CHARACTERISTICS AND HOTEL PERFORMANCE OF THE TOURIST HOTELS IN TAIWAN?

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INTRODUCTION

With the view to expanding worldwide vision, the Tourism Bureau stopped the plum blossom rating system, and reevaluated and considered replacing the plum blossom rating system with a star rating system in Taiwan. The first star rating system launched in 2010. The hotel star rating is one of the indicators for tourists to evaluate hotel facilities and service quality. With the emergence of new technology tool, customers' overall ratings on the online travel agencies (OTA) also undoubtedly influence tourists' choices. Online customers' overall ratings are the strongest predictors of hotel financial performance (Kim, Lim & Brymer, 2015). Hence, the aim of the paper is to investigate whether the new star rating system, customers' overall ratings on OTA and other hotels' characteristics influence the hotel performance in Taiwan. In particular, supported by the literature, the star rating and the operating characteristics had a positive impact on the customers' overall rating and hotel performance. The customers' overall rating had positive impact on hotel performance. Hence, the aims of the paper are to investigate the mediation effects of online customers' overall ratings on the relationship between star rating, the operating characteristics and the hotel performance.

METHOD

The paper using the secondary data retrieved from the Executive Information System of the Tourism Bureau in Taiwan 2016 and OTA such as Expedia.com. The operational data and star ratings of the tourist hotels in Taiwan were also utilized at the same period as the observed sample of the study. Based on the model developed by Baron and Kenny (1986), the multiple regression analysis examined the mediator effects of the online customers' overall ratings between the independent variables including star ratings, number of online reviews, number of rooms, number of employees, years of service, numbers of congress facilities and banquet facilities, contributing factor of foreign tourists, corporate affiliation, distance of hotel from the transportation hub and hotel performance measured by revenue per available room (RevPAR) and average daily rate as the dependent variables.

FINDINGS

Examined online customers' overall ratings as a mediator.

Table 1 and Table 2 list the empirical result. Customers' overall rating is a partial mediator between hotel star ratings and operating performance measured by both RevPAR. The direct effect and indirect effect of RevPAR are 0.275 and 0.095, respectively.

Table 1. Multiple regression results with standardized coefficients—RevPAR

	Model 1		Model 2		Model 3	
	Coeff.	t-Value	Coeff.	t-Value	Coeff.	t-Value
Independent variables						
star ratings	.370***	4.258	.429***	4.382	.275***	2.731
number of online reviews	-.054	-.647	.070	.742	-.069	-.846
number of rooms	-.382***	-3.289	-.313**	-2.388	-.313**	-2.601
number of employees	.363**	2.408	.191	1.122	.321**	2.146
number of years in business	-.128	-1.504	-.329***	-3.425	-.055	-.592
number of conference facilities and number of banquet facilities	.037	.412	-.013	-.123	.040	.452

	Model 1		Model 2		Model 3	
	Coeff.	**t-Value**	**Coeff.**	**t-Value**	**Coeff.**	**t-Value**
percentage of Chinese travelers	-.178**	-2.218	-.229**	-2.529	-.127	-1.522
percentage of Japanese travelers	.138*	1.686	-.023	-.244	.143*	1.784
percentage of South Korean travelers	-.008	-.100	-.029	-.324	-.001	-.019
percentage of Hong Kongese and Macanese travelers	.206**	2.035	-.064	-.560	.220**	2.215
percentage of Singaporean travelers	.071	.500	.089	.551	.052	.369
percentage of Malaysian travelers	-.008	-.069	-.130	-1.000	.021	.183
percentage of travelers from other parts of Asia	-.016	-.227	-.171**	-2.137	.022	.301
percentage of North American travelers	.252**	2.251	.153	1.209	.218*	1.961
percentage of European travelers	-.266**	-2.597	-.037	-.320	-.257**	-2.569
percentage of New Zealand and Australian travelers	.249*	1.801	.178	1.146	.209	1.527
percentage of other travelers (i.e., overseas Chinese travelers and travelers from other regions)	-.017	-.206	-.184*	-1.928	.023	.273
enterprise chain	-.108	-1.498	-.047	-.579	-.098	-1.378
the distance between hotels and their nearest transportation hub in meters	.363***	5.397	-.101	-1.337	.386***	5.752
Online customers' overall ratings					.222*	1.772
Adjusted R2	.774		.713		.784	

Model 1. dependent variable = RevPAR
Model 2. dependent variable = Online customers' overall ratings
Model 3. dependent variable = RevPAR
* p<0.1 ** p< 0.05 *** p<0.01.

Table 2. Multiple regression results with standardized coefficients—Average daily rate

	Model 1		Model 2		Model 3	
	Coeff.	t-Value	Coeff.	t-Value	Coeff.	t-Value
Independent variables						
star ratings	.341***	3.314	.429***	4.382	.267**	2.202
number of online reviews	-.182*	-1.848	.070	.742	-.194*	-1.964
number of rooms	-.347**	-2.520	-.313**	-2.388	-.293**	-2.019
number of employees	.377**	2.111	.191	1.122	.344*	1.908
number of years in business	-.099	-.976	-.329***	-3.425	-.042	-.374
number of conference facilities and number of banquet facilities	.037	.342	-.013	-.123	.039	.364
percentage of Chinese travelers	-.188*	-1.978	-.229**	-2.529	-.149	-1.474
percentage of Japanese travelers	.031	.320	-.023	-.244	.035	.361
percentage of South Korean travelers	-.107	-1.130	-.029	-.324	-.102	-1.079
percentage of Hong Kongese and Macanese travelers	.236*	1.966	-.064	-.560	.247**	2.058
percentage of Singaporean travelers	.035	.209	.089	.551	.020	.118
percentage of Malaysian travelers	-.066	-.481	-.130	-1.000	-.043	-.315
percentage of travelers from other parts of Asia	-.066	-.788	-.171**	-2.137	-.037	-.420
percentage of North American travelers	.209	1.572	.153	1.209	.182	1.358
percentage of European travelers	-.301**	-2.484	-.037	-.320	-.295**	-2.436
percentage of New Zealand and Australian travelers	.331**	2.027	.178	1.146	.301*	1.820
percentage of other travelers (i.e., overseas Chinese travelers and travelers from other regions)	-.007	-.069	-.184*	-1.928	.025	.239
enterprise chain	-.115	-1.344	-.047	-.579	-.107	-1.249
the distance between hotels and their nearest transportation hub in meters	.276***	3.458	-.101	-1.337	.293***	3.621
Online customers' overall ratings					.172	1.137
Adjusted R2	.683		.713		.685	

Model 1. dependent variable = Average daily rate
Model 2. dependent variable = Online customers' overall ratings
Model 3. dependent variable = Average daily rate
* p<0.1 ** p< 0.05 *** p<0.01.

Investigated the relationship between other characteristics and operating performance.

For number of rooms, customers' overall rating is a partial mediator to operating performance based on Table 1 and Table 2. Moreover, number of rooms had significantly negative effect on hotel performance. Chen (2009) also found the hotel size had negative impact on performance. However, customers' overall rating is the only complete mediator between visitor arrival rate from Mainland China and RevPAR and it revealed negative effect. Radojevic, Stanisic and Stanic (2017) indicated that GDP of the inbound tourists had the positive impact on the customer ratings; however, this paper found that the visitor arrival rate from Mainland China had the negative impact on hotel performance. This findings supported that the price of package tours from Mainland China had been lower than the average market price during the severe competition in Taiwan, leading to the price cut competition and negative impact on the hotel performance.

IMPLICATIONS AND FUTURE RESEARCH

The results of the study indicated that hotel executives should devote themselves to not only customers' overall ratings on OTA but also hotel star ratings to increase the hotel operation performance in Taiwan. The facility and service quality are the key factors to influence the star rating result. Hence, the hotel managers need to benchmark the five-star hotels to enhance the facility and service quality in order to increase the RevPAR and average daily rate.

The empirical results also supported that customer overall rating is the partial mediator on the relationship between the star rating and hotel performance. Baka (2016) developed the online reputation model including (1) identifying the reputation landscape; (2) assessing rating changes over time; (3) ascertaining publication reach & readership; (4) comparing against industry competitors; (5) reviewing & contrasting ranking methodologies; (6) increasing reputational scores in order to increase the customer overall ratings.

Future research could extend to include other OTA to generalize this empirical result and also have the benefit for the hoteliers.

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STUDENTS' TRAVEL MOTIVATIONS: A MULTINATIONAL COMPARATIVE STUDY

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INTRODUCTION

The student travel market continues to attract researchers due to its multidimensional and unique characteristics in terms of activities preferences, interest in natural and cultural attractions, and what motivates them to travel. This appeal is further enhanced due to limited research and the promising potential evident from receipts reaching US$ 165 billion in 2010 (UNWTO and WYSE, 2011; Limanond, Butsingkorn, and Chermkhunthod, 2011; Kim, Hallab, and Kim, 2012; Chen, 2012; Xiao, So, and Wang, 2015). Other studies suggest that even short study trips could influence their attitudes towards and perceptions of travel (Peggy, 2011; Eom, Stone, and Ghosh, 2009; Bywater, 1993; Carr, 2005; Hobson and Josiam, 1992). The growing trend of international student exchange programmes, international internships, ease of travel due to reduced fares and flight connections, have all added to an increase in student travel. Several studies suggest that perceptions and previous travel experiences influence travel motives to a destination (Bonn, Joseph, and Mo, 2005; Beerli and Martin, 2004; Chon, 1991; Echtner and Ritchie, 2003; Xiao et al., 2015). Hence, assessing perceptions about destinations, touristic attractions/activities, trends and specific interests is of both literal and commercial benefit. Comparative studies help to create synergies in marketing. In other words, this study adds to the literature and provides information for practitioners, in this case destination managers and marketers.

According to a meta-analysis undertaken by Li (2014), between 1988 (when the first paper on comparative studies in tourism management was published) and 2011, only 91 articles reported comparative investigations; these covered a range of eight topics, one of which was travel motivation (represented by only nine studies, thereby reflecting a dearth of comparative research focusing on travel motivation). Moreover, of those with a travel motivation focus, none involved more than three countries. In other areas of the literature, however, such as marketing and human resources, researchers have been prolific in producing comparative studies. For instance, in the area of marketing there are journals which are dedicated to international studies, including the comparative ones (Cadogan, 2010). The current study attempts to fill the gap identified and to bring new insights to the tourism literature through a comparative study that explores the travel motives of students from eight countries, i.e. Brazil, India, Malaysia, Pakistan, Portugal, Spain, Thailand and the USA. A sample of 3,431 students is obtained, and considered valuable as students are regarded as tourists of the future in the current study.

METHOD

To meet our purpose of describing the patterns of interest in touristic activities/interest and behaviour across different countries, students from eight countries - Brazil, Portugal, Spain, the USA, Malaysia, Thailand, Indian, and Pakistan – have been surveyed. The same structured questionnaire was used in all eight countries to gather datasets. Initially, the instrument was written in English and then translated into the local language, if English was not used as the main language of instruction.

The data analysis procedure was composed of three major drivers according to the aims of the research: (1) the characterisation of potential tourists by country, and identification of their differences and commonalities in terms of destination attractions/activities, travel motives, and socio-demographics, (2) the definition of tourists' typologies according to the touristic attractions/activities provided by destinations such as New Zealand (NZ), and lastly, (3) the relationship between country and typologies of potential tourists. To characterise the potential tourists, two Principal Component

Analyses (PCA) were undertaken on the touristic attraction/activities and motivation statements for data reduction purposes. Parametric (One way ANOVA and the Robust Test of Brown-Forsythe) and Non-parametric (Kruskal-Wallis and Chi-Square) tests were used to assess differences between groups and between nationalities of respondents. Measures of descriptive statistics were also used in order to characterise the sample and the potential tourists by nationality and typologies.

FINDINGS

Eight principal components were identified, and these were responsible for explaining 61.4% of total variance. Promax rotation was used because it achieved a simpler and theoretically more meaningful solution than the traditional varimax method (Hair et al., 2005). The significance of Bartlett's test of sphericity ($p<0.01$) and the Kaiser-Meyer-Olkin (KMO) statistic value of 0.924 indicate that the data are suitable to identify dimensions. The principal components were named "Experiencing Adventure", "Experiencing Native Culture", "Complementarity/Experiencing Sites", "Experiencing Generic Wildlife", "Country Pursuits", "Functionality", "Urban Experience", and "Experiencing Specific Wildlife". A second PCA was carried out to reduce the 16 items of students' travel motivations. Four dimensions were uncovered explaining 55.5% of total variance and named as follows: "Relax", "Challenge and Enjoy", "Social Connections" and "Discovery".

The typologies of students as potential tourists were created using the Ward and K-means clustering methods based on the preferences for touristic destination attributes. Seven clusters were identified by the Ward method. The obtained Ward solution was used as initial solution for the K-means method. The name assigned to each cluster was based on its distinctive attractions/activities as (1) Explorers (2) Soft Explorers (3) Sightseers (4) Novelty Seekers (5) Avoiders (6) Functionality Seekers (7) Adventurers.

Table 1 shows how students of each country are distributed across the clusters. The Western respondents are more concentrated in clusters 3 and 4 while Asians appear in larger proportions in clusters 1, 6 and 7. Brazilians are an exception: they are distributed across clusters 4, 1 and 7. These findings are not surprising as they are in accordance with the above description of what attract respondents the most. That is, more than half of Americans, Portuguese, and Spanish students are Sightseers and Novelty Seekers as they are more attracted by the idea of visiting different places. Pakistanis, Indians, Thais, and Malaysians are mainly distributed across the groups of Explorers, Functionality Seekers, and Adventurers (clusters 1, 6 and 7 respectively); they are more attracted by the country pursuits, the functionality of destinations, and also by site experiences, which are characteristics of the members of these groups. Thais have more than a quarter of their respondents in the second cluster, the Soft Explorers, who are mainly focused on the functionality of destinations as they are close to places where they can do business and study.

Table 1: Distribution of Respondents' Countries by Cluster

Country	(1) Explorers	(2) Soft Explorers	(3) Sightseers	(4) Novelty Seekers	(5) Avoiders	(6) Functionality Seekers	(7) Adventurers
Brazil	15.0%	7.3%	13.8%	22.9%	11.6%	14.4%	15.0%
USA	10.1%	12.6%	31.2%	23.1%	3.5%	10.1%	9.5%
Portugal	11.9%	9.7%	33.2%	27.6%	1.9%	4.5%	11.2%
Spain	7.3%	6.9%	37.6%	26.6%	7.3%	9.2%	5.0%
Pakistan	23.5%	13.0%	7.2%	11.7%	6.8%	19.2%	18.6%
India	30.0%	10.9%	8.4%	8.0%	4.4%	16.6%	21.7%
Thailand	15.0%	25.7%	5.5%	5.2%	6.9%	16.0%	25.7%
Malaysia	17.0%	14.2%	12.7%	9.8%	6.9%	17.2%	22.1%

IMPLICATIONS or CONCLUSION

The travel motivations and attractions/ activities debate has been relevant in the tourism management subject area for the last 20 years, yet all of the studies conducted by scholars have predominantly included samples limited to one or a few countries (Li, 2014). Consequently, recent studies have advocated the need for more studies comparing samples from different nationalities and countries. To bridge this gap in the literature, this study not only explores an under-researched segment of student travel (Echtner and Ritchie, 1993; Shoham et al., 2004; Hallab, Price, and Fournier, 2006; Chhabra, 2012; Bicikova, 2014), but also generates a comparative study of which there is a dearth in tourism literature (Wang and Walker, 2010; Li, 2014; Ballantyne, Gannon, Berret, and Wells, 2012). The uniqueness of the study is reflected by the fact that it surveys 3,431 respondents representing eight countries i.e. Brazil, India, Malaysia, Pakistan, Portugal, Spain, Thailand, and the USA, and compares the behaviour of students as potential tourists from those countries. All responses from the eight countries were collected using the same questionnaire. Our aim was to understand tourists' typologies based on touristic attractions/activities, the specific characteristics of respondents by country, and the identification of differences and commonalities of tourist motivations from the eight countries surveyed. Research about Portuguese, Spanish, Brazilian, and Pakistani students' travel motives and attractions/activities in the English literature is almost non-existent. Overall, the countries represented the Asian, European, North and South American parts of the globe.

Finally, like all studies, this one has limitations which relate to the subjectivity of responses, and hence, the results should be considered in light of this. Moreover, the type of respondents – university students –represent a particular market segment, and other potential tourist groups (e.g. elderly tourists, business, family) should be targeted by future studies. Further research can also expand the comparisons to other developing countries, especially those from other regions of the world (e.g. Africa). Nonetheless, despite these limitations, the study provides valuable findings for other researchers undertaking comparative studies, in addition to the significant information it produces for destination marketers and managers to help them use their resources effectively and efficiently in generating customised strategies..

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ANTECEDENTS OF HOSPITALITY STUDENT EXPATRIATION WILLINGNESS

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INTRODUCTION

The global expansion of hospitality operations makes it imperative for international hospitality firms to function effectively in foreign environments. Scholars and practitioners alike agree that a firm's success in cross-border business endeavors depends not only on competitive management but, even more importantly, on well-trained and motivated expatriate managers (Causin & Ayoun, 2011). Therefore, given the need for effective expatriate managers, one of the most urgent responsibilities of hospitality educators and scholars is to identify and develop students who possess characteristics that give them the ability to work as an expatriate.

Despite the recognition of the important roles of effective expatriate managers, however, the topic of student interest or willingness to perform in expatriate assignments (or expatriation willingness, EXPAT) has not been considerably discussed in hospitality academia, and subsequently received little attention to the determinants of student EXPAT.

To date, only a few researchers have identified factors that determine hospitality student willingness to accept expatriate assignments in the future. Further,

Theoretical attention has not been directed toward the effect of personal-capability factors although research generally suggests that one's willingness for future commitment can be leveraged by certain personal capabilities (Bandura, 1997). Moreover, previous research concentrated more on identifying determinants of student EXPAT, so explaining and proving through theoretical underpinning how identified determinants lead to EXPAT is limited. These gaps in research result in a critical need for rigorous exploration seeking factors in personal capabilities.

In this regard, cultural intelligence (CQ) is a meaningful concept to fill these research gaps because it is an important personal-capability variable that relates to cultural diversity. CQ refers to the ability to detect, assimilate, reason, and appropriately act on cultural cues in situations characterized by cultural diversity (Earley & Ang, 2003). Given that one of the primary causes of expatriation failure is the inability to adapt to the destination culture, cultural traits, and business environment as well as interact with local staff (Magnini & Honeycutt, 2003), CQ may very well predict EXPAT and show the relationships between EXPAT.

Therefore, the purpose of this research is to investigate the role of CQ on EXPAT among hospitality students. To achieve this purpose, we developed a relationships model consisted of CQ, EXPAT, and two forms of hospitality students' intercultural experience: international travel and intercultural social contact (ISC) with foreigners. We proposed that students' (1) intercultural experience of international travel and ISC are positively related with EXPAT; (2) international travel and ISC are positively related with CQ; (3) CQ is positively related to EXPAT; and (4) CQ mediates the relationships between intercultural experiences and EXPAT.

These hypotheses are drawn upon the job demands-resources theory (i.e., job-related resources help employees in personal growth and achieving goals, Bakker & Demerouti, 2007) and self-efficacy theories (i.e., a job-related sense of self-efficacy can increase effort and persistence in working toward goals, finishing tasks, and meeting challenges, Bandura, 1997).

These hypotheses are also supported by previous study findings. For example, according to Ayoun et al. (2014), Moon et al. (2013), and Shaffer and Miller (2008), travelling abroad and previous work or non-work experiences in a foreign country bring an enriching, first-hand experience which gives one experience of other cultures of the world and affords their comfort level with other ways of life in different cultures facilitate the formation of accurate work expectations in the foreign cultures. Extended, direct contact with culturally diverse people may also develop more positive intergroup attitudes and social acceptance like a reduction of stereotyping and enhancement of personalization, ultimately leading to further growth in CQ and EXPAT.

METHOD

The sample consisted of 370 undergraduate students majoring in lodging management, food and beverage management, convention and event management, and tourism in 14 hospitality programs in public universities in the U.S. Online survey questionnaire was used to collect data. CQ was measured using the 9-item Mini-Cultural Intelligence Scale (Mini-CQS) developed by Ang and Van Dyne (2008). Intercultural travel and living experiences were measured using three items that ask frequency of international travels, the number of previous travel, and the length of stay in foreign countries. Daily ISC was assessed using three items that asks frequency and intensiveness of face-to-face interactions and interaction on social media. EXPAT was measured using nine items designed to assess students' desire or willingness to accept international assignments. Overall the scale reliability alpha coefficient of these measures exceeded the standard cut-off value of .70 in previous research. The hypothesized relationship models were tested and analyzed via structural equation modeling (SEM). Respondents' age, gender, ethnicity, school year, GPA, and work experience were included as control variables when testing direct relationships.

FINDINGS

Hypotheses 1 predicted that international travel and ISC would increase student EXPAT. Results of this study showed that both international travel ($\beta = .11$, $p < .001$) and ISC ($\beta = .20$, $p < .001$) significantly contributed to predicting CQ when demographic variables were controlled. Hypothesis 2 proposed that international travel and ISC predict CQ. The result also showed that the effect of international travel on CQ was significant ($\beta = .10$, $p < .001$) along with that of ISC on CQ ($\beta = .41$, $p < .001$), supporting Hypothesis 2. Additionally, the estimates of the standardized coefficients indicated CQ and EXPAT are linked ($\beta = .28$; $t = 4.17$, $p < .001$), supporting Hypothesis 3. Finally, Hypothesis 4 proposed the mediating effect of CQ on the relationships between international travel and EXPAT and between ISC and EXPAT. Result showed that the strength of the direct relationships reduced when CQ was added to the models (For the relationship between international travel and EXPAT: constrained model, $\beta = .27$ and mediating model, $\beta = .21$; for the relationship between ISC and EXPAT: constrained model, $\beta = .36$; mediating model, $\beta = .22$). The Sobel (1982) tests also confirmed the statistical significance of the mediated effect.

CONCLUSION

This study focused on determinants of the future intention of expatriation among hospitality students and found that hospitality students who traveled internationally, have social interactions with people from different cultures, and have high CQ are more likely to accept the possibility of expatriate assignments. More importantly, this study revealed that international travel/living experiences enhance student CQ, and therefore, students become psychologically comfortable and confident, considering themselves as more equipped with the skills and abilities needed for carrying out international tasks.

By extending the focus of research on the determinants of EXPAT to an individual-level personal capability factor, this study enriches our understanding of what makes students more likely to accept expatriation and succeed and increases awareness of CQ as a practically and theoretically valuable construct that can be further studied for future cross-cultural research. Furthermore, by unravelling the relational mechanism from intercultural experiences to EXPAT via CQ, this study contributes to the hospitality literature in broadening the understanding of the mechanism explaining why students with intercultural experiences are more likely to accept expatriation assignments.

For hospitality businesses, the findings of this study help practitioners select the best employee for expatriate employment. By using CQ, human resource professionals can determine the best applicant for international employment. Increasing knowledge of CQ, hospitality managers can have a positive influence on their organizations, and also on the customers of their organizations.

For educators, our results could be used to formulate new ways of increasing CQ throughout the hospitality management curriculum. Educators should go beyond educating students in technical skills needed to succeed in the hospitality industry, but also focus on soft skill development, particularly in CQ because of its potential impact on future career success.

The findings of this study should be interpreted in light of its limitations associated with common method variance, use of cross-sectional data, and generalizability of the findings to other contexts. Furthermore, future research may extend our findings by identifying mediating variables and developing more extended, theory-based path models that link the antecedents and EXPAT via these as yet unidentified mediators.

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ANALYSIS OF STUDENT VOLUNTEER EXPERIENCE AT CONFERENCES: AN EXPLORATORY STUDY OF THE FIRST WORLD CONFERENCE ON TOURISM FOR DEVELOPMENT

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INTRODUCTION

According to the World Tourism Organization (2014), meetings, incentives, conferences and exhibitions (MICE) have become the key drivers of economy growth globally. As an essential branch of MICE, the conference industry is booming. Contrasting the recent conference industry developments with the current focus of academic research, it is noted that there is a paucity of research on the issues of volunteering at this emerging event type. Even as related studies on event volunteering have investigated sports event volunteerism and festival volunteerism extensively (e.g. Alexander, Kim, & Kim, 2015), there has yet to be a produced specific study employing in-depth interviews for an international conference such as the First World Conference on Tourism for Development (FWCTD). This failing leaves a crucial knowledge gap where volunteers are concerned. Further, relatively little of the research that has investigated event volunteering has been conducted focusing on students. To fill this gap and provide stimulus for further work in this emerging area, this research explores the student volunteers experience taking the FWCTD as a case study, and mainly focuses one overarching question– What are student volunteers' experiences at this conference? To do this, there are four sub-questions:

(1) Who are the student volunteers?

(2) What do the student volunteers do at the conference?

(3) Why do student volunteer at the conference?

(4)What are the student volunteers' perceptions towards their volunteering?

METHODOLOGY

The FWCTD was held in Beijing, China from 18thto 21th May 2016 with a specific view to advancing the contribution of tourism to the Sustainable Development Goals (Regional Programme for Asia & the Pacific, 2016). It was jointly organized by the China government and the UNWTO. This conference brought together leaders in the areas of tourism and development to spur dialogue and create a better understanding of tourism's contribution to development, including poverty alleviation and peace.

Considering the fact that this research is exploratory and constructivist in nature, in-depth interviews were selected as the most appropriate method. One-to-one semi-structured interviews were conducted with 18 student volunteers. This study initially recruited twoBachelor students for a pilot study before the interviews. The results led to minor changes to the interview guide and questions asked, and also laid the foundation for the main phase of the data collection. Based on a review of existing event volunteering literature andthe pilot study, the interview questions were developed. The finalized interview guide consisted of four sections and student participants were asked to describe their: (a)roles at the conference; (b)motivations of volunteering at this conference; (c) experiences of volunteering; (d) perceptions towards their volunteer activities. The interviews, which generally lasted around an hour, were conducted in Chinese, audio-recorded, and then transcribed for analysis. The recorded interviews were transcribed into MS word comprising a total word count of 50,071, and content analysed the data thematically.

Thematic analysis is a method of content analysis especially appropriate for the analysis of qualitative interview data obtained from in-depth semi-structured interviews (Kelley et al., 1999). Following Luborsky's (1994) procedures, the author first became acquainted with the texts by reading the transcripts without taking notes. After that, some main points were identified in the following reading. According to Luborsky (1994), themes are generalized verbatim statements about their thoughts, attitudes, and values from respondents. In this paper, themes consist of statements concerning participants' roles, motivations, experiences and perceptions of volunteering at the FWTCD.

RESULT AND DISCUSSION

The purpose of this research was to understand student volunteers experiences and perceptions of the volunteer activity at the FWCTD. This was identified from the descriptions of their experiences, their attitudes towards this conference, and descriptions of the activity. Taking the numbers of categories references and the word frequency statistics into consideration, the 17 categories and 86 codes were reduced to 15 categories and 25 codes.

Who are volunteers?

Features of the student volunteers were the first question discussed in this research. The categories identified therein were university students, rigorous selection process, high language ability, and systematic training.

What do they do?

A variety of volunteer roles. The volunteer service involved a variety of job categories, like airport arrival and departure, protocol and language, press and communication, registration services, and conference\forums services. Many of these roles had high requirements for the volunteers. Many participants (interviewee 2, 6, 13, 15, 18) had the perceptions of difficulty to perform their roles well.

Why do they volunteer at the FWCTD?

Students get involved in the volunteering at this conference for a range of reasons. Responses from the participants ranged from "it's worthy to get involved in such a world-class conference" (interviewee 11), to "gain information in the field of tourism" (interviewee 4), to "sense of participation" (interviewee 5). On the whole, the following three themes are the main reasons for why students volunteered at this conference: a major-related learning process, experiences that make a difference, for its world-class reputation.

What are volunteers perceptions?

Participant interview data revealed that volunteers' perceptions of their volunteer activity ranged from "it is no longer a pure volunteer activity, more like a social practice" (interviewee 14) to "an extracurricular activity that relates to my own study" (interviewee 7). The characteristics of conference work and the selection process make volunteering a challenging experience, and volunteers see this as a practice and training opportunity. In this sense, the volunteers perceive this volunteer activity as no longer a pure volunteer behaviour, rather an activity with the elements of social practice and service learning.

CONCLUSION

Findings from the present study indicate that student volunteers at the FWCTD have certain expertise and they help the operation of the conference with their talents. The relatively high 'thresholds' differentiate them from volunteers in other fields, so 'professional' is a new characteristic of this group. A variety of reasons have been found for why they volunteer, while 'to learn', 'to experience' and 'reputation' are three key motives among their motivations. Volunteering at the FWCTD brings them different feelings with volunteering at other events or fields, so their experiences, in turn, may be influenced by motivations and types of volunteer activities.

There are three implications for this research. Firstly, conference organizers should target volunteers equipped with the required expertise, and put the right people in the right roles to make sure there are good matches for their skills. Students are well-educated and have certain fields of knowledge, so they are the ideal candidates, but training is necessary to make sure that they are qualified volunteers. Secondly, volunteer to learn is a depiction of student volunteers at the conference, so maximizing the opportunities for them to gain new skills and develop abilities could be a good way of recruiting volunteers. Unavoidably, training is an important way to gain new skills and also a criterion for students to judge the normalization of volunteer activity. The reputation and influence of the conference directly related to volunteers' perceptions, the higher level of the conferences are, the more eye-opening experience they expect. Thirdly, comparing with volunteering at non-profit fields or even other events, volunteering at conferences has its own features as discussed above. When marketing the volunteer program, the organizers should emphasize the platform they can provide to the volunteers for them to practice and to learn, rather than trying to appeal to students' sense of their volunteerism or social responsibility.

With the help of qualitative in-depth interviews, this research described some aspects of student volunteering at the FWCTD held in China. Although the interviews provided a variety of information to understand this phenomenon, this study was limited to only 18 participates. Though it has apparent that the data has already been saturated after the 10th interview, the sample size could have been extended. Also, the participants were mainly from four universities in Beijing, so it maybe slightly biased. It is very likely that students from other universities or regions do not agree with the participants in this research.

The FWCTD is a worldwide conference in the tourism field and the volunteer program is organized by the government (Beijing League Committee).Certainly, volunteers' motivations, roles, and experiences will be not the same as those at the conferences of regional or national levels, and conferences in other fields. More research is recommended to uncover student volunteering at different conferences. When analysing individuals' experience of volunteering, the cultural and social background plays an important role. It can be assumed that many facets of motivations, experiences, and perceptions exist due to the conference destination's culture variables. This research was conducted in the Chinese context, and the unique characteristics of China's political and cultural constellation pose fundamental challenges to using the western conceptual lens (Hustinx, Handy, & Cnaan, 2012). In China, volunteering fundamentally differs as volunteering behaviour is seen as a superior type of morality and respectable social behaviour (Xu & Ngai, 2009). Especially students are the main force of volunteering in China and volunteering initiatives are driven from the top-to-bottom (Xu, 2013). This explorative study may provide a starting point for investigating student volunteering at conferences in China. However, it should be very cautious to generalize the findings in other countries.

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SOURCING TOURISM MANPOWER BEHIND BARS: TOURISM INDUSTRY-ORIENTED SKILLS TRAINING IN A PROVINCIAL JAIL

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INTRODUCTION

The Bataan Peninsula State University (BPSU) created by Republic Act 9403 on March 22, 2007 has the mandate to provide advanced instruction and professional training, undertake research, extension services and production activities in support of the socioeconomic development of Bataan and provide progressive leadership in its areas of specialization. For almost a decade, the University has been consistent in this mandate.With the various extension projects conducted with barangay folks all over the province, the BPSU Office of Extension Services charted a unique community in 2010 by identifying the Bataan District Jail as one of the recipients of development programs from the University. Anchored on the mandates of both institutions, the training program on tourism-related activities for the inmates of BDJ started with the profiling and needs assessment of the inmates.After the series of trainings, one of the visible and quantifiable results of the program is the establishment of tourism-related industries inside the facility. Moreover, after many of the inmates were released, majority of them are now employed in tourism industries, applying the skills they learned inside the detention facility. Over the past years, there has been a growing trend towards the better use of evaluation to understand and improve practice. The systematic use of evaluation has solved many problems and helped countless community-based organizations do what they do better. (CDC, 1999).Based on the results of the study, the program has impacted the lives of the clients from the inside to the outside of the facility. This shows that even in a secluded place such as a jail, hope can thrive and enable people to still take part in society and that tourism education professionals can take part in providing solutions to the unique problems of Philippine society.

METHOD

Program evaluation (CDC, 1999) developed by the United States Centers for Disease Control and Prevention (CDC) offers a way to understand and improve community health and development practice using methods that are useful, feasible, proper, and accurate. This method is also applicable with other community development programs. The framework described below is a practical non-prescriptive tool that summarizes in a logical order the important elements of program evaluation.

More than 100 detainees and ex-detainees from the Bataan District Jail were included as respondents in this study. For data that need statistical treatment, Mean and standard deviation and Pearson Product Moment of Correlation were used.

FINDINGS

The following are just some of the major findings of the study.

Skills Training and Technology Transfer Level of Implementation

Indicators	Male			Female			Over-all		
	Mean	SD	DR	Mean	SD	DR	Mean	SD	DR
The skills I learned are functional.	4.12	0.86	VH	3.91	1.15	H	4.05	1.05	H
The skills taught me helped me in increase my income.	3.71	1.15	H	2.89	1.62	M	3.43	1.07	H
The skills I learned improved my self-esteem	4.43	0.75	VH	4.46	0.86	VH	4.44	0.85	VH
I have taught other people the skills I learned.	4.17	0.90	H	4.18	0.98	H	4.18	0.87	H
OVER-ALL	4.11	0.75	H	3.86	0.90	H	4.02	0.81	H

Over-all Descriptive Rating of the Level of Administrative Capability

Indicators	Male			Female			Over-all		
	Mean	SD	DR	Mean	SD	DR	Mean	SD	DR
Leadership	4.62	0.55	VH	4.53	0.48	VH	4.59	0.71	VH
Personnel and Staff	4.52	0.62	VH	4.44	0.53	VH	4.49	0.78	VH
Financial	4.42	0.70	VH	4.44	0.61	VH	4.43	0.79	VH
OVER-ALL	4.55	0.55	VH	4.48	0.48	VH	4.52	0.80	VH

Descriptive Rating of the Economic and Social Impacts of the Programs

Indicators	Male		Female		Over-all	
	f	%	f	%	f	%
Economic: Employed as a result of the skills learned						
YES	15	16.3	5	10.9	20	14.5
NO	77	83.7	41	89.1	118	85.5
TOTAL	92	100	46	100	138	100
Social: House: Able to improve their house as a result of the income derived from the income generated after the training						
YES	12	13	3	6.5	15	10.9
NO	80	87	43	93.5	123	89.1
TOTAL	92	100	46	100	138	100
Social: Appliances - Able to buy appliances because of the income generated from the employment as a result of the skills learned						
YES	15	16.3	4	8.7	19	13.8
NO	77	83.7	42	91.3	119	86.2
TOTAL	92	100	46	100	138	100
Social: Self-esteem - Has your self-esteem improved because of the skills you learned?						
YES	78	84.8	42	91.3	120	87
NO	14	15.2	4	8.7	18	13
TOTAL	92	100	46	100	138	100
Social: Health and Nutrition - Health has improved because of the information received						
YES	85	92.4	46	100	131	94.9
NO	7	7.6	0	0	7	5.1
TOTAL	92	100	46	100	138	100
Social: Environment - Backyard has improved as a result of the information drive on environmental management						
YES	72	78.3	40	87	112	81.2
NO	20	21.7	6	13	26	18.8
TOTAL	92	100	46	100	138	100

Correlation Matrix of the Implementation of the BPSU Extension Office Programs and Administrative Capability

			Leadership Capability	Personnel and Staff Capability	Financial Capability	Over-all
Implementation of BPSU Extension Programs	Attainment of Objectives	Pearson Correlation	.732**	.707**	.699**	.752**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	138	138	138	138
	Adopt a Community and School Program	Pearson Correlation	.570**	.616**	.636**	.642**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	138	138	138	138
	Over-all	Pearson Correlation	.706**	.716**	.724**	.755**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	138	138	138	138

Correlation Matrix of the Level of Program Outputs in Terms of Skills Training and Technology Transfer and the Economic and Social Impacts of the Program

		Economic Impact	House	Appliances	Self-esteem	Health and Nutrition	Environment	Over-all
Level of Program Outputs in terms of Skills Training and Technology Transfer	Pearson Correlation	.301**	.317**	.221**	.374**	.471**	.305**	.400**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	138	138	138	138	138	138	138

** Correlation is significant at the 0.01 level (2-tailed)

Number of Detainees and Ex-Detainees Involved in the Industry

Number of Currently Trained but Detained	Number of Involved in the Livelihood Program Inside Facility	Number of Released Detainees	Number of Involved in Tourism Industry Employment	Overall Involvement in the Industry
57	57	81	58	83%

CONCLUSION

The administrative capability of the Training Implementersis "Very High". In the same way, the extent of implementation of the extension programs of the Training Implementers is and the program outputs of Training Implementers are "Very High".

In terms of the economic and social impacts of the programs of the BPSU Extension Services Office, a greater percentage of the respondents believed that they were not employed as a result of the skills learned, some were able to improve their houses as a result of the income derived from the income generated after the training, and some were able to buy appliances as a result of the income generated from the employment as a result of the skills learned. Moreover, the respondents perceived that their social status have improved in terms of self-esteem, health and nutrition, and environment. The level of involvement/ employment in tourism industry related industry is at 83%.

The perception of the respondents on the implementation of the BPSU extension programs yielded a significant positive relationship. The respondents perceived that the implementation of BPSU extension programs is directly influenced by the extent of participation of the development partners. Moreover, the respondents assessed that the economic and social impacts of the BPSU Extension Programs are directly affected by the level of program outputs in terms of skills training and technology transfer.

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TRANSFERRING THE EVENT IMAGE OF IBONG DAYO FESTIVAL TO THE DESTINATION IMAGE OF BALANGA, BATAAN

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INTRODUCTION

Ibong Dayo festival is the first ever festival recognizing the different bird species migrating at the tourist destination of Balanga City Wetland and Nature Park in Bataan Province. The festival is held annually during the first or second week of December. The objective of the festival is to protect the environment and save the migratory birds. Among the collaborators of the festival is the City of Balanga, Department of Environment and Natural Resources (DENR), Department of Tourism (DOT) and environmental groups, Bird Watching Club of the Philippines and World of Outbound.

The influx of migratory birds visiting Balanga City Wetland and Nature Park during the period from December to February is also one of the reasons why the festival was formulated. This annual environmental event calls the attention of bird lovers and tourists, both local and foreign.

Creating an event is expected to increase the number of visitors to a destination and also an increase in expenditures; thus, resulting in additional revenue for the destination and stakeholders (Morgan, et al, 2011). The Ibong Dayo festival just reached its 5th year last December, 2014 with the intention of doing the event in perpetuity to promote conservation and protection of the environment, especially the migratory birds.

Randall (2011) affirms that events have become an attraction for a given destination. In this instance, for the tourists to flock to Balanga City Wetland and Nature Park during its peak season, the local government of Balanga developed an event which is the Ibong Dayo Festival. Marzano and Scott (2011) further discussed that events are part of the attraction of a destination and as such should be included in the marketing tool for a destination. Having an event marketing tool will further enhance the image of the destination. Having said that, Ibong Dayo Festival is a marketing tool that can be used to further market the host destination of Balanga City.

In 2009, the province of Bataan started coining the tagline, *Behold Bataan* for its campaign to boost the tourism industry in the province. Since it is just a tagline and no branding strategy was used by the local government, they decided to tap a legitimate branding agency to procure the province its own tourism campaign. Currently, the tourism campaign and branding of the province is not yet complete.

As of the writing of this case, the city of Balanga does not have any definite brand associated with it. The local government is trying to infuse the only festival in Balanga as their image and consequently brand. A reason for this is a lot of towns here in the Philippines use their festivals as their brand. An example of this is in the capital of the Province of Cebu, Cebu City wherein it is known for the Sinulog festival. The local government wants Ibong Dayo festival as its image and brand in promoting tourism services.

The research topic is worthy of study for it tackles destination branding which is an emerging branch of tourism marketing. Using an event for destination branding is not discussed a lot in the industry and the academe, even though a lot of tourism destinations associate its own events to further promote and attract visitors far and wide. This research will help in broadening the subject matter of destination branding. The study will contribute in the tourism industry by clarifying on how to use a special event as a tool for marketing a specific destination.

Shone and Parry (2011) adapted a framework from O'Toole (2005) characterizing special events. O'Toole (2005) discussed special events having four (4) characteristics. Namely: Uniqueness, Perishability, Intangibility and Heterogeneity. He discussed the characteristics as follows:

From four (4) characteristics of O'Toole (2005), Shone and Parry (2011) added four (4) more. Those are:

Ambience which is defined as the over-all surrounding of an event is important for it affect the outcome. Labour Intensive which states that if the event is unique and complex, the more it needs to be planned and prepared for. The organizers need to plan extensively to make the event successful.

Fixed-timescale is explained as that every event is said to have a fixed-timescale. It has a start and an end. It will never carry-on indefinitely. Ritual and ceremony stated that an event is said to be special if parts of it have rituals and/or ceremonies.

The United Nations World Tourism Organization (2002) describes tourism destination as a physical place in which a tourist spends and visits for tourism purposes and that includes tourism products such as: support services and attractions.

The tourist destination is described as having five (5) interrelationships, namely: Visitor; Local Community; Local Authority; Destination Management Organization; and Tourism Industry Services.

The relationship between the destination and the visitors exists simply because the destination will not be a destination if there are no visitors. The destination will just be simply a place.

The Local Community have a relationship with destination for the reason that the local community will either contribute or neglect from the destination.

Local authority shares a relationship with the destination for they are the ones that have a responsibility towards a destination.

In this instance, the destination management organization is simply the people behind the care and management of a destination.

Lastly, tourism industry services are services found in the destination. Examples of these are: accommodation providers, food and beverage providers, tourism related services and others.

Randall (2011) discussed that there is an image transfer between events and destinations. He said that mere pairing of an event to a destination is not important but rather the event must be tailor fit to the destination in order to promote positive image transfer rather than a negative image.

In order to better understand the relationship of events and destination regarding image transfer, Deng and Li (2013) developed a model that depicts the event-destination model. As can be seen in the figure, there is a mutual relationship with the destination image and event image. When the visitor went to an event, he or she will create a destination image and an event image. That will greatly affect the destination itself as a tourism destination be it a positive or a negative image. When the visitor has a concrete image for the destination, it will have an over-all attitude for the host destination. With this attitude, the visitor can now determine his or her behavioral intentions toward the said host destination.

Event-Destination Image Transfer Model by Deng and Li (2013). It illustrates the relationship between the event image and the destination image in creating intentions towards a destination.

Contains the input variables which consists of the following: (1) the Over-all attitude of the respondents of the destination image; (2) the event image in regards to: Uniqueness, Perishability, Ambiance, Intangibility, Ritual or Ceremony; and Heterogeneity; and (3) The usage of an event for Destination Branding in regards to Tourism.

Next step is the collection of the data from the respondents using the questionnaires and the process between the festival concepts and the organizational performance.

The last step in the process signifies the output of the study wherein the researcher organized the established facts and information. The results were used to improve or enhance brand image of the destination using the event.

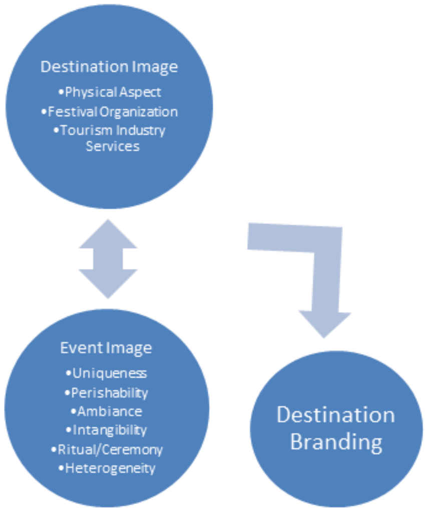

Figure 1. Paradigm depicting the process of the study. It illustrates the relationship between the destination image and event image resulting to destination branding.

This study focused on the use of Ibong Dayo Festival as a destination brand identity/image for Balanga, Bataan.

Five research questions with underlying sub questions were proposed:

1. What is the profile of the subjects in terms of the following: age; gender; respondent type; local resident of Balanga, Bataan; visitor; Local Government Unit/Department of Tourism; and, tourism industry services?
2. What is the respondents' rate of the destination

image in terms of: physical aspect; festival organization; and, tourism Industry Services provided?
3. What is the respondents' rate the event image in terms of: uniqueness; perishability; ambiance; intangibility; ritual/ceremony; and heterogeneity?
4. What is the relationship between the event image and the destination image?
5. How can the festival image be transferred to Balanga, Bataan to achieve Destination Branding?

The results of the study will be beneficial to the local community which is the city of Balanga in the Province of Bataan; for the study will contribute in the enhancement of the Ibong Dayo Festival as a positive attraction for the said destination.

This study can be used as a basis to determine if there are any improvements/ deterioration in the destination image of the Balanga, Bataan. Moreover, it can also be used as a guide to determine if there are any improvements/ deterioration in the festival image of the Ibong Dayo festival.

The study is also going to be instrumental for the Department of Tourism and the Provincial Office of the Department Tourism in Bataan. The results of the study could assist in the future administrative decisions in the growth direction of the local and national tourism. Tourism policies can be strengthened with the conclusions that can be drawn from the study.

The study could also be useful to the local and national tourism industry. It will help the other tourism destinations that have special events or festivals to duplicate the strengths of the locale of the study and expel the weaknesses which will be drawn from the conclusion of the study.

Finally, this study can serve as a channel for other researchers for reference when they conduct a study on the relationship between events and destination branding. It can also be used as a platform regarding the issue of using a festival or an event as a marketing tool for promoting a destination. Furthermore, the study can also be used for deeper understanding and study of destination marketing and destination branding.

The scope of the study was limited to the local community of Balanga, Bataan and the participants and visitors of the Ibong Dayo Festival in Balanga, Bataan last December 9-12, 2015. In the events characteristics, the variables labour intensive and fixed timescale were excluded from the study.

In the tourism destination framework, the visitors and local community will be under one category and named local community. The variables of local authority and destination management organization will be under one category. This is because the organizers of the festival are also employed by the local authority.

METHOD

The study aimed to determine the relationship between the image of Balanga, Bataan and the image of Ibong Dayo Festival to be able to produce an ideal Destination Brand. Thus, the study used descriptive method of research. The descriptive method, according to Fraenkel & Wallen (1993), is describing a state of affairs as fully as careful as possible.

The correlative method was also used in the study. Wherein, the participants answered the questions that were administered through the questionnaires and had determined whether or not the two variables are correlated.

The study was conducted in the capital of the province of Bataan, Balanga City. It can be found on the eastern part of the province of Bataan. According to the local government, the city is located in rich alluvial plains that have contributed to the growth on agricultural economy.

According to the December 2010 Census, it has a total population of 91,059. Balanga has a total area of 11,163 hectares. The city also consists of twenty-five (25) barangays.

The study focused was in one of Balanga's tourist site which is the Balanga City Wetland and Nature Park and the City of Balanga itself. Balanga City Wetland and Nature Park is specifically located at Brgy. Tortugas. This tourism attraction celebrates the Ibong Dayo Festival that is held annually on the first week of the month of December. The aim of the festival is to recognize the different bird species migrating at the Balanga City Wetland and Nature Park in the months of January and February.

There were four (4) groups of respondents that were considered for the study: the residents of Balanga City, visitors of the Ibong Dayo Festival and Balanga, local authority of the city together with the provincial Department of Tourism and tourism industry services within the city of Balanga.

Stratified random sampling was used to compute the sample size of the four (4) groups of respondents. The population of the province is approximately ninety-one thousand (91,000). Based on the computation, the sample number of respondents under this category is three hundred ninety-eight (398). For the category of visitors, two hundred twenty-six respondents were needed from the population of five hundred and eighteen (518). The total combined population of the local government unit of Balanga and the Department of Tourism Bataan was three hundred and fifteen (315). Deriving the sample from that population, the computed sample was one hundred seventy-seven (177). For the last category of respondents, tourism industry services, the computed sample was three hundred forty-one (341) from the population of six hundred fifty-five (655).

Stratified and quota sampling techniques were used to determine the local authority and tourism industry services who would be involved in the study. This means that only sample respondents from the local authority and tourism industry services were selected proportionately based on the lists of employees secured that were involved in the study. In gathering the data required for the study, the researcher used a researcher-developed questionnaire.

The questionnaire was divided into three (3) parts. Part 1 is the general profile of the respondents indicating their gender, age and from what category they belong. Part 2 are questions composed based on a 5-point Likert scale that indicated their view on the destination image to strongly agree to strongly disagree. Part 3 are questions composed based on a 5-point Likert scale that indicated their view on the event image to strongly agree to strongly disagree.

Table 1. The researcher used the following scale to interpret the numerical data of the study.

Scale	Mean Interval	Verbal Interpretation
5	4.50 – 5.00	Strongly Agree
4	3.50 – 4.49	Agree
3	2.50 – 3.49	Neutral
2	1.50 – 2.49	Disagree
1	1.00 – 1.49	Strongly Disagree

After completing the design of the questionnaire, it was subjected to a revision according to the adviser's suggestion. The said questionnaire was also validated by a tourism professional, thesis expert, and event's specialist, grammarian and a psychologist to ensure the reliability of the questionnaire. The researcher conducted a test to examine reliability of the questionnaire by stratified convenience sampling. A total of fifty (50) questionnaires were pre-tested to a group of respondents in selected establishments in the local authority, tourism industry services, visitors and residents who were not respondents of the study but possess the characteristics as those target subjects of the study. The reliability of the questionnaire was high and was approved to be used as an instrument for the study.

Before the copies of the questionnaire were distributed to the respondents, the researcher asked for permission from the local government authority of Balanga City, provincial office of the Department of Tourism and other tourism related establishments. The letter of intent was attached to the questionnaire to guide the respondents regarding the purpose of the study. At the same time, the respondents were asked to give their sincere and honest opinions.

The study was conducted during and until a week after the 6th Ibong Dayo festival in Balanga, Bataan which was held December 9-12, 2015.

In order for the study to be carried out, the researcher targeted first the visitors and tourists who went to Balanga last December 9-12 for the event. It was followed by the local residents of the City of Balanga. The questionnaire was distributed during the festival itself. Next, the researcher targeted the different tourism industry services such as food and beverage, transportation and accommodations. The last group were the local authorities and festival organizers until a week after the Ibong Dayo festival.

The questionnaires were answered within two weeks after the said festival so that their experience of the destination and event was still fresh.

After which, the researcher then forwarded the questionnaires to the Centro Escolar University Center for Data Analysis for tallying, tabulating, interpreting and analyzing.

This part of the study includes the various statistical measures that will be applied to the study for the purpose of analyzing the data and interprets the result.

The statistical treatments that were applied to the study were as follows:

1. Frequency and percentage were used to determine the profile of the respondents.
2. Mean and standard deviation were used to determine the rating of the respondents on the event image of Ibong Dayo festival and destination image of Balanga, Bataan.
3. Pearson Correlation was used in order to determine the relationship between the destination image and the event image of the respondents.

RESULTS

The primary purpose of the study was to use the festival image of the Ibong Dayo festival as a branding tool for Balanga, Bataan by using the destination image and event image as a guide. This chapter discusses the result from the 1246 respondents who answered the questionnaire that was created for the study. The representations are from the local residents of Balanga, Bataan; visitors and guests of Balanga, Bataan; local government unit and Department of Tourism personnel. Aside from that, there also from the different local tourism industry service providers such as accommodations, food and beverage and transportation. The study also identified the suggestions and recommendations of some of the respondents.

There were 8 respondents or a percentage of 0.6 under the age of 14 years. All of them were students who attend the public primary school. The age bracket of 15 years until 24 years had 401 respondents or 32.2 percent. This group of respondents were mostly students who were enrolled in the university near the venue of the event and were curious enough to participate in the event. Meanwhile, majority of the respondents fell under the age bracket of 25 to 54 years of age with a frequency of 639 or half of the respondents at 51.3 percent. These age groups were mostly consisted of the local residents of Bataan who were active in participating in the events of the local community.

These groups were also consisted of the guests and wage earners. At the age bracket of 55-64 years old, there were 171 respondents at 13.7 percent. The group was mostly made up of residents who came to the event because they were curious and their local government then wanted to be included in the festivities by their local government. For the last age bracket of 65 years and over, there were 22 respondents or 1.7 percent of the total respondents. There were 5 respondents or 0.4 percent that had no response on the questionnaire. This last group are consisted of seniors from the local community.

Majority of the respondents were female. There were 644 female respondents with a percentage of more than half of the respondents at 51.70 percent. Also, the females were willing to answer the survey without any help from the researcher. There were 588 male respondents with a 47.20 percentage. Most of the male respondents had to be asked verbally by the researcher instead of physically answering the questionnaire themselves. There were 14 respondents or 1.10 percent having no response for their gender.

Since the respondents were computed using the stratified method, majority of the respondents were local residents of Balanga, Bataan with a total of 437 respondents with 35.10 percent. It was followed by the respondents from the Tourism Industry Services with a percentage of 31 percent or a total of 380 respondents. The respondents that fell under the tourism industry services came from some of the establishments of the following sectors of tourism: accommodation sector, food and beverage sector and the transportation sector.

The visitors were made up of 19.70 percent of the total respondents with 246 respondents. The visitors were consisted of tourists, local politicians from other towns and cities, bird enthusiasts, nature-lovers and representatives from the different regional offices of the Department of Tourism. Lastly, there were 183 respondents or 14.70 percent from the local government unit of Balanga and Department of Tourism in Bataan. Most of the respondents were working in the city hall, provincial hall, local government offices and first responders such as medical and police staff.

Destination Image

1.1. **Physical aspect of Balanga, Bataan**. Table 3 shows the destination image assessed by the respondents in terms of the physical aspect of Balanga, Bataan.

Table 3 Destination Image onTable 3 Destination Image on the Physical Aspect the Physical Aspect

Physical Aspect	Mean	SD	Verbal Interpretation
Balanga City has noticeable man-made attractions.	4.49	0.76	Agree
Balanga has eye-catching natural attractions	4.15	0.71	Agree
Balanga has rich and beautiful scenery.	4.05	0.80	Agree
Balanga has distinctive history	4.02	0.83	Agree
Balanga has unique culture and heritage.	4.02	0.87	Agree
Overall	**4.14**	**0.57**	**Agree**

The overall mean of the destination image assessed by the respondents in terms of local community was 4.14 and had a standard deviation of 0.57 which was verbally interpreted as Agree. The researcher noted that the city of Balanga in Bataan has a noticeable range of man-made and natural attractions. The most noticeable man-made structure in Balanga City is its own city hall situated in the middle of the hustle and bustle of the metropolis itself. Opposite of the city hall is another man-made structure which is the Cathedral of Saint Joseph or also known as Balanga Cathedral. ("Physical Attributes," n.d.)

On the other hand, the city's most well-known natural attraction is the Balanga City Wetland and Nature Park. It is rich with flora and fauna that makes it suitable for the migratory birds to visit every December and January. Mangroves are abundant inside the park and the local government made sure that it is well protected and maintained. The province of Bataan also has a rich history for it is one of the most significant sites during the 2nd world war. A monument on a mountain was built for this happening and can be found in the neighboring town of Pilar. This man-made structure commemorates the heroism of the Filipinos and Americans during the 2nd world war. The culture of the province of Bataan is uniquely Filipino. The province boasts different kind of delicacies such as tinapa, uraro, cashew nuts and many more. ("Visiting," n.d.)

The first factor which was Balanga had noticeable man-made attractions, suggested that majority of the respondents sighted the different infrastructures and superstructures inside the city. While the factors history and culture was the least noticeable of the majority of the respondents.

1.2. **Festival Organization.** Table 4 shows the destination image assessed by the respondents in terms of the festival organizers such as the local tourism office of Balanga, Bataan and the provincial office of the Department of Tourism.

Table 4. Destination Image on the Festival Organization

Festival Organization	Mean	SD	Verbal Interpretation
The LGU and DOT offer wide varieties of activities for the Ibong Dayo festival.	4.02	0.86	Agree
The LGU and DOT promotes good network of tourist information	3.95	0.88	Agree
The LGU and DOT presents safe and secure environment	3.93	0.86	Agree
The LGU and DOT presents clean and tidy environment	3.95	0.88	Agree
The LGU and DOT has enough signage as indicators	3.91	0.92	Agree
Overall	**3.95**	**0.67**	**Agree**

The overall mean of the destination image assessed by the respondents in terms of the festival organization by the Local Government Unit of Balanga City and the provincial Department of Tourism of Bataan was 3.95 and had a standard deviation of 0.67 which was verbally interpreted as Agree. With its verbal interpretation, the table shows that the that the Local Government Unit of Balanga City and the Department of Tourism of Bataan offered a wide varieties of activities for the event. Some of the activities were: seminars on bird migration, bird migration's role in the tourism industry, talk on conservation of the environment and the sustainability of the different natural attractions that pertains to bird migration. There were also contests for public/government educational institutions such as: painting, sabayang bigkas (group declamation), street dancing and poem writing. For their VIP guests, the LGU and DOT prepared a culminating activity which was an intimate and close dinner that included performances from the city's own local dance groups and sumptuous food that showcased the hospitality of the Balanga. Included in the activity was the most important one which was bird watching at the Balanga Wetland and Nature Park.

The local government unit also promoted good network of tourist information. The researcher noted that the schedule of activities for the event was posted all over the city for easy information both for the locals and tourists who wished to participate in the event. Local police together with first responders such as medical and fire fighters were also present during the event to make sure the event would finish without any incidents. This presented a safe and secure environment for all the attendees of the event. Since a lot of tourists and guests came in for the event, the LGU prepared and made sure that Balanga was as clean and nice as it can be for the attendees of the event.

The first factor which was the festival offered a wide range of activities, suggested that majority of the respondents were satisfied by the activities in regards to the event. While the factor for the signage for the festival received the least result which indicated that majority of the respondents were not satisfied with the number of signage around and during the event.

1.3. **Tourism Industry Services.** Table 5 shows the destination image assessed by the respondents in terms of the different Tourism Industry Services offered in Balanga City.

Table 5. Destination Image on the Tourism Industry Services

Tourism Industry Services	Mean	SD	Verbal Interpretation
It has reasonable price for food and beverages	4.17	0.94	Agree
It has good bargain for shopping	4.00	0.84	Agree
It has a wide variety of shop facilities	3.91	0.84	Agree
It has a wide selection of restaurants	3.91	0.86	Agree
It has a wide choice of accommodations	3.92	0.90	Agree
Overall	**3.98**	**0.67**	**Agree**

The overall mean of the destination image assessed by the respondents in terms of the Tourism Industry Services provided in Balanga, Bataan was 3.98 and had a standard deviation of 0.67 which was verbally interpreted as Agree. Tourism industry service providers are abundant in Balanga City. These operating sectors are the accommodations, restaurants, food and beverage suppliers, and shopping facilities.

The highest ranking and most popular accommodation in the city is the Crowne Royale Hotel and almost of the high ranking guests for the festival were housed here. There are about ten (10) different accommodations that are available for tourists that Balanga can offer. Tourists can enjoy the different food and beverage establishments in Balanga. The Beanery is one of the most popular food establishment in the city for they offer local food and the produce used for their menu came locally. There are also different establishments available for consumption such as Korean restaurants, Japanese restaurants, Chinese restaurants, cafes, bars and the fast food chains. As for shopping facilities, Balanga boasts two shopping centers and a lot of establishment that cater to local produce especially the local wet and dry market where they sell Bataan's famous dried fish or what the locals calls, *tinapa*.

The first factor which stated that majority of the respondents indicated that Balanga City offered reasonable prices for food and beverage. While on the other hand, the respondents answered that Balanga City had an adequate range of restaurants and shops for selection.

2. Event Image.

2.1 **Uniqueness.** Table 6 shows the event image assessed by the respondents in terms of the uniqueness of the Ibong Dayo Festival.

1. Table 6 Event Image in Terms of Uniqueness

Uniqueness	Mean	SD	Verbal Interpretation
The Ibong Dayo festival is a one of a kind event.	4.04	1.17	Agree
Balanga has tempting and colourful celebration of Ibong Dayo festival.	3.91	0.85	Agree
The Ibong Dayo festival highlights the Balanga Wetland and Nature Park.	3.92	0.85	Agree
The Ibong Dayo festival uniquely presented the theme of the event. (Bird festival)	3.92	0.85	Agree
The Ibong Dayo festival vibrantly showcased the theme of the event. (Costumes, Decorations etc.)	3.93	.89	Agree
Overall	**3.95**	**0.66**	**Agree**

The overall mean of the event image assessed by the respondents in terms of Uniqueness was 3.95 and had a standard deviation of 0.66 which was verbally interpreted as Agree. The Ibong Dayo festival showcased the different birds that can be seen during the bird migration in the months of December to January by using the birds as the main focus and the main theme for the their activities such as street dancing. Their costumes were colorful and vibrant representing the bird that was assigned to them. Another way of showcasing the migratory birds were through paintings made by the local children of Bataan and were displayed in one of the halls of the Balanga Wetland and Nature Park. Some artworks were also prominently displayed in the public square during the gala dinner for the VIP guests. Anywhere you went before and during the event, different kind of posters and paraphernalia were posted around the city.

The first factor which stated that majority of the respondents indicated that Ibong Dayo festival was unique. While on the other hand, the majority of the respondents agree that the festival was colorful but did not meet their expectation that is why the last factor resulted with the least number.

2.2 **Perishability.** Table 7 shows the event image assessed by the respondents in terms of the perishability of the Ibong Dayo Festival.

Table 7 Event Image in Terms of Perishability

Perishability	Mean	SD	Verbal Interpretation
The Ibong Dayo festival coincides best with the period of bird migration in Balanga, Bataan.	4.02	0.90	Agree
All activities of Ibong Dayo festival adhered to the time line of the event.	3.91	0.88	Agree
All activities of Ibong Dayo festival started on time.	3.84	0.92	Agree
All activities of Ibong Dayo festival ended on time.	3.87	0.87	Agree
The Ibong Dayo festival will be repeated for many years to come.	3.90	0.95	Agree
Overall	**3.91**	**0.67**	**Agree**

The overall mean of the event image assessed by the respondents in terms of Perishability was 3.91 and had a standard deviation of 0.67 which was verbally interpreted as Agree. The Ibong Dayo Festival is considered to be Perishable as it coincides best with the period of bird migration which is during the months of December and January. The event is impeccably timed with the season of bird migration.

The schedule of activities during the event was religiously followed and adhered to. The activities that started right on time were the seminars conducted by the bird watching enthusiasts. One of the activities during the festival was bird watching. The researcher was able to see three (3) different migratory birds during the event.

The Ibong Dayo festival during the writing of this research is already on its 6th year. It is safe to say that the festival will be repeated for many years to come.

The first factor which was the festival coincided with the period of migratory birds, suggested that majority of the respondents agree with that assessment. While the factor for the factor which stated that the festival started on time received the lowest result by the majority of the respondents indicating that most of the activities during the festival did not start on time.

2.3 **Ambiance**. Table 8 shows the event image assessed by the respondents in terms of the perishability of the Ibong Dayo Festival.

Table 8 Event Image in Terms of Ambiance

Ambiance	Mean	SD	Verbal Interpretation
The Ibong Dayo festival was well-organized.	3.99	0.89	Agree
The Ibong Dayo festival was of high quality.	3.94	0.90	Agree
The Ibong Dayo festival was well-executed.	3.89	0.91	Agree
The Ibong Dayo festival's atmosphere is comfortable.	3.89	0.91	Agree
The Ibong Dayo festival's surrounding is enjoyable.	3.89	0.91	Agree
Overall	**3.92**	**0.69**	**Agree**

The overall mean of the event image assessed by the respondents in terms of Ambiance was 3.92 and had a standard deviation of 0.69 which was verbally interpreted as Agree. Based on the of the researcher, the festival was well prepared by the organizers and the execution of the whole event was above satisfactory. The whole event is comfortable and enjoyable to say the least. The organizers from the event were approachable and very hospitable to tourists and locals alike. A lot of the attendees were having fun with the different activities prepared by the organizers especially the students. The organizers prepared prizes for raffles for them. The visitors from the different non-government organizations that caters to bird watching and other affiliates had fun in the Balanga City Wetland and Nature Park during the bird watching. The culminating event which was hosted by the local government for the international guests and other high ranking visitors was well-planned and well-executed and as noted by the researcher, only served the best quality for food and entertainment.

The first factor which stated the festival was well organized by the festival organizers received the highest result which indicated that majority of the respondents agreed with the statement. While the last three factors indicated that the majority of the respondents agreed to the statements that the festival was well-executed, comfortable and enjoyable but with reservations.

2.4 **Intangibility.** Table 9 shows the event image assessed by the respondents in terms of the intangibility of the Ibong Dayo Festival.

Table 9. Event Image in Terms of Intangibility

Intangbility	Mean	SD	Verbal Interpretation
The Ibong Dayo festival promotes awareness about the environment and the seasonality of the birds.	4.02	0.89	Agree
The Ibong Dayo festival promotes educational value and better appreciation of the avian community.	3.93	0.90	Agree
The Ibong Dayo festival promotes the culture and heritage of the local community.	3.91	0.88	Agree
The Ibong Dayo festival promotes socialization among local and foreign bird enthusiasts.	3.93	0.88	Agree
The Ibong Dayo festival assists in the economical aspect of Balanga, Bataan.	3.90	0.90	Agree
Overall	**3.94**	**0.67**	**Agree**

The overall mean of the event image assessed by the respondents in terms of Intangibility was 3.94 and had a standard deviation of 0.67 which was verbally interpreted as Agree. Part of the activities done during the festival was to showcase the objectives of the event which were promoting environmental awareness by doing seminars and further elaboration on the role of bird migration in the country. During the said seminars, the target audience were the students of public and private schools. The seminars promoted educational values and for the youth to better appreciate the avian community.

From the previous Ibong Dayo festival, a representative from the local tourism office shared to the researcher that the local government had an increase of revenue due to the festival and influx of tourists to the city. The exact income generated from the festival were not released to the researcher for unknown reasons.

The first factor which was the festival promoted environmental awareness and information regarding the migratory birds suggested that majority of the respondents agree with that assessment. While the factor for the factor which stated that the festival promoted cultural and heritage received the lowest result from the majority of the respondents indicating that the respondents agree up to some level that there was a promotion of culture and heritage but not at the forefront of the goals of the festival.

2.5 **Ritual and Ceremony.** Table 10 shows the event image assessed by the respondents in terms of the ritual and ceremony showcased in the Ibong Dayo Festival.

Table 10. Event Image in Terms of Ritual and Ceremony

Ritual and Ceremony	Mean	SD	Verbal Interpretation
There are enough activities in the Ibong Dayo festival.	4.00	0.91	Agree
I enjoyed the activities in the Ibong Dayo festival.	3.88	0.91	Agree
I am aware of the purpose of the Ibong Dayo festival.	3.88	0.88	Agree
I am aware of the theme of the Ibong Dayo festival.	3.87	0.90	Agree
Ibong Dayo festival has a big impact on social-economic aspect of Balanga, Bataan.	3.88	0.95	Agree
Overall	**3.90**	**0.68**	**Agree**

The overall mean of the event image assessed by the respondents in terms of the Ritual and Ceremony was 3.90 and had a standard deviation of 0.68 which was verbally interpreted as Agree. As previously discussed, the festival itself was swarmed with activities. Based on the of the researcher, different kinds of activities for the event were done simultaneously especially the seminars. The researcher found it very hard to attend all the seminars.

The different barangays of Balanga were encouraged to join in the festival and with it comes socialization. The researcher noted that each barangay was represented in the different activities and even the senior citizens group of each barangay were actively participating.

For the activities especially during the street dance competition, the theme of bird migration was highlighted and the purpose of the event was discussed as a whole to those who attended the event.

The first factor which stated that there were enough activities for the festival received the highest results indicating that majority of the respondents agreed with that statement. While the majority of the respondents indicated that the factor which indicated the theme of the festival resulted with the least result. This indicated that most of the respondents did not know the theme of the event before they attended the said festival.

2.6 **Heterogeneity.** Table 11 shows the event image assessed by the respondents in terms of the heterogeneity in the Ibong Dayo Festival.

Table 11. Event Image in Terms of Heterogeneity

Heterogeneity	Mean	SD	Verbal Interpretation
The Ibong Dayo festival is pleasant.	4.02	0.93	Agree
The Ibong Dayo festival is exciting.	3.92	0.91	Agree
The Ibong Dayo festival is encouraging.	3.92	0.88	Agree
The Ibong Dayo festival is enjoyable.	3.94	0.90	Agree
The Ibong Dayo festival is fun.	3.88	0.92	Agree
Overall	**3.93**	**0.68**	**Agree**

The overall mean of the event image assessed by the respondents in terms of the Heterogeneity is 3.93 and had a standard deviation of 0.68 which is verbally interpreted as Agree. The event was a success and a lot of the respondents including the researcher herself, enjoyed the whole duration of the festival. The researcher was blessed to be part of the event as a VIP guest.

The first factor which stated that there the festival was pleasant received the highest rating among the factors stated. This indicated that majority of the respondents agreed with the statement. While most of the respondents answered that the festival was fun but since it received the lowest rating, some of the respondents had reservations.

3. Relationship between Destination Image and Event Image

Table 12. Assessed Correlation of the Assessment of the Event Image and the Destination Image

Event Image		Destination Image		
		Physical Aspect	Festival Organization	Tourism Industry Services
Uniqueness	r	.329**	.402**	.449**
	VI	Low Correlation	Low Correlation	Substantial Correlation
	p-value	.000	.000	.000
Perishability	r	.341**	.398**	.434**
	VI	Low Correlation	Low Correlation	Substantial Correlation
	p-value	.000	.000	.000
Ambiance	r	.393**	.446**	.407**
	VI	Low Correlation	Substantial Correlation	Substantial Correlation
	p-value	.000	.000	.000
Intangibility	r	.352**	.435**	.363**
	VI	Low Correlation	Substantial Correlation	Low Correlation
	p-value	.000	.000	.000
Ritual or Ceremony	r	.299**	.410**	.377**
	VI	Low Correlation	Substantial Correlation	Low Correlation
	p-value	.000	.000	.000
Heterogeneity	r	.318**	.375**	.374**
	VI	Low Correlation	Low Correlation	Low Correlation
	p-value	.000	.000	.000
Over-all Correlation	r	.322**	.382**	.332**
	VI	Low Correlation	Low Correlation	Low Correlation
	p-value	.000	.000	.000

The group of respondents from the local residents of Balanga City and the visitors of Ibong Dayo festival assessed that there was a significant relationship that existed with the destination image of the city of Balanga and event image of the Ibong Dayo festival. However, it had a verbal interpretation of Low Correlation on all of the values of event image. Based on the results, the local residents and the visitors were mostly unsatisfied with the event. The event did not meet the expectations of most of the respondents. The researcher noted that most of the respondents that were students were there for incentives in their respective classes. They were also mandated to go to the festival by their teachers. Some of the respondents that were part of the event were there for socialization only. Most of them were there to look and observe but not to participate in the event. The researcher also noted that the event was showcased primarily for the VIP guests that arrived for the festival.

The group of respondents from the local government unit of Balanga City and the provincial Department of Tourism of Bataan assessed that there was a significant relationship that existed with the destination image of the city of Balanga and event image of the Ibong Dayo festival. Furthermore, it had a verbal interpretation of Low Correlation on the Uniqueness, Perishability, and Heterogeneity values of event image and a Substantial Correlation on the Ambiance, Intangibility and Ritual or Ceremony values of event image. The result suggested that for the organizers of the event, the Ibong Dayo festival is not a one of a kind event when it comes to bird festivals. The organizers themselves know that there are other festivals locally that also celebrate the migratory birds. Since Balanga, Bataan is not the only town or city that offer such event to tourists, there is a chance that the festival may not meet the goals and expectations of the organizers themselves. There is also a chance that the festival may not be continued in the years to come for they have the knowledge of knowing what is happening inside the event itself.

The result also suggested that the organizers of the Ibong Dayo festival planned and executed the event in order to meet the event's goals and objectives when it came to the event's theme. The organizers made sure that there was environmental for the migratory birds and social awareness for the local community and visitors coming in the city for the festival. They also made sure to educate people on the trends and issues that surround the main theme of the festival. The organizers also educated the people on the preservation and sustainability of the environment of the city.

The group of respondents from the local tourism industry service providers assessed that there was a significant relationship that existed with the destination image of the city of Balanga and event image of the Ibong Dayo festival. Moreover, it had a verbal interpretation of Low Correlation on the Ambiance, Ritual and Ceremony, and Heterogeneity values of event image and a Substantial Correlation on the Uniqueness, Perishability and Intangibility values of event image. The local tourism industry service providers that were part of the respondents came from three sectors of tourism, such as accommodation, food and beverage, and transportation sector. These service providers are the frontline of the tourism industry, therefore they were the ones who are observant on the daily activities of the local tourism industry.

The result suggested that for some of the service providers, the event is not well-organized by the organizers, there was not enough activities for the participants and the over-all atmosphere of the event was antithesis of fun and exciting. The service industry saw the chaotic side of the event for they were the ones who provided the services to the participants and may not have a clear view of the whole event. Their interaction with the festival was through the participants. The event mostly caused negative factors for the tourism service sectors. However, the tourism industry service providers had a more positive result when it came to the event's theme, goals and objectives. For the service providers, the event educated them on the awareness of migratory birds and its environmental factors.

The relationship between the destination image and event image was definitely there but still it was not enough for the respondents. If the destination image received a high mark, the event image also received a high mark but still not enough with the markers set by the researcher in the study.

There was significant relationship between the destination image and the event image. However, the different values of the two factors yielded a verbal interpretation of Low Correlation. This suggests that the destination image and the event image was not yet at par with the standard set by the respondents.

2. Transferring the event image of Ibong Dayo festival to Balanga, Bataan

The results on the correlation indicated that the image of Ibong Dayo festival is on the weak side. The destination image of Balanga, Bataan need to be enhanced for it to be accepted by most of the respondents. Same with the Ibong Dayo festival, it had to be improved to be received as an image for the city.

SUMMARY OF FINDINGS

The following are the findings of the study:

Destination Branding is one of the most powerful tools for marketing a tourist destination. One of the most notable tools used for destination branding are events such as festivals. A great example of such an event is the Sinulog festival of the city of Cebu. The researcher took the initiative to study another local festival, Ibong Dayo festival, if it is feasible to be used as a marketing tool for the city of Balanga in Bataan Province.

During the Ibong Dayo festival held last December 9-12, 2015, the researcher gathered data from different respondents representing from the local residents of Balanga, Bataan, visitors of the event, organizers of the event from the local tourism office and provincial Department of Tourism, and local tourism service providers from selected hotel, food and beverage establishments and transportation. The researcher used a combination of research methods for the study which are descriptive and correlative method.

The destination image was collectively given a verbal interpretation of Agree, based on the scale that was used. An overall mean of 4.14 with a standard deviation of 0.57 were given by the respondents in regards to the physical aspect of the destination which is the city of Balanga in Bataan. The respondents gave a rating for the festival organization of Agree with an overall mean of 3.95 with a standard deviation of 0.67. The tourism industry services were given an overall mean of 3.98 with a standard deviation of 0.67 by the respondents.

In terms of the variables on the event image of the Ibong Dayo festival, the respondents gave all the variables a verbal interpretation of Agree. Uniqueness got an overall mean of 3.95 with a standard deviation of 0.65. The respondents gave an overall mean of 3.91 with a standard deviation of 0.67 for the Perishability variable. An overall mean of 3.92 and a standard deviation of 0.69 were given by the respondents to the Ambiance variable. The intangibility variable was given a 3.94 overall mean and a standard deviation of 0.67. Ritual and ceremony variable was given a 3.90 overall mean and a standard deviation of 0.68. The last variable, Heterogeneity was given an overall mean of 3.93 with a standard deviation of 0.68.

The correlation between the destination image and festival image was also gathered. It showed that when the physical aspect of Balanga, Bataan was correlated with all the different variables of the event image of the Ibong Dayo festival, it showed a very low correlation as compared to the other two destination variables which are festival organization and tourism industry services. Festival organization and tourism industry services got a higher result than the physical aspect but still all of the destination image variables yielded low correlation results.

Overall, it was shown from the results, that the different destination image variables and the different event image variables showed a significant relationship of having a weak and low correlation.

CONCLUSIONS

Based on the findings of the study, the following conclusions were drawn:

1. Balanga, Bataan has a positive physical image to the local community, visitors, local government unit and tourism service industry providers.
2. Based on the results, Ibong Dayo festival has a low impression from the local community, visitors, local government and tourism industry service providers.
3. The Ibong Dayo festival is relatively new since it was just the fifth time it was held, resulting to low impression on the respondents. Because of this, the festival is not yet popular to represent Balanga, Bataan.
4. Based on the results of the correlation between the festival image and the destination image, it is safe to say that it is still premature to transfer the festival image of the Ibong Dayo festival to Balanga, Bataan.

RECOMMENDATIONS

Based on the formulated conclusions, the researcher offers the following recommendations:

1. The researcher recommends to adapt the proposed measures as stated on Chapter 4. This is to strengthen the festival image of Ibong Dayo festival in order for it to be used as a marketing tool for Balanga, Bataan.
2. The researcher also proposes to make another study in the next five (5) years to determine if the event image of Ibong Dayo festival will have a higher reputation that may be used as a marketing tool for the Balanga, Bataan.
3. Lastly, the researcher also recommends to the future researchers to do further study on the aspects of co-branding a destination with an event.

SPILLOVER IMPACT OF NON-GAMING AMENITIES ON GAMING VOLUMES IN A DESTINATION CASINO RESORT

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INTRODUCTION

Non-gaming amenities, such as restaurants, entertainment venues, retail stores, bars, nightclubs and so on, are integral aspects of the casino experience today. By offering various non-gaming options, casinos strive to capture a broad range of clientele and produce more gaming revenue (Suh & Lucas, 2011). Therefore, non-gaming amenities have been considered subsidiary to gaming and have served as tools to draw casino traffic and extend a player's stay at the casino (Palmeri, 2004; Suh & Tanford, 2012).

This phenomenon can be explained by spillover theory, indicating the possibility of mutual dependence in sales among amenities in a casino (Suh & Lucas, 2011; Lee & Jang, 2014). That is, the sales for one casino-resort amenity are likely to be affected by the sales for other amenities within the casino. For example, some non-gaming amenities, such as restaurants and showrooms, may not generate a great deal of revenue for the casino, but may contribute to the increase of other casino sales. By providing various non-gaming amenities in one place, casinos expect to have spillovers into the sales of gaming products that have high-profit margins (Suh, 2011). As a result, some non-gaming amenities are allowed to operate at a loss, with the assumption that these amenities draw people to the casino floor, thereby contribute to casino revenues (Suh & Tanford, 2012).

However, non-gaming amenities, especially those in popular gaming destinations, have shifted to major profit generating centers for casinos, rather than serving as a tool to provide player incentives (Suh & Tanford, 2012). For example, Las Vegas Strip casinos reported that the revenues from non-gaming amenities have surpassed gaming revenues since 1999, resulting in a 62% increase to $7.8 billion of non-gaming revenues in 2009 (Nevada Gaming Control, 2010). Today, non-gaming operations account for more than half of many casinos' total revenue (Tanford & Suh, 2013).

Although non-gaming amenities contribute substantial revenue to many casinos, there is a limited empirical investigation of the relationship between non-gaming amenities and casino performance. As casinos competitively offer various non-gaming options, further research is needed to facilitate a better understanding of their effectiveness that goes beyond management intuition. With respect to the growing concern regarding the increased importance of non-gaming amenities in the casino industry, the purpose of this study is to evaluate the impact of non-gaming amenities on gaming volume. The investigation is extended to examine the effect of non-gaming amenities on gaming volumes by separating non-gaming revenue by paid and complimentary customers.

METHOD

Secondary data was obtained from a company that owns multiple casino locations in Las Vegas. While previous studies mostly relied on survey results, the present study's use of secondary data provides additional empirical evidence to build a model to examine relationships between variables. The company anonymously provided operating statistics of gaming and non-gaming operations, including slot, table gaming volumes and revenues of their restaurants, rooms, showroom, and retail stores, from one of their major casinos. All non-gaming departmental revenue figures were broken down into paid and comped customers.

The casino property mainly appeals to domestic and international leisure travelers and generates more than $600 million in annual gross revenue, with 58% of revenue from non-gaming and 42% from gaming operations. The property offers various gaming and non-gaming opportunities.

Simultaneous multiple regression analysis was employed to test the hypotheses with time series data. In the current study, the models were tested to predict the variance in casino gaming volumes. In other words, the contributions of non-gaming amenities to the variance in daily slot coin-in and daily table drop were estimated along with the other variables that are known to impact gaming volume (See Figure 1).

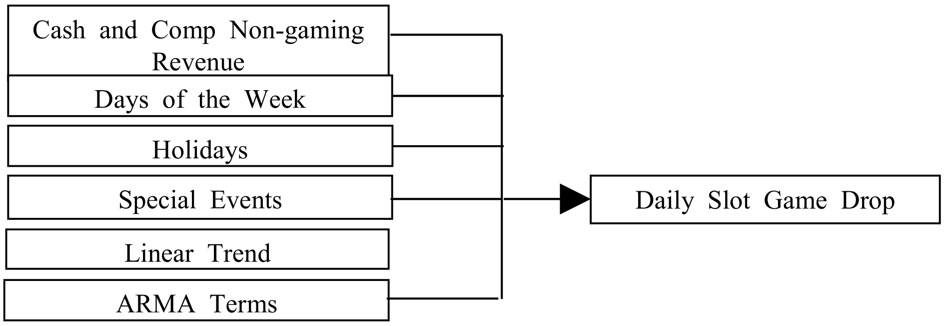

Figure 1. Theoretical model designed to examine relationship between non-gaming cash/comp revenue and gaming volume.

FINDINGS

The regression model with eight key predictors (restaurant comped and paid revenues, showroom comped and paid revenues, hotel room comped and paid revenues and retail outlet comped and paid revenues) to predict table game drop accounted for 68.1% of the variation in table game drop and was statistically significant, $F(19, 364) = 41.05$, $p \leq .0001$. The restaurant comped revenue and hotel comped revenue variables had statistically significant effects to predict table game drop, ($B = 2.68$, $t = 2.02$, $df = 364$, $p < .05$) and ($B = 8.92$, $t = 6.66$, $df = 364$, $p \leq .0001$), respectively.

The regression model with eight key predictors (restaurant comped and paid revenues, showroom comped and paid revenues, hotel room comped and paid revenues and retail outlet comped and paid revenues) to predict slot coin-in accounted for 80.3% of the variation in table game drop and was statistically significant, $F(13, 363) = 129.91$, $p \leq .0001$. The restaurant comped revenue and hotel comped revenue had statistically significant effects to predict slot coin-in, ($B = 6.29$, $t = 4.54$, $df = 363$, $p \leq .0001$) and ($B = 5.81$, $t = 1.85$, $df = 363$, $p < .05$), respectively.

IMPLICATIONS or CONCLUSION

The study revealed that paid non-gaming revenues had no significant effects on gaming volumes. The results may provide the theoretical support of the loss leader literature in which amenities are allowed to operate at a loss based on the assumption that they will attract more traffic, and therefore additional revenue. On the other hand, the Las Vegas Convention and Visitor Authority [LVCVA], (2015) reported that forty-seven percent of all Las Vegas visitors came to Las Vegas for vacation or pleasure, and twenty-seven percent of the visitors did not gamble while in Las Vegas. Only ten percent of the visitors' primary reason for visiting was to gamble. Therefore, it is possible that more people are interested in non-gaming than gaming amenities; therefore, gaming amenities may be considered ancillary to some visitors. Casinos may not expect to have spillover effects among casino-operated gaming and non-gaming amenities, but rather, these amenities need to be considered independent profit generating centers. Non-gaming oriented patrons, whose primary reason for visiting casinos is to dine in or watch shows, may have little interest in playing games. At the same time, people who visit casinos for the purpose of experiencing non-gaming amenities may visit other non-gaming amenities, such as retail outlets, restaurants, pools, hotels, or spas, but not gaming.

In both table game and slot coin-in models, complimentary restaurant and hotel revenues were found to have significant relationships with table and slot volumes. Among many complimentary offers from non-gaming amenities, free hotel rooms and restaurants may be the most effective in extending players' stay within the property thereby increase more gaming volumes than other complimentary offers from retail and showroom amenities. It is also possible that players who receive free hotel room and dining offers may have higher intentions to play casino games than players who pay these amenities at regular prices because they may feel privileged to receive rewards or expect to have forthcoming rewards.

Additionally, players may feel obligated to reciprocate for received benefits by increasing their gaming budget in response to the feeling of appreciation. Increased betting or purchase intention may occur as a result of a player's perceived need to comply with the reciprocity norm (Bartlett & DeSteno, 2006). On the other hand, retail and showroom complimentaries may not be an effective tool to influence players' cost-benefit analysis if they did not plan to buy certain retail products or watch shows. These rewards may not be sufficient enough to add value to the gaming products or produce a reciprocal behavior from players. Therefore, a careful evaluation of non-gaming complimentary benefits would be necessary.

From the regression analysis, the annual estimated profit increase from the complimentary restaurant and hotel rooms to the table game operation at the subject property were $13,675,951 and $57,448,138, respectively. Additionally, the annual estimated profit increase from the complimentary restaurant and hotel rooms to the slot operation at the subject property were $13,982,045 and $16,299,884, respectively.

Given the considerable costs associated with operating non-gaming amenities, understanding how these amenities contribute to gaming and overall profitability is critical. This provides empirical evidence that complimentary room and restaurant offers may be the most effective way to attract people and generate casino business volumes. However, the study also provides an empirical evidence that operating retail outlets and showrooms may have little impact on gaming revenue generation and could serve as loss-leader, indicating that these offers may result in a negative return on investment.

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ACCESS FOR ALL? BEACH ACCESS AND EQUITY IN THE DETROIT METROPOLITAN AREA

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INTRODUCTION

Recreation settings such as parks, playgrounds, trails, and lakes provide a variety of economic, social, recreational and environmental benefits to local residents (Sherer, 2006). Access to such settings has also been shown to have a substantial impact on individual and community health and well-being, by fostering active lifestyles that reduce the prevalence of obesity-related diseases such as diabetes and hypertension (Coen & Ross 2006). Providing and enhancing access to recreation opportunities (ROs) has therefore been recognized as an essential responsibility of public leisure agencies in their quest to improve residents' quality of life and help create more attractive and sustainable residential environments (Aukerman 2011).

However, not all people have adequate access to ROs. Concern continues that those with low socioeconomic status, and racial and ethnic minorities, tend to be disproportionately denied the multiple benefits of access to ROs. Disparities in levels of access to ROs, whether in terms of age, race/ethnicity, income or other socioeconomic or demographic factors, represent an example of environmental injustice (Deng et al., 2008). Assessing the degree of environmental justice inherent in the distribution of access to ROs is, thus, an essential prerequisite to effective recreation and broader natural resources planning and management, and, ultimately, to the attainment of more attractive, desirable and sustainable communities. To assess the level of environmental justice associated with distributions of ROs and other locally desirable land uses (LDLUs), previous studies have measured the degree of equity inherent in the distribution of access to them. Numerous equity studies have attempted to determine whether disparities in levels of access occur among different demographic and socioeconomic groups with regard to, e.g., urban parks, urban trails, playgrounds, golf courses, recreational forests, and campsites (Kim & Nicholls, 2016).

Although there have been substantive improvements in the measurement of equity in recent decades, two limitations can still be identified. First, previous RO equity studies have focused on land-based ROs such as parks, urban trails, playgrounds, and golf courses. However, "water is a focal point of outdoor recreation" (Aukermann, 2011, p. 2). Major recreational activities such as swimming, sailing, kayaking, canoeing, diving, and fishing take place at water-based sites such as lakes, rivers, oceans, and beaches (Jennings, 2007). Beaches are an especially valuable type of setting, offering a variety of water- and land-based ROs that can meet residents' diverse and complex recreational demands (Orams, 1999). They can also offer visual interest, wildlife habitat and the economic benefits associated with spending on user fees and at concessions (Dixon et al., 2012). If disparities in levels of access to beaches arise with respect to racial/ethnic or socioeconomic status, an environmental injustice can be said to occur. Despite the importance of equitable access to beaches, and though some studies have focused on legal issues in the context of the public trust doctrine, no known empirical study has evaluated whether the level of access to beaches is indeed equitable among different racial/ethnic or socioeconomic groups.

Second, previous RO equity studies have typically employed multivariate linear regression using the ordinary least squares (OLS) method. However, the use of spatial data such as the geographic locations of ROs, measures of access to ROs, and spatially referenced census data in a linear model violates many of the basic assumptions of OLS such as variable independence and homoscedasticity (Gilbert & Chakraborty, 2011). Traditional OLS regressions have failed to explore important local variations in the relationships among variables, resulting in inaccurate results including biased parameter estimates and misleading significance tests (Anselin, 1988). The purpose of this study was therefore to explore the degree of equity exhibited by the distribution of public beaches in the Detroit Metropolitan Area (DMA) using spatially explicit regression techniques.

METHOD

Detroit Metropolitan Area (DMA) was selected as the study area because the DMA not only contains a high density of public beaches but also include a variety of racial groups. Defining the unit of analysis is critical in any spatial study. In this study, the census tract (CT) was utilized. The DMA includes 1,164 CTs.

The dependent variable in this study was the level of access to public beaches, defined as the shortest road network distance from each CT centroid to the nearest public beach. This access measure reflects the minimum distance approach, recognizing that many ROs are mainly used by nearby residents and that the nearest RO typically represents the easiest opportunity for frequent or everyday use. The study adopted a need-based definition of equity. Selection of independent variables was limited to those available for CTs. They included: (1) population density (POPD); (2) age (young [under 18: AGE18] and older [over 64: AGE64]); (3) race/ethnicity (Black [BLACK] and Asian [ASIAN] [to represent race] and Hispanic [HISPAN] [ethnicity]); (4) housing value (MHV); (5) educational attainment (EDU); (6) language spoken at home (LAN); (7) vehicle ownership (VEHIC); (8) housing occupancy (HO); and (9) economic status relative to the poverty line (ECON). Disadvantaged residents or the most needy groups were hypothesized to be those residing in more densely populated areas, the young and elderly, non-Whites and Hispanics, those living in lower value housing, those having lower educational attainment, those without English spoken at home, those without a vehicle, and those residing in areas with lower proportions of occupied housing and higher poverty rates. Based on the need-based approach adopted, an equitable distribution would therefore be demonstrated when the disadvantaged received better than average access to public beaches (i.e., a lower travel distance), whereas inequity would be demonstrated when the disadvantaged received significantly lower levels of access than the less needy (i.e., higher travel distance).

Geographic data such as CT boundaries and the street network were acquired from the Michigan GIS data library (http://www.mcgi.state.mi.us/mgdl/). Public beach locations were collected from MDEQ (http://www.deq.state.mi.us/beach/). Census data were obtained from the 2010 Census summary file 1 (SF1) and file 3 (SF3) of the U.S. Bureau of the Census.

Network analysis was employed to measure the level of access to public beaches by calculating the shortest road network distance from each CT centroid to the nearest public beach. Then, geographically weighted regression (GWR) was used to explore relationships between level of beach access and residents' demographic and socioeconomic status. Lastly, choropleth mapping was used to visualize statistical diagnostics (e.g., local parameter estimates and local R^2). Data analysis was conducted using ArcGIS (version 10.0), the ArcGIS Network Analyst extension, and GWR (version 4.0).

FINDINGS

Results of the GWR model are presented in Table 1. The range of local adjusted R^2 was from a minimum of 0.27 (Rochester Hills, Oakland County) to a maximum of 0.92 (River Rouge, Wayne County), with a mean of 0.70. The model had the best explanatory power (> 80.0%) in Dearborn, Dearborn Heights, Detroit, Lincoln Park, Romulus, and Westland and in Brownstown, Huron, and Sumpter townships (Wayne County); in Royal Oak, Southfield, and Troy (Oakland County); and, in Sterling Heights and Warren (Macomb County). However, the model had very low explanatory power in Rochester Hills and in Groveland, Highland, Holly, Rose, Springfield, and White Lake townships (Oakland County), indicating that level of access to public beaches in these areas is not explained adequately by the independent variables included. These findings indicate that the explanatory power of the local model is not stationary, i.e., that the degree of model performance is spatially heterogeneous across the study area, and suggest the need to consider the inclusion of additional explanatory variables that might further improve model performance. The local condition index ranged from a minimum of 8.6 to a maximum of 24.4, indicating the absence of local collinearity among the independent variables.

Based on rho values, three of the twelve independent variables (POPD, 0.01; AGE64, 0.02; EDU, 0.01) showed evidence of spatial variation in the parameter estimate values at the 0.05 level. The ranges of the local coefficients for these variables were -1.29 to 1.40 (mean: 0.14, POPD), -1.01 to 2.85 (mean: 0.12, AGE64), and -3.25 to 2.73 (mean: -0.02, EDU), respectively. The inclusion of zero in these ranges indicates that traditional OLS would have produced misleading findings for these variables, i.e., that the relationships between minimum distance to the nearest public beach and population density, proportion of elderly population and educational attainment are heterogenous across the study area. None of the other independent variables reached statistical significance, suggesting no distinct (in)equity patterns with respect to those factors.

Table 1. Results of GWR model

Variable	GWR coefficients			Rho (spatial variability)	Range	Equity (inequity) indicated when value of coefficient
	Minimum	Mean	Maximum			
Intercept	1.29	6.90	16.13	0.58	14.84	-
BLACK	-5.55	0.31	7.77	0.45	13.32	Negative (Positive)
ASIAN	-2.81	0.09	4.71	0.53	7.52	Negative (Positive)
HISPAN	-7.54	0.17	8.64	0.12	16.18	Negative (Positive)
POPD	-1.29	0.14	1.40	0.01	2.69	Negative (Positive)
MHV	-4.10	-0.17	2.84	0.20	6.94	Positive (Negative)
AGE18	-1.57	0.04	4.58	0.08	6.15	Negative (Positive)
AGE64	-1.01	0.12	2.85	0.02	3.86	Negative (Positive)
EDU	-3.25	-0.02	2.73	0.01	5.98	Positive (Negative)
LAN	-1.66	-0.09	4.30	0.57	5.96	Negative (Positive)
ECON	-2.51	0.02	4.15	0.39	6.66	Negative (Positive)
HO	-1.61	0.21	4.89	0.32	6.50	Negative (Positive)
VEHIC	-1.85	0.05	2.20	0.15	4.05	Negative (Positive)
Adjusted R^2	0.27	0.70	0.92		0.65	
Condition Index	8.6	16.3	24.4		15.8	
n=1,164; AIC_c (GWR) = 4,085.73; neighbors = 147						

Note. Rho: Rho value per Monte Carlo analysis(Beta): regression coefficient; VIF: variance inflation factor; AIC_c: corrected Akaike's informaiton criterion

IMPLICATIONS or CONCLUSION

This study assessed the degree of equity inherent in the distribution of public beaches in the DMA; to account for spatial effects, phenomena rarely considered in prior equity analyses, GWR was employed. Considerable local variations in the relationships between level of access to public beaches and population density, proportion of elderly population and educational attainment were identified. Such findings can help parks and recreation agencies better understand local patterns of equity, an important first step in facilitating the formulation of more efficient and effective planning and policy approaches.

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DO VACATIONS RELATE TO HAPPINESS? THE CASE OF SOUTH KOREA

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INTRODUCTION

While the relationship between vacations and happiness may seem obvious, tourism researchers' interests in happiness research are relatively recent (e.g., Chen & Petrick, 2013; Chen, Petrick, & Shahvali, 2016; Liu, 2013; McCabe, & Johnson, 2013; Nawijin, 2011a; Nawijin, 2011b; Pagán, 2015; Psych Central, 2016; Tokarchuk, Maurer, & Bosnjak, 2015; Uysal, Sirgy, Woo, & Kim, 2016). Additional empirical research that estimates the relationship between vacations and happiness will strengthen our discussion of the benefits achieved with vacations. Moreover, the addition of demographic and leisure lifestyle variables will further enhance the discussion of the achievement of the happiness state. This analysis of new secondary data aims to estimate the level of happiness held by South Korean residents who vacationed in the past year and those who did not.

METHOD

Data for the study were drawn from Korea's 2016 Leisure Activity Survey, which is available from Culture Statistics Information (https://policydb.kcti.re.kr/frt/cts/svs/surveyLeisure/selectSurveyLeisureList.do?bbsId=BBSMSTR_000003003013). The survey respondents (N = 10,603) were residents over 15 years old, who have been living in one of seventeen metropolitan cities and provinces of South Korea. The data was collected from September 1th, 2016, to October 28th, 2016, by individual household visit interview. A systemic random sampling technique, meaning stratified with probability proportionate to the size of metropolitan cities' and provinces' population, was applied. Of the 10,603 respondents' data, respondents who indicated he/she had no income during the last year were excluded for the analysis. Thus, a total of 7,004 respondents' data was applied for this study.

The overall level of happiness was measured by a 10 point Likert scale using the question, "How happy are you currently feeling? (1 = Very Unhappy, 10 = Very Happy). Vacation behavior was asked using the question, "Did you have (spend) vacation during the last year?" to classify the sample into vacationers and non-vacationers. Respondents were allowed to answer either yes or no. Demographic and leisure lifestyle variables that were treated as explanatory are provided in Appendix A with the type of variable and expected direction of the coefficient noted from literature.

Analysis started with an independent sample t-test to determine whether significant differences in overall happiness level between vacationers and non-vacationers. Next, three ordinary least square (OLS) analyses were performed to test whether coefficients in the explanatory variables were significant and in the anticipated direction. Based on the literature, the relationship between happiness and its explanatory factors may be expressed as the overall level of happiness = f (leisure satisfaction, age, club participation, volunteer activity, gender, marital status, income, education, and vacation). Standard multiple regression with OLS and simultaneous entry of all independent variables were applied, where overall happiness level was regarded as the dependent variable.

FINDINGS

There were significant differences in the overall level of happiness between vacationers and non-vacationers (see Appendix B). Respondents ($n = 4,251$) who spent vacation during the last year ($M = 7.12$, $SD = 1.388$) showed higher levels of happiness than respondents ($n = 2,753$) who did not spend vacation ($M = 6.91$, $SD = 1.459$). The difference was significant at $p < 0.001$.

Besides the act of taking a vacation, happiness could be related to a variety of diverse variables. For this reason, multiple regression analyses were conducted. Before estimating the regression analyses the independent variables were tested for multicollinearity (i.e., a violation of the assumption of multiple regression techniques). Tolerance levels less than 0.4 and variation inflation factor (VIFs) greater than 2.5 were used to identify any problematic relationships among variables. As a result, four variables (i.e., age, married, 300 – less than 400, and high school) were excluded from below regressions.

The regression analysis results are presented in Appendix C. For the base model without vacation segmentation (n = 7,004), a R2 = 0.200 was estimated. A total of 13 variables were found to exhibit a significance level at 5%, 1%, and 0.1%. Of the 13 variables, leisure satisfaction, club activity, volunteer activity, education level (i.e., bachelor's degree), and metropolitan city were positively related to the overall happiness level, while gender (i.e., male), marital status (i.e., single, widowed, and divorced), income level (i.e., less than 100, 100 – less than 200, and 400 – less than 500), and education level (i.e., uneducated) were negative.

For the vacationer model (n = 4,251), a result of the regression analysis (R2 = 0.190) is presented in Appendix C. Of the 13 significant variables in the base model, 9 variables significantly related to the overall happiness level. Specifically, leisure satisfaction, club activity, education level (i.e., Bachelor's degree), and metropolitan city were positively significant, whereas gender (i.e., male) and marital status (i.e., single and divorced), income level (i.e., less than 100, 100 – less than 200, and 400 – less than 500), education level (i.e., uneducated) were found to be negatively related to happiness.

For the non-vacationer model (n = 2,753), Appendix C illustrates a result of the regression analyses (R2 = 0.212). Of the 13 significant variables in the base model, an income level (i.e., less than 100) was additionally excluded from this non-vacationer regressions due to multicollinearity (Tolerance = 0.347 and VIF = 2.884). Thus, 8 variables significantly related to the overall happiness level. Specifically, leisure satisfaction, club activity, and income level (i.e., more than 600), and metropolitan city were positively related to the overall happiness level. However, gender (i.e., male), marital status (i.e., widowed and divorced), education level (i.e., uneducated) were found to be negatively related to happiness.

CONCLUSION

While findings of this study are consistent with Ballas (2013)'s overview in happiness research, this study newly reveals significant relationships between vacations and happiness. South Korean residents who vacationed were found to be higher on happiness than those who did not take vacation during the past year. Of the 13 significant variables, leisure satisfaction, club activity, gender (i.e., male), and metropolitan city, gender (i.e., male), marital status (i.e., divorced), education level (i.e., uneducated) were found to influence happiness levels in both groups.

Specifically, "male" and "uneducated" were higher explanatory variables for vacationers (coefficient = -0.245 and -0.377 respectively) compared to non-vacationers (-0.205 and 0.295, respectively). This result suggests that respondents, who took vacation during the last year, could decrease a 24.5% in their happiness level with male in gender, and decease a 37.7% in their happiness level with uneducated in education level

However, for non-vacationers, "leisure satisfaction" (0.494) "club activity" (0.297), and "metropolitan city" (0.161) were higher variables rather than vacationers (0.487, 0.183, and 0.085, respectively). These results indicate that vacation might be substituted for respondents who could not take a vacation during the last year by participating leisure activities, club activities, or/and living in a metropolitan city. For example, as stated by Ballas (2013), living in a metropolitan city might be considered as a substitute for increasing overall happiness level, since metropolitan cities could provide diverse opportunities to find pleasant such as recreational amenities. Thus, respondents, who did not take vacation during the last year, could increase a 16.1% in their happiness level with living in a metropolitan city, while it was only 8.5% for vacationers.

As a result, this study demonstrates that vacations relate to happiness. However, there were significant differences in variables related to the overall happiness level between vacationers and non-vacationers. This study's results could contribute to better understand variables related to happiness by newly adding a tourism perspective.

Some limitation of this study should be noted. This study did not consider vacation frequency during the last year. Thus, following research would apply vacation frequency as an explanatory variable to examine if there are differences in overall happiness level among its frequency.

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Appendix A. Explanatory Variables Tested in Regression Analyses and Expected Sign of Coefficient

Independent variables	Type of variables	Expected sign on coefficient	Reference
Leisure satisfaction	7 point Likert scale (1 = Very Unsatisfied, 7 = Very Satisfied)	Positive	Ito, Walker, Liu, & Mitas (2017), Kuykendall, Tay, & Ng (2015), Liang, Yamashita, & Brown (2013), Lu & Hu (2005), Newman, Tay, & Diener (2014),
Age	Continuous	Negative	Ballas (2013), Sun, Chen, Johannesson, Kind, & Burström (2015)
Club activity	Dummy (1= Participated, 0 = Did not participate)	Positive	Ballas (2013)
Volunteer activity	Dummy (1 = Participated, 0 = Did not participate)	Positive	Ballas (2013)
Gender			
Male	Dummy (1 = Male, 0 = Others)	Negative	Ballas (2013)
Marital status			
Single	Dummy (1 = Single, 0 = Others)	Negative	Ballas (2013), Sun et al. (2015)
Married	Dummy (1 = Married, 0 = Others)	Positive	
Widowed	Dummy (1 = Widowed, 0 = Others)	Negative	
Divorced	Dummy (1 = Divorced, 0 = Others)	Negative	
Income			Ballas (2013), Sun et al. (2015)
100 − less than 200	Dummy (1 = 100 − less than 200, 0 = Others)	Positive	
200 − less than 300	Dummy (1 = 200 − less than 300, 0 = Others)	Positive	
300 − less than 400	Dummy (1 = 300 − less than 400, 0 = Others)	Positive	
400 − less than 500	Dummy (1 = 400 − less than 500, 0 = Others)	Positive	
500 − less than 600	Dummy (1= 500 − less than 600, 0 = Others)	Positive	
More than 600	Dummy (1 = More than 600, 0 = Others)	Positive	
Education			
Uneducated	Dummy (1 = Uneducated, 0 = Others)	Negative	Cuñado, J., & de Gracia (2012), Sun et al. (2015)
Elementary school	Dummy (1 = Elementary school, 0 = Others)	Positive	
Middle school	Dummy (1 = Middle school, 0 = Others)	Positive	
High school	Dummy (1 = High school, 0 = Others)	Positive	
Some college or associate degree	Dummy (1 = Some college or associate degree, 0 = Others)	Positive	
Bachelor's degree	Dummy (1 = Bachelor's degree, 0 = Others)	Positive	
Advanced degree	Dummy (1 = Advanced degree, 0 = Others)	Positive	
Metropolitan city	Dummy (1 = Living in a metropolitan city, 0 = Others)	Positive	Ballas (2013), Okulicz-Kozaryn & Mazelis (2016)

Appendix B. Differences in overall happiness level between vacationers and non-vacationers

		M	SD	t	Sig.
Happiness	Vacationers (n = 4,251)	7.11	1.388	6.075	0.000***
	Non-vacationers (n = 2,753)	6.91	1.459		

Note: Equal variances not assumed; Happiness = overall happiness level (1 = Very Unhappy, 10 = Very Happy); *M* = Mean; *SD* = Standard Deviation, Sig. = Significance, *** = Significant at 0.1%.

Appendix C. Summary of Statistically Significant Regression Results for Vacation and Non-vacation Groups

Explanatory variable	Unstandardized coefficient (B) Base model (n = 7,004)	Vacationer segment (n = 4,251)	Non-vacationer segment (n = 2,753)
Leisure satisfaction	0.490***	0.487***	0.494***
Club activity	0.220***	0.183**	0.297***
Volunteer activity	0.112*	NS	NS
Gender			
Male	-0.238***	-0.245***	-0.205***
Marital status			
Single (= 1)	-0.112**	-0.142**	NS
Widowed (= 1)	-0.315***	NS	-0.408***
Divorced (= 1)	-0.734***	-0.607***	-0.915***
Income level[a]			
Less than 100 (= 1)	-0.235***	-0.302**	NA
100 − less than 200 (= 1)	-0.112*	-0.144*	NS
200 − less than 300 (= 1)	NS	NS	NS
400 − less than 500 (= 1)	-0.143*	-0.183*	NS
500 − less than 600 (= 1)	NS	NS	NS
More than 600 (= 1)	NS	NS	0.568*
Education level			
Uneducated (= 1)	-0.297**	-0.377*	-0.295*
Elementary school (= 1)	NS	NS	NS
Middle school (= 1)	NS	NS	NS
Some college or associate degree (= 1)	NS	NS	NS
Bachelor's degree (= 1)	0.113**	0.116*	NS
Advanced degree (= 1)	NS	NS	NS
Metropolitan city (= 1)	0.114***	0.085*	0.161**
R^2	0.200	0.190	0.212
Durbin-Watson	1.859	1.880	1.941

Dependent variable = overall happiness level (1 = Very Unhappy, 10 = Very Happy); [a]the unit is 10,000 won (Korean currency); NS = not significant; NA = not available; *Significant at 5%, **Significant at 1%, ***Significant at 0.1%.

RECOVERY EXPERIENCES DURING VACATION PROMOTES LIFE SATISFACTION OF JAPANESE EMPLOYEES THROUGH CREATIVE BEHAVIORS

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INTRODUCTION

Although overtime work may result in increased salaries, it also may lead to an increase in stress, fatigue, and work-family imbalance (Golden & Wiens-Tuers, 2006). A previous study showed that there was a negative relationship between working hours and happiness in China, Japan, and Taiwan (Yamashita, Bardo & Liu, 2016). On the other hand, one of the goals to be achieved in people's daily and professional lives is to maintain some level of subjective well-being. To that end, it is necessary to promote overall work-life balance including limiting the long working hours and encouraging workers to take leaves, so that they have enough energy to live a healthy life.

This study focused on recovery experience during vacation and both its direct and indirect effects on employees. Recovery experiences can be viewed as an individual strategy devoted to restoring peoples' energy resources and maintaining their psychological and subjective well-being, which can be helpful in stressful organizational situations (Lee, Choo & Hyun, 2016). Siltaloppi, Kinnunen and Feldt (2009) suggested that recovery experiences play a significant role in maintaining well-being at work. Moreover, recovery experiences enable employees to restore their energy resources (Sonnentag & Fritz, 2007).

Furthermore, abilities and characteristics of employees themselves are important in industrial life. Especially, innovation and creativity in the workplace have become increasingly important determinants of organizational performance, success, and longer-term survival (Anderson, Potočnik & Zhou, 2014). Moreover, Horng, Tsai, Yang & Liu (2016) showed that employees' creativity promoted by social–organizational and physical work environment. When employees perceive autonomy or freedom, challenge, resources, supervisor support, and rewards, they are likely to pay more attention to their job, change their behavior and increase their creativity performance (Amabile, Conti, Coon, Lazenby & Herron, 1996).

From these previous studies, we hypothesized that vacation, which means being physically away from work, bringing freedom and autonomy, could enhance employee's creativity and further increase their well-being. Considering the synergy between the recovery experiences after vacation and various dimensions of subsequent creative behaviors, occupational well-being (job dedication and career satisfaction), as well as life satisfaction, we developed a comprehensive model to capture the above-mentioned factors' relationships. At the same time, we examined whether numbers of travel during paid leaves increased recovery experience and life satisfaction. Thus, the present study formulated the following hypotheses on interaction effects. Figure 1 shows the proposed theoretical framework and hypotheses.

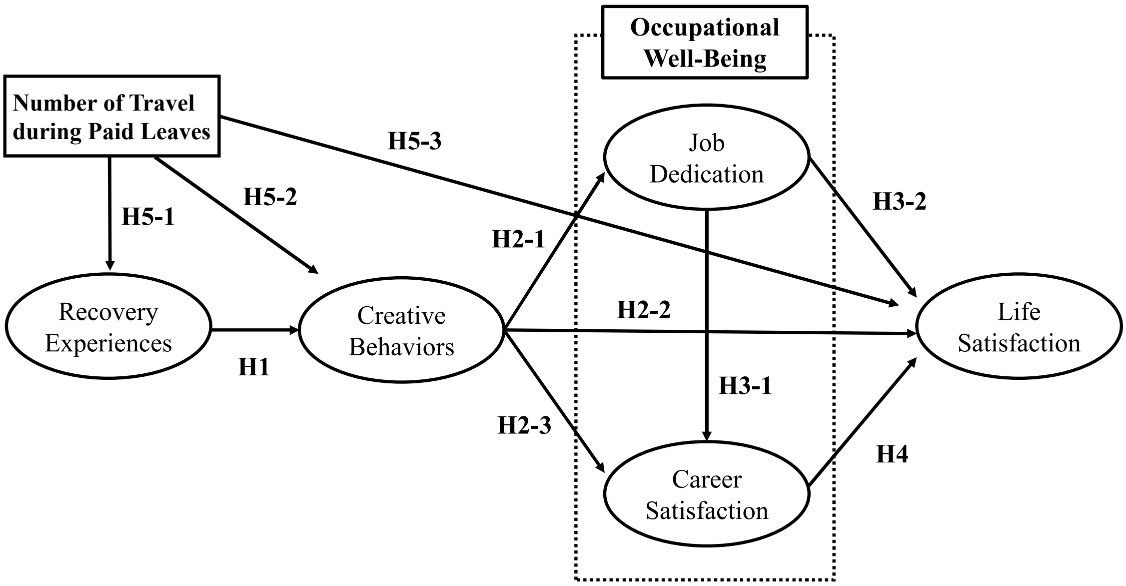

Figure 1. Theoretical framework and hypotheses of this study

RESEARCH METHODS

Participants were 800 Japanese full time employees from the general population (400 women and 400 men). The mean age was 40.11 years with a standard deviation of 10.63. As shown in Table 1, the participants were stratified across age (i.e., the 20s, 30s, 40s, and 50s) and equally portioned. Majority of respondents pursued higher education (college: 56.1%). Regarding household incomes, most respondents reported that their household incomes were between $20,000 and $80,000.

The questionnaire consisted of items to obtain demographic information including sex, age, education status, household income, the ratio of taking annual paid leaves, and numbers of travel during paid leaves, and the questionnaires followed psychological scales as well. These scales were adopted from previous empirical studies and were slightly modified to reflect the context of the Japanese full time employees.

Respondents' recovery experience during their most recent vacation was assessed with Recovery Experience Scale (Sonnentag & Fritz, 2007). The 15-item, 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree) has four dimensions; (1) control, (2) detachment, (3) mastery, (4)relax.

The employee creativity scale (e.g., “Suggests new ways achieve goals or objectives”; and “Develops adequate plans and schedules for the implementation of new ideas.”) was adapted from self-evaluation of creativity proposed by George and Zhou (2001). Life satisfaction was measured based on the Satisfaction with Life Scale (Diener, Emmons, Larsen & Griffin, 1985). A 7-point Likert scale (1 = strongly disagree to 7 = strongly agree) was used for all measurement items. This study defines life satisfaction as the level of employees’ cognitive perception of their subjective well-being.

Finally, seven items for job dedication (e.g., “I put in extra hours to get work done to meet deadlines”) and five items for career satisfaction (e.g., “I have been satisfied with the success I have achieved in my career.”) were adopted from Lee et al. (2016).

RESULTS

Structural equation modeling (SEM) was employed to gain an improved understanding of the relationships between the recovery experiences, creative behaviors, occupational well-being (i.e., job dedication and career satisfaction), and life satisfaction.The model fit was assessed using multiple indices and showed a reasonable fit: $\chi 2$ (517) =2340.90, $p < .01$, RMSEA = .066, CFI = .915, SRMR = .049 (Figure 2).

Although influences were weak compared to the above relationship, number of travel during paid leaves had a significant influence on recovery experiences ($\beta = .15$, $p < .01$) and life satisfaction ($\beta = .07$, $p < .05$). In sum, the results supported all hypotheses except H3-2 and H5-2.

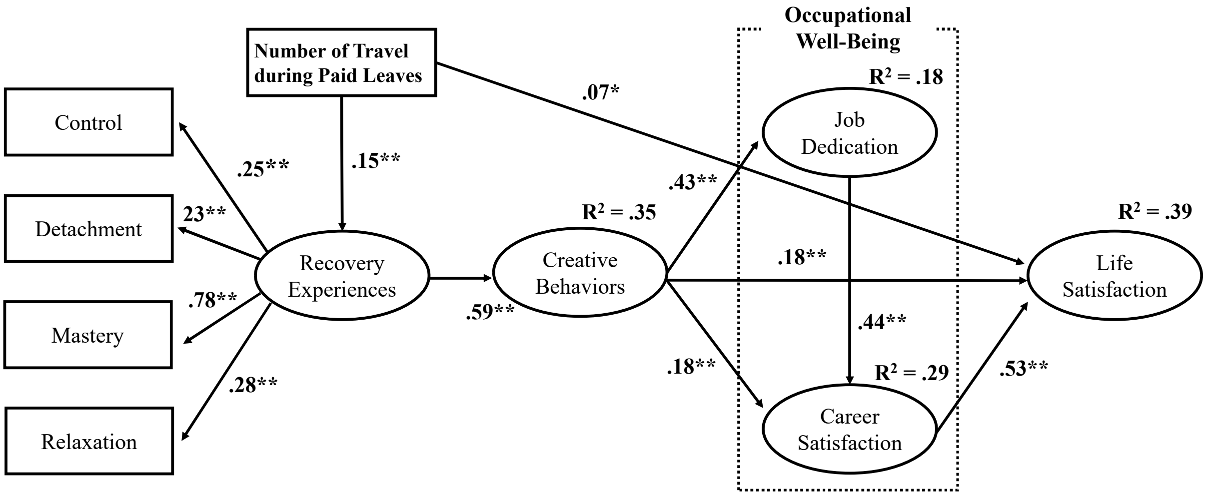

Figure 2. Results for the proposed model.

Note: *p < .05, **p <.01; numbers indicate standardized path coefficients.

CONCLUSION

We confirmed that recovery experienced during vacation promoted employee's creativity, and it also improved occupational well-being and life satisfaction. Furthermore, the result revealed that traveling while taking paid leave improved both recovery experiences and employees' life satisfaction.

From the results of this study, it was suggested that it is important not only to take a vacation but also have a recovery experience during this period. This might be applicable to the tourism and hospitality industry. For example, tourism and hospitality service providers should ensure services or products that allow customers to have a recovery experience when they participate in various leisure and recreation activities. More importantly, based on the results of the current study, it is believed the tourism industry should encourage people to take a vacation by communicating and enlightening the benefits of tourism to them.

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SEGMENTING MEDICAL TOURISTS BY PUSH–PULL MOTIVATIONS –FOCUSING ON CHINESE, JAPANESE, AND AMERICAN LATENT MEDICAL TOURISTS

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INTRODUCTION

Medical tourism is very popular in major tourist regions in Asia where treatment expenses are relatively cheap and where quality medical services and recreational facilities are provided. According to figures for foreign patients as of 2011, Thailand, India, and Singapore formed the leading group by receiving 1.56 million, 0.73 million, and 0.72 million people, respectively (Korea Institute for Industrial Economics & Trade, 2013). Within the diverse research on medical tourism, studies that identify the motives of medical tourists are important for the destination countries. By identifying the reasons why medical tourists visit certain countries for treatment, we can gain insights into the characteristics of these countries. Furthermore, to stimulate medical tourism, we need to identify the motivations of medical tourists, segment the market, and pursue a positioning strategy that lets us occupy a market segment in which we have a competitive advantage. Most studies that have segmented the medical tourism market have focused on benefits/risks and selection tendencies.

In this study, we investigate the difference in the medical tourism motivations of Chinese, Japanese, and American tourists, proceeding with a segmentation by motivation of tourists to enable a better understanding of the three groups of tourists. We examine the differences in Push-Pull motivation tendencies for the three major types of medical tourists in Korea—Chinese, Japanese, and American—and divide the groups so that we can expand into international medical tourism.

METHOD

We collected data by conducting surveys on Chinese, Japanese, and Americans who were potential medical tourists. The surveys were conducted for about 3 months from June 10, 2014 to September 20, 2014. We sent out a total of 2,000 surveys, and after discarding 279 surveys with insincere responses and missing values, we used 1,721 surveys (86.1%) in our final analysis. The questionnaire used in the empirical study consisted of attributes of medical tourism motivations and included 8 Push factor attributes, 10 Pull factor attributes, and 13 population statistic characteristics and medical tourism behavior variables for a total of 31 items. Surveys were translated into Chinese, Japanese, and English. The design of the questionnaire was based on preceding research (Chen et al., 2008; Choi et al., 2004; Saha et al., 1999; Vandamme & Leunis, 1993; Otto & Ritchie, 1996; Tapachai & Waryszack, 2000; Sánchez et al., 2006; Gallarza & Gil, 2008), and we edited the motivations for medical tourism for this study. Consequently, factor-clustering was only feasible with the aid of cluster analysis, the latter being the platform upon which market segmentation by motivation was built. The hierarchical cluster analysis seemed more suitable to identify the number of clusters, and the K-means cluster analysis was selected to classify the sample according to the push factors already extracted. Finally, chi-square test was used to identify the differences among clusters in terms of categorical variables (i.e., demographics and medical tourism-related behavior).

FINDINGS

Based on the findings from ANOVA, Table 4 presents that Push-Pull motivations are significantly different among Chinese, Japanese, and American latent medical tourists. However, the “tourism pull factor” was not significant ($p > .05$).

The two Push-Pull motivations identified above were used as composite variables for the identification of medical tourism market segments. A three-cluster solution emerged from the analysis on the basis of the agglomeration coefficient and dendrogram. ANOVA tests revealed that four factors contributed to the differentiation of the three latent medical tourists clusters (Tables 5).

Table 4. ANOVA (Medical Tourism Motivation Mean) Results

	Chinese	Japanese	American	F-value
Factor 1 : Medical Push Factor	5.417	4.939	5.374	26.286***
Faster medical service compared to my country	5.108	4.842	5.231	9.350***
Cheaper medical expense compared to my country	5.085	4.704	5.473	34.656***
Treatment of illness (disease) that is difficult to be treated in my country	5.958	5.054	5.447	46.871***
Safer and more reliable treatment than my country	5.516	5.156	5.345	6.906**
Factor 2 : Tourism Push Factor	4.542	4.145	4.765	36.063***
The advantage that you can enjoy both medical service and tourism together	4.863	4.218	5.007	39.493***
Exotic and unusual sentiments	4.094	3.656	4.195	15.933***
Recharging and break from the busy daily life	4.424	4.338	4.889	19.136***
Opportunities to be with my family/ friends/relatives while being treated	4.789	4.366	4.969	19.719***
Factor 1 : Medical Pull Factor	5.548	5.417	5.815	19.326***
A comfortable environment to rest after treatment	5.491	5.194	5.732	22.130***
Advanced high-tech medical facilities	5.691	5.670	5.978	9.015***
Highly skilled medical staff and professionals	5.962	5.682	6.187	20.635***
Ease of administrative procedures including visa and insurance	5.211	5.131	5.603	18.091***
Availability of treatment in internationally accredited hospitals	5.706	5.321	5.770	16.982***
Hospital staff's friendly medical service	5.229	5.502	5.618	10.916***
Factor 2 : Tourism Pull Factor	4.301	4.190	4.175	0.191
Tourist attractions	4.666	4.134	4.275	17.339***
Various foods of the country	4.348	4.316	4.339	0.066
Various opportunities for shopping	4.018	3.794	3.691	5.575**
Cultural similarity	4.171	4.515	4.396	7.004**

**p < .01, ***p < .001

Table 5. ANOVA (Medical Tourism Motivation Mean) Results

Factor	Quality seeker (Cluster 1)	Essential seeker (Cluster 2)	Rest seeker (Cluster 3)	F-value
Medical Push Factor	5.549	5.767	3.846	615.125***
Tourism Push Factor	3.385	5.279	3.599	765.273***
Medical Pull Factor	5.784	6.040	4.467	454.725***
Tourism Pull Factor	2.900	4.829	3.927	469.698***

CONCLUSION

The aim of this paper is twofold: first of all, to investigate similarities and differences between Chinese, Japanese, and American latent medical tourists and, second, to propose an international medical tourism market segmentation for medical tourism Push-Pull motivations. To this extent, we focused on the three biggest markets (Chinese, Japanese, and American). We conclude that there are differences among the three nationalities in terms of the push and pull motivations to travel for medical tourism. Additionally, we propose a medical tourism market segmentation that consists of three segments. Regarding the cross-cultural comparison, the importance of push and pull motivations varies among the three nationalities of our samples. The aforementioned period was rich in studies comparing medical tourism motivations of tourists from different countries and proposing segmentations based on medical tourism motivations for one nationality at a time. This study proposes another way of tackling the market segmentation issue by conducting an international segmentation combining countries from a specific geographic region with several differences and similarities across the countries. This is a significant addition because one of the basic criteria for evaluating market segmentation is the viability of the segments.

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CONSUMERS' ONLINE ENGAGEMENT IN FACEBOOK

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INTRODUCTION

Social media is a powerful communication channel for businesses to connect to and interact with customers. Researchers have utilized social media analytics to investigate trends or patterns in the communication (Fan & Gordon, 2014). Social media analytics is known as an emerging method for collecting social media contents, interpreting results, and developing implications among researchers and practitioners. As a data resource, Facebook is the largest social media in the world (Alexa.com, n.d.) having more than 1 billion users in the network. Given the popularity of Facebook, marketers have involved in social media marketing to improve brand reputation and to enhance interaction with customers (Ji, Li, North, & Liu, 2017; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Despite the contribution of researchers in the hospitality and tourism field with the new approaches such as text analysis or sentiment analysis (e.g., Park, Ok, & Chae, 2016; Xiang, Schwartz, Gerdes, & Uysal, 2015), little attention has been paid to customers' engagement in Facebook. This study explores customers' online engagement levels in the Facebook communities of three hospitality brands (Disneyland, Marriott, and Starbucks) to better understand the engagement patterns in each brand. Attributes influencing engagement are further examined to provide meaningful implications.

METHOD

"netvizz on Facebook" v1.41 was used to collect Facebook posts from each brand page including attributes such as content types, messages, publication time, the number of likes, shares, and comments of page posts (Table 1). The application allows researchers to collect 999 recent posts published by the page account at the maximum. Data were collected on February 17 in 2017. MS Excel 2016 was adopted for data screening and chart creation. SPSS 21.0 was used for ANOVA tests.

FINDINGS

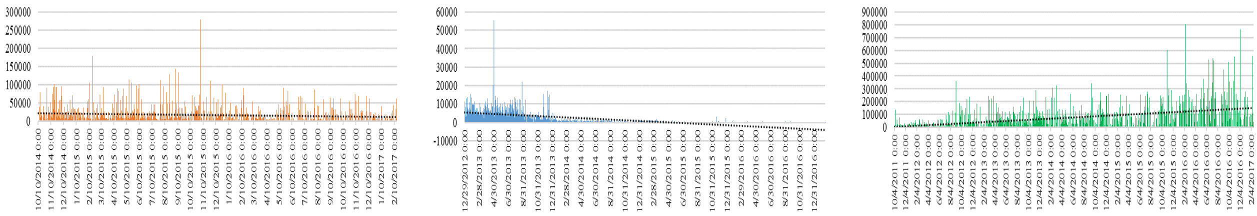
Descriptive analysis. Disneyland has posted more link- and video-type contents than photo-type contents. Marriott and Starbucks, on the other hand, mostly have posted photo-type contents. Compared with the interaction index averages of other brand pages, Starbucks has had more engagement levels (Table 1).

Table 1. Content Types and Interaction Index Averages

Brand	Period	Content Types				Interaction Index Averages				
		Link	Photo	Video	Others[A)]	Likes	Comments	Shares	Reactions[B)]	Engagements[C)]
Disneyland	10/10/2014-2/17/2017	**401**	232	**366**	0	14126.2	786.6	1462.1	14501.0	16749.8
Marriott	12/29/2012-2/13/2017	66	**877**	45	11	2205.3	28.0	132.4	2205.6	2366.0
Starbucks	10/4/2011-2/15/2017	111	**775**	54	59	**58175.4**	**2265.8**	**3171.0**	**59368.1**	**64804.9**

Note:
[A)] Others: status, events, offer
[B)] Reactions (attribute name: reactions_count_fb) = likes + other icons (Emoji) + other reactions
[C)] Engagements (attribute name: engagement_fb) = reactions + shares + comments
The number of likes of pages: Disneyland (17,779K likes), Marriott (2,500K likes), Starbucks (36,556K likes),

Engagement level trend monitoring. To display all engagement scores of each in sequence over time, column bar charts are created with linear trend lines (Figure 1). The results show Starbucks has made increasing engagement trends while Marriott has been losing engagement scores as time goes by.



Disneyland Marriott Starbucks

Figure 1. Engagement Level Trends of Facebook posts

Attributes influencing on engagement score.

Table 2 shows posts having the largest numbers of engagement in the datasets.

Table 2. Posts Getting the Highest Engagement scores of Each Page

Type	Message	Date	Likes	Comments	Shares	Engagement
(Disneyland)						
Photo	*Happy day of the dead!*	11/2/2015, 5:00PM	243,750	2,409	33,322	279,690
(Marriott)						
Photo	*Our office was filled with backflips and roof raises when we hit one million fans. Join our #MyMarriottMillion contest and celebrate with us!http://bit.ly/MarriottMillion*	4/30/2013, 4:20PM	51,837	435	3,035	55,307
(Starbucks)						
Photo	*Me + You + Chocolate + Chocolate + Chocolate + Chocolate = Molten Chocolate Latte. Now thru Feb. 14 #StarbucksDate*	2/8/2016, 7:24PM	606,884	102,359	96,992	806,311

Portion of likes, shares, and comments on engagement score.

Engagement score is a sum of the numbers of comments, shares, and other reactions. Table 3 presents representative posts having the highest number to engagement by Facebook users.

Table 3. The Most Highly Engaged Posts (Likes, Comments, and Shares)

Type	Message	Date	Portion of Engagement		
			Likes	Comments	Shares
(Disneyland)					
Photo	*Disneyland updated their profile picture.*	9/12/2016, 8:04PM	**0.987**	0.027	0.030
Video	*March Magic Tournament - Crocs vs. Skippers Another classic match-up as the Crocs and Skippers face-off. Comment CROCS for Peter Pan's Flight or SKIPPERS for Jungle Cruise. Get those votes in!*	3/20/2016, 5:30PM	0.226	**0.766**	0.026
Photo	*The Disneyland Resort celebrated 60 dazzling years during this year's Rose Parade with a float honoring some of the most exciting adventures that await guests at the Happiest Place on Earth. Take a look!*	1/5/2016, 5:00PM	0.379	0.016	**0.611**

Type	Message	Date	Portion of Engagement		
			Likes	Comments	Shares
(Marriott)					
Photo	*This past week Marriott celebrated the people who worked hard to make the Marriott Port-au-Prince Hotel Haiti happen. View all the action here and visit starting on March 1st.*	3/1/2015, 10:47PM	**0.986**	0.014	0.000
Link	*Hotel as laboratory? How Charlotte Marriott City Center strives to stoke and satisfy curiosity.*	1/6/2017, 4:04AM	0.415	**0.561**	0.073
Photo	*We are thrilled to announce that today, no matter where you go, you are here. With more than 5,700 hotels in over 110 countries, we are now a part of the world's largest collection of hotels + travel experiences. Join or link your accounts at http://bit.ly/2atnJ75.*	9/23/2016, 1:44PM	0.610	0.113	**0.343**
(Starbucks)					
Photo	*Stay warm. Be Happy.*	1/9/2014, 12:22AM	**0.991**	0.007	0.002
Status	*Who is your favorite person to have coffee with?*	10/8/2011, 12:36AM	0.364	**0.616**	0.019
Offer	*Enjoy a Grande Iced Coffee, Iced Tea, or Starbucks Refreshers Beverage for $1 on June 7.*	6/6/2013, 8:15PM	0.322	0.078	**0.600**

Engagement score differences.

To confirm the significant differences of engagement scores among three content types, one-way ANOVA was conducted. In the Disneyland case, photo- and video-type posts had higher engagement scores. In the Marriott case, photo-type posts had higher engagement scores. In the Starbucks case, photo-type posts had higher engagement scores than link-type contents.

Table 4. Engagement Score Differences among Post Types (One-Way ANOVA)

Brand	F	Sig	Engagement Mean			Post-hoc (Scheffe)
			Link	Photo	Video	
Disneyland	87.535	.000	8296.19	31659.97	16560.55	Photo > Video***, Video > Link***, Photo > Link***
Marriott	25.536	.000	201.35	2659.86	152.29	Photo > Link***, Photo > Video***
Starbucks	18.962	.000	16087.25	75542.83	45144.43	Photo > Link***

Note: DV - Engagement score; *** - $p < .001$

IMPLICATIONS

This study explored social media analytics following the procedure: *data collection → descriptive analysis → engagement trend monitoring → content analysis by calculating portions of engagement*. Based on the findings, three implications are summarized below.

First, findings in this study showed that three types of posts (i.e., photo, link, and video) have been frequently used for social media marketing. Photo-type Facebook posts have significantly higher engagement levels than the other two types. This is consistent with Kwok and Yu's (2013) finding that proved photo-type messages received more comments.

Second, reviewing posts that have the highest engagement scores (Table 2 and 3) showed celebrating messages (e.g., Halloween day and the 60th anniversary day in Disneyland, the brand merger celebration of Marriott) had a bigger contribution to enhancing the engagement of brand community members in Facebook. In this regards, questions asking opinions of social media followers (fans) effectively contributed to the number of comments. Marketers may consider this when designing messages of Facebook posts.

Third, this research examined the engagement trends of brands in Facebook (Table 1 and Figure 1). Tools used in this research would be useful and convenient to be used by marketers to monitor their social media marketing performance. Future studies may develop a research framework that provides a theoretical foundation for brand engagement in online communities.

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THE EFFECT OF REAL-TIME SOCIAL MEDIA ENGAGEMENT ON MILLENNIALS' EVENT EXPERIENCE: AN EXPLORATORY STUDY

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INTRODUCTION

The emergence of social media has significantly changed the event attendees' approach to events as well as the marketing communication strategies of event planners. As Martin and Cazarre (2016) noted, the strategic use of social media could improve the experience of the event attendees and build a relationship with them. The use of social media is especially notable for Millennials. In 2014, 72.7 million Millennials in the United States accessed social networking services (Statista, 2017) and 56 percent searched the information about events, movies and restaurants online (Statista, 2015). In this "Participation Age" they play as 'prosumers' (producers +consumers), who don't simply attend the events but also create the event experience together (Martin & Cazarre, 2016).

Some recent studies have examined the role and impacts of social media in event marketing. Becker and her colleagues (2009) explained the critical role of Facebook event pages in enabling potential attendees to find the local events, to read reviews, and to create relations, which can facilitate increased event attendance. Lee, Xiong and Hu (2012) found that the Facebook fans' perceived enjoyment of social media marketing significantly influences on their attitudes toward an event and intention to visit. The empirical study by Hudson and his colleagues (2015) also showed the positive impacts of social media on the attendees' event engagement and their willingness to recommend the event. The word-of-mouth generated around events has also been considered as an outcome to evaluate the event marketing (Wood, 2009). These findings suggest the positive influence of social media communication on the event attendees' attitudes and behavioral intentions. While these studies examined the role of social media as a marketing tool before the events and the word of mouth generated as an outcome of event marketing, there is still a lack of studies that examined how the real-time social media communication influences the event attendees' experience. According to a recent finding (Cummings, 2016), 81 percent of millennials shared a photo on social media at branded events and 71 percent used the events' hashtag on social media. As a growing number event organizers seek to engage the attendees using the social technologies, more empirical studies to understand the effects of real-time social media communication should be conducted. To fill this void, the current exploratory study was conducted with millennials at an event to test the following three hypotheses: *H1.* The event experience will be more positive for attendees who use the event hashtag to *read* the event-related social media contents; *H2.* The event experience will be more positive for attendees who use the event hashtag to *create* the event-related social media contents; *H3.* The event-related social media content creation behavior has a positive impact on the event attendees' event experience.

METHOD

For this exploratory study, an onsite intercept survey was conducted in March 2016 at a social event organized by a student-run organization at a university in Northeast US. The survey consists of questions regarding the event attendees' use of event hashtag, the reasons to use the hashtags, their event experience as well as the demographic characteristics. The event hashtag was created by the event organizer and promoted using social media, posters, flyers and announcements to encourage the attendees' social media engagement. The survey was distributed to 148 attendees but only 100 attendees returned the completed surveys which form the actual sample for this study.

The event experience measurement scale was adopted and modified from Kaplanidou and Vogt (2010) and Wood (2009). Respondents were asked to indicate their level of agreement with the nine items on 7-point Likert scale, ranging from “strongly disagree’ (1) to “strongly agree” (7). The items include: The event was joyful; stimulating; exciting; excellent; fulfilling; perceptually interesting; relaxing; valuable; and engaged my senses. The exploratory factor analysis result confirms the uni-dimensionality of scale. Reliability tests also showed the high internal consistency of the factor with Cronbach Alpha score of .96. The social media engagement of attendees was measured with three questions that asked whether they used the event hashtag to read event-related contents, created the contents with the event hashtag, and how many event-related contents they created. The first two questions were dichotomous (yes/no) questions while the last question was an interval level question. Independent sample t-test was used to examine the differences between the hashtag users and non-users. Participants were further divided into three groups according to their number of social media contents created. The groups were compared using a one-way ANOVA on levels of their event experience.

FINDINGS

Descriptive analysis. All participants were millennials, between the age of 18 and 35. The vast majority of participants were college students (88%). More females (66%) than male (34%) participated in the survey. Among the participants, 55 percent of attendees used the event hashtag during the event to read the contents created by other attendees. They indicated that they used the hashtag to find the event information (39%), to show their support by liking the contents (34%) and to be a part of communal presence (22%). 70 percent of event attendees created the contents during the event with the event hashtag. The most popular social media platforms used in publishing their contents were Instagram (60%) and Snapchat (54%) followed by Twitter (26%) and Facebook (6%). The results identified a number of reasons that event attendees created the social media contents with the event hashtag. More than a half of respondents (55%) said that they used the hashtag to share their event photos/videos while forty-one percent participants did it to share their personal experience with followers. About 30 percent of attendees posted the contents with the event hashtag to share the information about the event and also to engage with other attendees (29%). Other reasons include promote the event (23%) and discuss with the event organization (13%). The mean of attendees’ event experience was 6.3 out of 7 which indicates that they had a good event experience overall.

Event Content Creators vs. Searchers.

The crosstab analysis indicated more than 70 percent of content creators also searched and read the contents using the event hashtag. This suggests a quite substantial overlap between event content creators and searchers which indicates that those who actively use the event hashtag to create the contents are also actively search and read contents generated by other creators (see Table 1).The crosstab result was significant (p=.000) with the chi-square value 27.7. This suggests the association between contents search and creation behaviors.

Table 1. Overlap between Reading Contents and Creating Contents

	Content Search: Used the Hashtag to *Read* Contents	
Content Creation: Used the Hashtag to *Create* Contents	No	Yes
No	86.7%	13.3%
Yes	27.1%	72.9%

Social Media Engagement and Event Experience.

Hypothesis 1 tested for differences between content searchers and non-searchers on their event experience. The t-test result showed there is a significant difference between two groups (p = .024). The event attendees who searched and read the event-related contents using the event hashtag had a higher quality event experience than the non-searchers. H1 was supported. Hypothesis 2 assumed the more positive event experience for the event-related content creators than non-creators. There was a significant difference in their event experience (p = .007) which supported H2 (see Table 2).

To further investigate the impacts of event attendees' social media engagement on their event experience, a one-way between-groups ANOVA was conducted. The event attendees were categorized into three groups according to the number of social media contents created (Group 1: No content; Group 2: 1~5 posts; Group 3: 6 or more posts). The result showed that there was a statistically significant difference at the p <.01 level in their event experience for the three groups: F (2, 97) = 6.6, p = .002. The effect size, calculated using eta squared, was .12 which would be considered as a moderate effect according to Cohen (1988). Post-hoc comparisons using the Tukey HSD test indicated that the mean score for Group 1 (M = 5.88, SD = 1.17) was significantly different from Group 2 (M = 6.53, SD = 0.65). Although, Group 3 (M = 6.69, SD = 0.47) did not differ significantly from either Group 1 or Group 2, the means of three groups' event experience indicated that their event experience quality was higher for the groups who were more active on event-related social media content creation. H3 was also supported.

Table 2. T-Test Results: Differences in Event experience

	Mean	SD	Mean Difference	T	df	Sig.
Content searchers	6.5	.55	.43	2.32	60.9	.024
Non-searchers	6.1	1.13				
Content creators	6.5	.63	.66	2.88	36.4	.007
Non-creators	5.8	1.18				

DISCUSSION

This exploratory study aimed to test the effect of real-time social media engagement on the millennials' event experience. The findings of study showed that the real-time social media communication using the event hashtag could enhance the millennials' event experience as the social media provided them the channel to read the event information and the contents created by other attendees. They also shared their event photos /videos and interacted with other attendees on the social media during the event. Instagram and Snapchat are the most used social platforms followed by Twitter and Facebook. This partially confirms the recent findings by ComScore (2014) which found that Millennials skew more heavily than their older counterparts on Instagram, and Snapchat. While the study found that Facebook remains the leading platform for Millennials, our result showed only 6 percent used Facebook. This might be because the Facebook is not a leading social platform for the real-time communication. However, Facebook recently introduced the Facebook Live, the real-time video which may change the real-time event marketing practices. The empirical findings of this exploratory study provide a quick snapshot of millennials' social media use at the event and its impacts. However, many questions still remain unanswered. Futures studies should further investigate the related questions such as the generational differences, the behavioral outcomes of real-time social media engagement and the study in a larger scale event.

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ASSESSMENT OF TRAINING PROGRAM FOR SECONDARY SCHOOL TEACHERS IN THE PHILIPPINES: ENHANCING THE SKILLS OF TOURISM, HOTEL AND RESTAURANT MANAGEMENT TEACHERS

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INTRODUCTION

To be able to achieve effective teaching and productive learning, teachers should see themselves as capable of achieving the dimensions of good teaching. Using the National Competency Based Teaching Standards (NCBTS) as a framework, Filipino teachers should be able to see their strengths and ensure that such strengths be consistently utilized in teaching practice. If weaknesses are identified, teachers can plan for various professional development activities which are essential for their growth and development. Professional development is a formal in-service training to upgrade the content knowledge and pedagogical skills of teachers.

The teacher's academic advancement and professional upgrading activities contribute to an enjoyable and productive teaching. However, financial worries sometimes form part of the teacher's failure in doing their best in the teaching arena. In some instances, teachers struggle to get out of their own way to perform better on their job and achieve the desired goal, but there are times when teacher's job performance can be affected by quite a lot of conflict in their profession and financial difficulties (Ramos-Shahani, 2015).This is where the BPSU Office of Extension services comes in. Taking an active role as "Pamantasan Para sa Bayan (University of and for the People)", BPSU has continuously offered professional enhancement programs for basic education teachers at a very accessible rate yet competent training.

For the past five years, BPSU through the OES has been conducting the Skills Enhancement Training (SET) for Technology and Livelihood Education (TLE) teachers. Began in 2011, it has become a popular advanced training ground for the province's numerous TLE teachers.

In this line, to help the teachers of the DepEd Balanga City and Division of Bataan especially the THE teachers upgrade their skills and knowledge in various skills, this activity was conducted for five years. Filipino basic education teachers are in great need of more trainings to enhance their skills and knowledge (Pazzibugan, 2013). Through the university, trainings are provided to TLE teachers for a minimal cost and at the same time help them provide better and improved delivery and transmission of skills to their future students. Furthermore, the training is in response to the demand of the Dep Ed to have its TLE teachers acquire National Certifications (NC II) as teachers.This paper assessed the conduct of the said training over the course of five years.

METHOD

This paper utilizes quantitative approach in presenting data and results. Quantitative research is a research method that requires quantifiable data involving numerical and statistical explanations. Quantitative research is a more logical and data-led approach which provides a measure of what people think from a statistical and numerical point of view. Quantitative research largely uses methods such as questionnaires and surveys with set questions and answers that respondents tick from a predefined selection. The data are presented in numerical form which can be put into categories, or in rank order, or measured in units of measurement. This type of data can be used to construct graphs and tables of raw data. (Cohen, 2004)

FINDINGS

The following are just some of the major findings of the study.

Figure 1 (right) presents the number of Technology and Livelihood Education (TLE) teachers coming from various DepEd supervised high schools in the Province of Bataan from 2011 to 2016. There were no TESDA certifications on the first two years of the skills enhancement training. But the offering of TESDA certifications in the last three years have proven the expertise of the program in producing certified technical professionals through the program.

Fig. 1: Number of Participants from 2011-2016

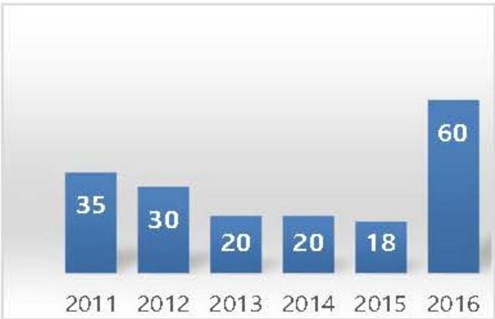

Figure 2 presents the TESDA NC II passing rates from 2013 – 2016. The participants in the skills training delivered very impressive performances in TESDA administered assessments, with just one individual not able to pass the assessment in 2015. In 2016, participants in both the F&B and Housekeeping posted 100% passing rates.

Figure 2. **TESDA Passing Rates of SET Participants****

To evaluate the success of the activity, an evaluation questionnaire was distributed at the last day of each of the weeklong training. The results of the evaluation serve as an indicator and a benchmark of success for the conduct of similar extension activity in the future.The following is a consolidated data from 2011 to 2016, representing how the participants assess the training in terms of the standard evaluation areas of the BPSU Office of Extension and Training Services.

Table 1. Frequency distribution and Weighted Mean for Course Content

	Frequency						Mean	Descriptive Rating
INDICATOR	**5**	**4**	**3**	**2**	**1**	**TOTAL**		
1. Course Content								
1.1 Significance	100					100	5	Excellent
1.2 Comprehensiveness	80	20				100	4.93333	Excellent
1.3 Practicality	90	10				100	4.96667	Excellent

Table 2. Frequency distribution and Weighted Mean for Training Courses

INDICATOR	Frequency							
2. Training Process	5	4	3	2	1	TOTAL	Mean	Descriptive Rating
2.1 Exposition of the Course	70	30				100	4.9	Excellent
2.2 Sequencing of Instruction	70	30				100	4.9	Excellent
2.3 Dynamism of Instruction	70	30				100	4.9	Excellent
2.4 Student Participation	80	10	10			100	4.9	Excellent

Table 3. Frequency distribution and Weighted Mean for Trainers and Facilitators

INDICATOR	Frequency							
3. Teachers, Facilitators and Staff	**5**	**4**	**3**	**2**	**1**		**Mean**	**Descriptive Rating**
3.1 Strategies of Teaching	70	30				100	4.9	Excellent
3.2 Knowledge of the Subject Matter	90	10				100	4.96667	Excellent
3.3 Classroom Management	90	10				100	4.96667	Excellent

The course contents were rated Excellent. About the process of teaching and training, all items are rated Excellent. With regards to trainers and facilitators, the entire activity was rated consistently Excellent.

CONCLUSION AND IMPLICATIONS

Providing advance professional development for teachers is an urgent activity for secondary school teachers. With the drought of inexpensive yet competent advance trainings available for secondary school teachers, the BPSU Training Program for TLE teachers provide an efficient and effective platform for teachers to gain advance skills and acquire TESDA certifications. The conduct of TLE Teachers Enhancement Trainings for the past five years can be considered to be highly successful as reflected in the results of the Evaluation Questionnaires given to the participants. The consistent Excellent ratings are implications of the success of the weeklong trainings. However, the measurement of its impact is yet to be determined, the time when the trained individuals will start gaining awards on their skills competitions. With the highly receptive participants, it is anticipated that the participants will be gaining a lot of momentum from the trainings, and will eventually reflect on their performances in competitions as well as in their own classrooms. The project could be repeated for other institutions so as to disseminate to the community of the university the expertise and knowledge of the institution

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ENHANCING TOURISM EDUCATION IN A STATE UNIVERSITY: THE CASE OF SUMMER TOURISM PROGRAM AT THE BATAAN PENINSULA STATE UNIVERSITY

Joanne D. Lobrino, Bataan Peninsula State University

INTRODUCTION

The Bachelor of Science in Tourism Management is a four-year program designed to provide the needed professional preparation and training for exciting and rewarding careers in the tourism industry. The program integrates a competency based training methodology to prepare graduates to become globally competitive, professionally competent, morally upright, and socially responsible contributors to national development.

The program envisions to provide students with a greater understanding of tourism and its role in local, national and global, economic, social and cultural development. The program orients students with the skills and knowledge necessary to manage human, physical and financial resources of tourism regions in an environmentally responsible manner.

Accordning to Solis (2013), while the government took major initiatives to make the tourism and hospitality curriculum relevant, a number of concerns vis a vis the preparation of graduates still remain among which include poor language proficiency, limited apprenticeship exposure as compared to other prestigious tourism and hospitality schools in other countries, thereby giving less opportunities for students to master technical skills.

To address such challenges, the university shall constantly see to it that our students are given sufficient trainings to become more competitive professionals; otherwise, they will be caught behind the expected skills and competencies for Tourism graduates.

In this line, the faculty members of Hotel and Restaurant Management/Tourism Management has designed a training program to supplement the training of Tourism students. The proposed training shall provide the participants with advanced skills in Food and Beverages Service, Front Office Management, and Housekeeping leading to certifications. To be handled by the qualified faculty members.

This Summer Short-Term Course intended for the upcoming senior students of the Bachelor of Science in Tourism Program were the outcome of the two researchers conducted from the academic year 2014-2015 which were funded by the Commission in Higher Education as part of the budget allocated to the Tourism Building. The two research studies were entitled, “Establishment of a Travel and Tourism Center in Bataan Peninsula State University” and “The Opportunities and Effects of IT-BPO in Preparation for University Town 2020 as Basis for Enhanced Tourism Program” (Gabor, Lobrino and Lim, 2015). This activity is considered as an income generating project for the University.

METHOD

The method used in this simple study is quantitative and the design is descriptive. This type of research describes what exists and may help to uncover new facts and meaning. The purpose of descriptive research is to observe, describe and document aspects of a situation as it naturally occurs (Polit & Hungler 1999). In particular, it employs survey research to gather data for analysis. Survey research is a commonly used method of collecting information about a population of interest.

FINDINGS

The training was conducted in five weeks covering five Skills Module. The module included Food and Beverages Service, Bar Management, Housekeeping, Front Office, and Events Management. After the five-week training, a post-training evaluation was conducted.

Table 1 below shows that the delivery of the module on an average of the daily evaluation for each module are all rated “Excellent”.

Table 1. Results of Over-all daily Rating Evaluation

Module	Over-all Impresion	Manner of Presentation	Content	Pacing	Demonstration	Hands-on Training	Expectations	Average Rating
1	4.56	4.70	4.72	4.65	4.65	4.68	4.69	4.66
2	4.85	4.56	4.65	4.85	4.75	4.71	4.68	4.72
3	4.62	4.98	4.74	4.69	4.62	4.72	4.58	4.71
4	4.85	4.96	4.85	4.78	4.81	4.78	4.98	4.86
5	4.68	4.85	4.89	4.9	4.83	4.85	4.89	4.84
	4.71	4.81	4.77	4.77	4.73	4.75	4.76	4.76

The trainers were also rated “Excellent” after collating the daily evaluation of trainers for each module in the course of five months as shown in Table 2.

Table 2. Evaluation of Trainers per Module

Module	Presentation Quality	Substantial aterial	Rapport	Active Participation	Instructional Organization	Overall Rating	Average Rating
1	4.65	4.56	4.56	4.69	4.56	4.56	4.60
2	4.78	4.89	4.61	4.98	4.85	4.68	4.80
3	4.69	4.91	4.75	4.69	4.89	4.71	4.77
4	4.81	4.82	4.89	4.89	4.74	4.69	4.81
5	4.63	4.85	4.89	4.91	4.75	4.89	4.82
	4.71	4.81	4.74	4.83	4.76	4.71	4.76

The overall training program was also rated “Excellent” by the participants across all modules as shown in Table 3.

Table 3. Result of the Evaluation of the Organization of the Training Per Module

Module	Overall Perception on the Module	Relevance of the Module	Usefulness of the Module	Teamwork	Training Materials	Sequencing of Training	Instructional Condition	Interactivity	Level of Interest	Transferability of Skills	Overall Satisfaction	Fulfillment of Objectives	Average Rating
1	4.75	4.56	4.89	4.78	4.65	4.95	4.65	4.69	4.96	4.78	4.68	4.45	4.73
2	4.76	4.89	4.98	4.92	4.62	4.76	4.67	4.87	4.65	4.85	4.78	4.89	4.80
3	4.69	4.89	4.74	4.78	4.78	4.89	4.58	4.95	4.89	4.58	4.88	4.96	4.80
4	4.98	4.59	4.76	4.88	4.98	4.89	4.78	4.58	4.88	4.76	4.75	4.87	4.81
5	4.56	4.89	4.89	4.89	4.75	4.88	4.92	4.77	4.89	4.98	4.89	4.82	4.84
	4.75	4.76	4.85	4.85	4.76	4.87	4.72	4.77	4.85	4.79	4.80	4.80	**4.80**

It is important to measure the impact of the skills and knowledge transferred to thee participants. Table 4 shows that there was 23.26% increase in the aggregate knowledge of the participants across all modules.

Table 4. Impact on theImprovement of Knowledge

Module	Topic	Average Score		Improvement of Knowledge
		PreTest	Post-Test	Increase in Scores
1	Food and Beverages Service	65.58	95.78	30.2
2	Bar Management	78.89	98.56	19.67
3	Housekeeping	81.5	97.89	16.39
4	Front Office Management	78.26	98.12	19.86
5	Events Management.	68.52	98.68	30.16
		74.55	97.81	23.26

CONCLUSION AND IMPLICATIONS

The high mark given by the particia the high mark given by the trainees in the training program proved that the delivery of advancement trainings for the BS Tourism students at the Bataan Peninsula State University is indeed successful. This ratings were further corroborated by a susbtantial increase in the knowledge and skills level of the participants as reflected in the more than 23% improvement of knowledge.

The results suggest that additional trainings for students will facilitate increase in skills and knowledge and that there is a link between an excellent delivery of a training program and substantial increase in knowledge. Regular and consistent evaluation of a training program is an important component of a succeful training program delivery, measuring the aspects of program that will inform instructional deliveries in tourim and hospitality education.

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UNDERSTANDING NORTH AMERICAN MBA PROGRAMS' INTERNATIONAL STUDY MISSIONS AS A NICHE TRAVEL MARKET SEGMENT

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INTRODUCTION

This research paper aims to make an original contribution to knowledge by providing current detailed information on graduate business school's popular short-stay international study tours and how business schools have used these tours in their process to internationalize their curriculum by providing students an opportunity to experience foreign countries economies, business culture and to improve student's cultural quotient (CQ). According to Currie et al. (2004), overseas travel was justified as one aspect of higher-level learning in international business. The values of an overseas experience in providing international education were brought up by the multiple researchers in 1990s (Sartathy, 1990; Nehrt, 1993; Arpan, 1993, and Schechter, 1993). The emphasis was made on the ability of the university playing the role of overseas travel in international education by offering an overseas experience to students especially in obtaining higher-level learning in international business, understanding and competence (Kedia & Cornwell, 1994; Kedia & Harveston, 1998). As per (Altbach & Knight 2007) the international activities of universities dramatically expanded in volume, scope and complexity during the past two decades. As the world continues to become more globalized, so have EMBA/MBA programs (referred to collectively as MBA from this point on) efforts to become more internationally focused and incorporate a global perspective. Incorporating short 'study missions'/'study tours' of 1-2 weeks to foreign destinations to learn more about emerging and mature market's business culture, companies and economies through company site company inspections, lectures, joint classes, projects, while also enjoying the countries cultural heritages and tourist attractions.

This research paper will show the current trend of MBA programs study tours in North America as well as expanded details about the three types of MBA programs study tours, i.e. full-time MBA, part-time MBA and executive MBA programs related to study tour preferences in foreign destination, tour duration, costs, booking preferences, activities, and in country preferences for types of hotels, booking and tourist activities. This study also updates and greatly expands upon an earlier survey of the short-term international study tour conducted by Currie, D. M., Matulich, S. & Gilbert, J.P. (2004) and provides a much deeper understanding of travel preferences for the benefits of the national and international tourism industry public and private entities that should market to this important tourism niche market.

In this paper we will summarize the major findings from a 2016 survey conducted in order to postulate the impact of the graduate business school's study tours through their commitment to internationalize their programs, substantiate the tourism impact for destinations visited and detail preferences with regards to destination selection, activities while abroad and to give greater understanding of the MBA study tour itself with the conclusion that short-term international study tours are increasingly becoming a standard elective or required component in the top half of MBA programs.

RESEARCH SAMPLE

The on-line survey by Currie et al. (2004), was sent to 665 graduate business schools in Canada & the USA with 305 responding (46% response rate) to the survey representing 484 MBA programs at the full and part-time levels, including Executive programs (Table 1). In 2016 on-line survey by Brennan & Bae was emailed to (Table 2) 774 Canadian & American graduate business schools with 234 responding (33% response rate) representing 524 MBA (Table 3) full-time (152), part-time (174), fulltime & part-time (119), and

EMBA programs (79). There has been a large increase in the number of business schools (665 schools in 2003 and 774 in 2016) and MBA programs offered by these schools.

RESEARCH METHOD

The data collected in 2016 was through an in-depth on-line survey of 284 universities in North America with the results analyzed through the quantitative method to assess MBA institutions commitment to international study tours and some basic measurements about the programs that included student participation, faculty participation, time spent abroad, activities performed abroad and how was the trip financed. The Brennan & Bae research study re-administered the identical seven questions asked in 2003 including market hotel and airline booking preferences, travel preferences with regards to hotel class, pre-trip assistance by tourism boards, spending preferences and etc. in order to substantiate that international study tours have grown to be an integral international aspect of leading MBA programs as well as an additional eleven questions that better define this MBA short term study tour niche tourism market within the broader educational tourism to better understand the MBA international study mission as an educational tourism niche market.

THEORETICAL FRAMEWORK

Increased globalization pressures on companies, has in turn pressed business schools to adapt to the needs of firms by internationalizing their curriculum in order to prepare graduates for the needs of today's firms. This process is evident from a Strategic Alliance Theory perspective in which, T. K. Das, Bing-Sheng Teng (2000) suggest the rationale for alliances is the value-creation potential of firm resources that are pooled together. Das & Teng (2000) go on to hypothesize that; the proposed theory covers four major aspects of strategic alliances: rationale, formation, structural preferences, and performance. Further suggesting Das & Teng (2000) that the rationale for alliances is the value-creation potential of firm resources that are pooled together. With this in mind, (Graph 1) the synergy created by the informal cooperation between businesses, business schools and business students is evident in that business schools are constantly pushing to internationalize in order to keep up with businesses ever increasing global competitiveness and their need for more globally competent, internationally minded and more culturally aware workforce and to raise the name brand value of the institutions. This is point is also made by Altbach & Knight (2007) traditional internationalization is rarely a profit-making activity, although it may enhance the competitiveness, prestige, and strategic alliances of the college.

EMPIRICLE FINDINGS

Section I: Comparing Currie, et al., 2004 verses Brennan & Bae 2016 Surveys

A major difference between the surveys conducted by Currie, et al., 2004, and by Brennan & Bae in 2016 is that they only differentiated between full-time and part time MBA programs including the EMBA programs. Currie et al., did not differentiate between MBA and EMBA, which are very different students in terms of age, experience, income level and company position, therefore in this study EMBA students are treated as a separate group.

One can see a marked increase in the number of business schools including an overseas travel component in their MBA programs (Table 5) from 42% in 2003 to 62% in 2016 as well as a massive increase in the number of business schools requiring the foreign study mission from (Table 6) 10% in 2003 to 28% in 2016 a threefold increase. Of the (table 7) 72% of schools in 2016 that have the foreign study tour as an elective trip 14% of part-time, 28% of full-time and 65% of EMBA programs indicated that 50% of their students opted to go on the elective foreign study tour. Another example of the importance of internationalization is international program accreditation (Table 3), which saw a large increase in AACSB accreditation (most popular international accreditation in N. America) of MBA programs from 2003 (58%) to 2016 (76%) including EMBA programs.

MBA program's faculty (Table 8) have also become more involved with the study tours as seen in 2003, 76% of FT faculty traveled with the students compared to 87% in 2016. Keeping in line with the growing importance of the international study tour, universities have increased the number of credit hours (Table 9) students receive for the study tours, changing dramatically from 2003 (83% 3 credits, 9% 1~2 credits & 8% no credit) to 2016 (41% 4~12 credits, 59% 3 credits and no programs surveyed offering less than 3 credits. The duration of the trips (Table 10) in 2003 were 58% two weeks or more, 42% 7~14 days and 0% a week or less, compared to 2016 with 18% two weeks plus, 81% 7~14 days and 1% a week or less. The change from more programs going from two weeks plus shifting to most trips going to 7~14 days probably coincides with more programs offering more pre/post lectures/seminars, which is evident in MBA website descriptions of the study tours. The pre-trip lectures help to prepare the students about the destinations to be visited and what to expect about the culture, customs and business etiquette. A boon to the tourism infrastructure of destinations visited was evident in the 2016 survey (Table 11) showing that while visiting a country 90% of schools listed visiting tourist attractions as an essential activity. Importantly, the cost of the trip in 2003 (Table 12) was paid 74% by FT student and 26% by university tuition/fee and in 2016 it was paid 61% by FT student and 39% by tuition/fee in 2016, which shows many schools and employers are paying for these trips for the students showing increased value.

Section II: Brennan & Bae 2016 Expanded Survey Results

In 2016 the faculty members (Table 13) of all three types of programs chose the destinations 70% of the time with students and faculty or students choosing the destination 30% of the time. This is normally due to the fact that the professors who are leading the group have personal and professional connections to companies to be visited. FT MBA programs listed visiting (Table 14) only 1 country 69% of the time for a more in depth tour with 26% visiting 2 countries and 5% visiting 3 countries per trip with similar results for PT and EMBA. Multi destination trips typically are for a comparison contrast trip between an emerging market and a mature market for example. The preferred regions to visit (Table 15) in order of preference with Asia by far the most popular destination closely followed by Europe, with a distant third being S. America, then ME/Africa, and then 'other'. MBA program's prefer to book services (Table 16) like hotels, and airlines directly, followed by specialized travel agencies, tour operators, travel agencies and then by local DMCs. Interestingly, most MBA tours book the flights for their students as a group, however EMBA programs tend to let their students book their own flights and just give a day and time to meet at the airport. EMBA students are in higher level positions at their companies and tend to use their frequent-flier mileage for booking or for upgrades and they want the flexibility to choose their airline and tend to upgrade to business class.

Regarding the class of hotels booked (Table 17) by FT/PT MBA 3% chose 5 star, 38% 4 star, 51% 3 star, 2% 2 star, 2% 1 star 2% other with EMBA preferring 16% 5 star, 39% 4 star, 14% 3 star, 1% 2 star, 0% 1 star and 1% other. This is significant for the hotel industry to see that EMBA groups prefer 5 & 4 star hotels 55% of the time and 3 star hotels only 14% of the time, whereas MBA groups prefer to book at 5 & 4 star hotels 41% of the time and 3 star hotels 51% of the time. Another very important factor when looking at this educational tourism niche market is that when choosing a destination (Table 18) both FT/PT and EMBA indicated that price was the least or almost the least important factor in choosing a destination with the quality of company visits and business contacts the most important. This is wonderful news for expensive destinations that can compete on quality of experience over the price of visiting the destination. The cost of trip (Table 19) not including airfare for FT/PT (averaged) MBA 12% listed \$5,000+, 12% \$5,000~\$4,000, 31% \$4,000~\$3,000, 30% \$3,000~\$2,000 and 15% \$2,000 or less and EMBA 17% \$5,000+, 20% \$5,000~\$4,000, 42% \$4,000~\$3,000, 15% \$3,000~\$2,000 and 6% \$2,000 or less. This is important for destinations marketing to this market segment because long-hall destinations are expensive, but this market segment is willing to pay significantly higher than regular tourists are high-quality company visits are possible. Surprisingly most programs do not utilize contacting a tourism board (Table 20) pre-trip, with only 19% of FT/PT MBA and 24% of EMBA programs doing so, with 81% and 76% respectively not doing so. Programs offering a foreign study tour component (Table 21) for five plus years was common with

84% of FT/PT MBA and 92% of EMBA programs indicating this and programs without a foreign study tour component (Table 22) 29% of FT/PT and 75% of EMBA programs stated ‘yes’ they will add one in the near future and 58% and 25% respectively stating they did not know when they would add one. The study tour group size (Table 23) for FT/PT MBA 2% were 75+, 5% 50~74, 27% 25~49, 39% 15~24 less than 14 at 28% with EMBA 6% 75+, 6% 50~74, 43% 25~49, 29% 15~24 less than 14 16%. These were the average size of the groups, with the majority of programs commenting that they send multiple groups abroad every year.

IMPLICATIONS or CONCLUSION

Firstly, conclusions reached through this study indicate that MBA study tours have become an integral part of graduate business programs efforts to internationalize their curriculum in order to satisfy the needs of an ever globalizing world economy to prepare future business graduates for internationalized companies. Secondly, the universities response to increased internationalization is achieved through informal strategic alliances between businesses, business schools and business student preparation. Thirdly, the prevalence of internationalization of universities faculty and student bodies and these MBA study tours should be a target of all tourism industry participants including tourism boards, hotels, travel agencies, tour operators and DMC’s particularly in Asia since it is the top preferred destination by N. American MBA study tours followed closely by the EU then South America. This high-end niche tourism market segment is composed of well-educated travelers, who travel from one to multiple destinations per trip, consume local tourism experiences, stay on average 9~14 days, stay at business class to upmarket hotels and have a higher chance to repeat travel to the destination visited. Tourism boards in particular should focus on this market due to less than 25% of MBA programs utilizing the services offered by tourism boards.

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APPEDIX

TABLE 1. Number of Responding Schools and Programs

	AACSB Accredited	AACSB Accredited	Not AACSB Accredited	Not AACSB Accredited	Totals	Totals
Respondents	(n=284)	(n=305)				
	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003
Full-time MBA Only	15	24	16	28	31	52
Part-time MBA Only	30	54	25	30	55	84
FT & PT MBA	93	100	26	69	119	169
EMBA Program	70	*	9	*	79	*
Total	208	178	76	127	284	305
	MBA Programs (n=405)	MBA Programs (n=484)	MBA Programs (n=405)	MBA Programs (n=484)	Total MBA Programs (n=405)	Total MBA Programs (n=484)
Total FT Programs	110	131	42	97	152	228
Total PT Programs	123	158	51	98	174	256
Total EMBA Programs	70	*	9	*	79	*

TABLE 2. MBA Country Responding?

	# of Surveys	% USA or CAN	# of MBA Schools	% Replied
EMBA/MBA USA	212	91%	735	35%
EMBA/MBA Canada	22	9%	39	56%
Total	234	100%	774	33%

TABLE 3. AACSB Accredited?

	AACSB Accredited	AACSB Accredited	Not AACSB Accredited	Not AACSB Accredited	Total Programs	Total Programs
	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003
Full-time MBA Only	110	24	42	28	152	52
Part-time MBA Only	123	54	51	30	174	84
Full-time & Part-time MBA	93	100	26	69	119	169
Total	326	178	119	127	445	305
EMBA Program	70	*	9	*	79	*
All MBA Programs	396 (76%)	178 (58%)	128 (24%)	127 (42%)	524	305

TABLE 5. Do any of your MBA students travel abroad as part of this MBA program?

	Full-time Programs (n=182)	Full-time Programs (n=228)	Part-time Programs (n=203)	Part-time Programs (n= 256)	EMBA Programs (n= 87)	EMBA Programs (n= 0)
	Brennan 2016	C, M & G 2003	Brennan 2016	C, M & G 2003	Brennan 2016	C, M & G 2003
Yes	110 (60%)	96 (42%)	111 (55%)	101 (39%)	71 (82%)	*
No	72 (40%)	132 (58%)	92 (45%)	155 (61%)	16 (18%)	*

TABLE 6 Is foreign travel required or elective?

	Full-time Programs (n=110)	Full-time Programs (n=96)	Part-time Programs (n= 111)	Part-time Programs (n= 101)	EMBA Programs (n= 71)	EMBA Programs (n= 0)
	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003
Elective	79 (72%)	86 (90%)	90 (81%)	95 (94%)	29 (41%)	*
Required	31 (28%)	10 (10%)	21 (19%)	6 (6%)	42 (59%)	*

TABLE 7 Percentage of Students Taking Elective Travel Component?

	Full-time Programs (n=83)	Part-time Programs (n=94)	EMBA Programs (n= 35)
75% or Higher	4 (5%)	2 (2%)	5 (14%)
50%-74%	19 (23%)	11 (12%)	18 (51%)
25%-49%	14 (17%)	21 (22%)	3 (9%)
24% or Lower	46 (55%)	60 (64%)	9 (26%)

TABLE 8. Faculty Accompanying Students During Foreign Travel

Do faculty members accompany students during the foreign trip?

	FT Program (n= 110)	FT Programs (n=96)	PT Program (n= 111)	PT Programs (n= 101)	EMBA Program (n=71)
	Brennan 2016	C, M & J 2003	Brennan 2016	C, M & J 2003	Brennan 2016
Yes	96 (87%)	79 (76%)	103 (93%)		68 (96%)
No	14 (13%)	17 (24%)	8 (7%)		3 (4%)

TABLE 9. Number of Hours of Academic Credit by Number of Programs

How many hours of academic credit are granted for the overseas trip?

	Full-time Programs (n=110)	Full-time Programs (n=95)	Part-time Programs (n=111)	Part-time Programs (n=99)	EMBA Programs (n= 71)
	Brennan 2016	C, M & G 2003	Brennan 2016	C, M & G 2003	Brennan 2016
12+ Credit Hours	9 (8%)		2 (2%)		4 (5%)
8-11 Credit Hours	6 (6%)		6 (5%)		5 (7%)
4-7 Credit Hours	30 (27%)		21 (19%)		21 (30)%
3 Credit Hours	65 (59%)	78 (83%)	82 (74%)	87 (87%)	41 (58%)
* 1-2 Credit Hours	0	9 (9%)	0	6 (6%)	0
* No academic credit	0	8 (8%)	0	6 (6%)	0

*These questions were omitted from the 2016 survey and were later asked in a follow up question to the universities.

TABLE 10. Duration of visit by Program

How much time is normally spent abroad by students who participate in the foreign travel component?

<table>
<tr><th></th><th colspan="2">Full-time Programs (n=110)
Brennan 2016</th><th>Full-time Programs (n=93)
C, M & G 2003</th><th colspan="2">Part-time Programs (n=111)
Brennan 2016</th><th>Part-time Programs (n=100)
C, M & G 2003</th><th colspan="2">EMBA Programs (n= 71)
Brennan 2016</th></tr>
<tr><td>> two Weeks</td><td colspan="2">20 (18%)</td><td>54 (58%)</td><td colspan="2">13 (12%)</td><td>30 (30%)</td><td colspan="2">11 (16%)</td></tr>
<tr><td>10-14 Days</td><td>63 (57%)</td><td rowspan="2">89 (81%)</td><td rowspan="2">39 (42%)</td><td>59 (53%)</td><td rowspan="2">96 (86%)</td><td rowspan="2">69 (69%)</td><td>42 (59%)</td><td rowspan="2">59 (83%)</td></tr>
<tr><td>7-9 Days</td><td>26 (24%)</td><td>37 (33%)</td><td>17 (24%)</td></tr>
<tr><td>< 1 week</td><td colspan="2">1 (1%)</td><td>0 (0%)</td><td colspan="2">2 (2%)</td><td>1 (1%)</td><td colspan="2">1 (1%)</td></tr>
</table>

TABLE 11. Activities While Abroad

What activities take place during the time abroad?

	Full-time Programs (n=110)	Full-time Programs (n=)	Part-time Programs (n=111)	Part-time Programs (n=)	EMBA Programs (n= 71)
	Brennan 2016	C, M & G 2003	Brennan 2016	C, M & G 2003	Brennan 2016
Work on projects	55 (50%)	71	53 (48%)	24	34 (47%)
Take courses	56 (51%)	75	44 (40%)	15	31 (44%)
Visit companies	107 (97%)	80	108 (97%)	29	71 (100%)
Visit tourist attractions	99 (90%)	*	101 (91%)	*	66 (93%)
Other	10 (9%)	51	9 (8%)	19	3 (4%)

*Indicates 2003 survey did not ask about visit tourist attractions in their survey.

TABLE 12. Payment

How is the cost of the foreign travel component covered?

	Full-time Programs (n=121)	Full-time Programs (n=93)	Part-time Programs (n=124)	Part-time Programs (n=100)	EMBA Programs (n= 80)
	Brennan 2016	C, M & G 2003	Brennan 2016	C, M & G 2003	Brennan 2016
Paid by the student	74 (61%)	69 (74%)	82 (66%)	78 (78%)	29 (36%)
Paid by school student fee	8 (6%)	*	9 (7%)	*	14 (17%)
Included in tuition	19 (16%)	9 (10%)	16 (13%)	9 (9%)	30 (38%)
Other	20 (17%)	15 (16%)	17 (14%)	13 (13%)	7 (9%)

TABLE 13. Destination Selection Process

How are the foreign destinations chosen?

	Full-time Programs (n=112)	Part-time Programs (n=111)	EMBA Programs (n= 71)
By students	7 (6%)	5 (5%)	4 (6%)
By faculty	77 (70%)	79 (71%)	50 (69%)
By faculty and students	17 (15%)	16 (14%)	11 (16%)
Other	11 (9%)	11 (10%)	6 (9%)

TABLE 14. Destinations Travelled to During Trip

How many foreign destinations do you visit during one trip?

	Full-time Programs (n=110)	Part-time Programs (n=111)	EMBA Programs (n= 71)
1 country	77 (69%)	84 (76%)	53 (75%)
2 countries	28 (26%)	23 (21%)	16 (23%)
3 countries	5 (5%)	4 (3%)	2 (3%)

TABLE 15. Destination Region Preferences

What regions are most desirable for travel in order of importance? (1 is most desirable and 5 is least desirable)

Country	Full-time Programs (n=110)					Part-time Programs (n=111)					EMBA Programs (n= 71)				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Asia	58	31	3	3	6	51	31	18	6	5	43	14	8	3	3
Europe	36	32	22	18	2	37	25	32	14	3	15	25	17	11	5
South America	8	39	54	9	0	14	43	45	6	3	5	28	33	5	0
M.E./Africa	3	6	18	73	10	2	8	15	75	11	5	3	11	47	5
Other	5	2	4	7	92	7	4	1	10	89	3	1	2	5	60

TABLE 16. Travel Booking Preferences

How do you book your foreign travel?

	Full-time Programs (n=146)	Part-time Programs (n=149)	EMBA Programs (n= 97)
Directly: (Airlines, hotels, transport. & etc.)	53 (36%)	54 (36%)	34 (35%)
Travel Agency: (General travel agency)	21 (14%)	14 (9%)	6 (6%)
Travel Agency: (Specialized travel agency)	39 (27%)	46 (32%)	38 (39%)
Tour operator	18 (12%)	24 (16%)	14 (15%)
Local DMC: (Destination Management Co.)	15 (11%)	11 (7%)	5 (5%)

TABLE 17. Accommodation Preferences

What class of hotel do you normally stay at during a trip?

	Full-time Programs (n=110)	Part-time Programs (n=111)	EMBA Programs (n= 71)
5 Star	2 (2%)	4 (4%)	16 (23%)
4 Star	43 (39%)	42 (38%)	39 (55%)
3 Star	52 (47%)	60 (54%)	14 (20%)
2 Star	1 (1%)	2 (2%)	1 (1%)
1 Star	0	1 (0.0%)	0
Other	12 (11%)	2 (2%)	1 (1%)

TABLE 18. Destination Selection Preferences

What are the most important factors in choosing a destination for an international MBA study mission?
(1 is most desirable and 6 is least desirable)

	Full-time Programs (n=110)						Part-time Programs (n=111)						EMBA Programs (n= 71)					
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
Price	4	8	14	29	54	1	9	11	17	29	43	2	3	5	12	15	34	2
Company visits	39	24	31	10	5	1	40	25	27	13	3	3	30	16	16	4	2	3
Business-academic connections	42	34	24	4	3	3	37	37	25	4	5	3	21	27	11	6	6	0
Business climate-situation	18	34	24	4	3	3	16	29	38	21	5	2	12	18	28	11	1	1
Tourist attractions	3	5	10	46	43	3	2	7	4	43	51	4	1	5	4	34	27	0
Other	4	1	1	2	1	101	7	2	0	1	4	97	4	0	0	1	1	65

TABLE 19. Program Cost

What is the average cost of the trip (excluding international flight)?

	FT Programs (n=110)	PT Programs (n=111)	FT/PT (Average) (n=221)	EMBA Programs (n= 71)
$5,000+	15 (14%)	12 (11%)	27 (12%)	12 (17%)
$4,000-$4,999	15 (14%)	11 (10%)	26 (12%)	14 (20%)
$3,000-$3,999	36 (33%)	33 (30%)	69 (31%)	30 (42%)
$2,000-$2,999	28 (24%)	39 (35%)	67 (30%)	11 (15%)
$1999 or under	16 (15%)	16 (14%)	32 (15%)	4 (6%)

TABLE 20. Destination Tourism Board Assistance

Do you contact the foreign destination’s tourism board for information or help?

	FT Programs (n=110)	PT Programs (n=111)	FT/PT (Average) (n=221)	EMBA Programs (n= 71)
Yes	22 (20%)	19 (17%)	41 (19%)	17 (24%)
No	88 (80%)	92 (83%)	180 (81%)	54 (76%)

TABLE 21. Study Tour Program Age

How long has your MBA program had a foreign travel component?

	FT Programs (n=110)	PT Programs (n=111)	FT/PT Programs (n=221)	EMBA Programs (n= 71)
5+ years	92 (84%)	93 (84%)	185 (84%)	65 (92%)
3-4 years	11 (10%)	12 (11%)	23 (10%)	3 (4%)
1-2 years	5 (5%)	3 (3%)	8 (4%)	1 (1%)
0 years	2 (2%)	3 (3%)	5 (2%)	2 (3%)

TABLE 22. Study Tour Program Start

If zero years, do you plan on including a foreign travel component in the near future?

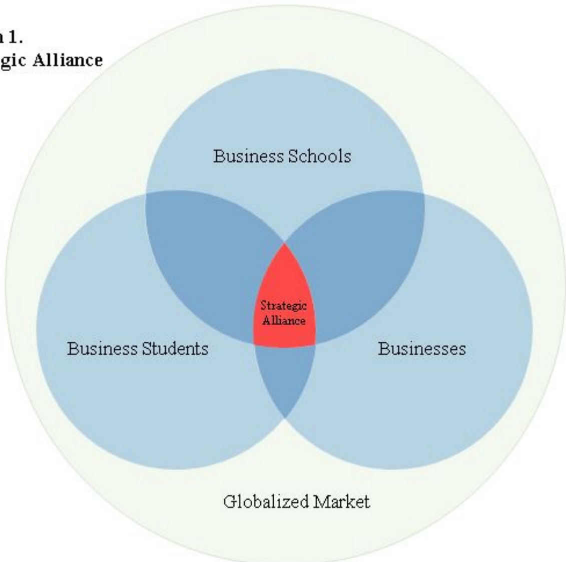
	FT Programs (n=13)	PT Programs (n=11)	PT Programs (n=24)	EMBA Programs (n= 4)
Yes	4 (31%)	3 (27%)	7 (29%)	3 (75%)
No	2 (15%)	1 (9%)	3 (13%)	0
I don't know	7 (54%)	7 (64%)	14 (58%)	1 (25%)

TABLE 23. Study Tour Group Size

If your EMBA program has an international travel component, what is the average size of the group that goes abroad?

	FT Programs (n=110)	PT Programs (n=111)	FT/PT (Average) (n=221)	EMBA Programs (n= 71)
75+	2 (2%)	2 (2%)	4 (2%)	4 (6%)
50-74	7 (6%)	3 (3%)	10 (5%)	4 (6%)
25-49	32 (29%)	28 (25%)	60 (27%)	31 (43%)
15-24	42 (38%)	44 (40%)	86 (39%)	21 (29%)
14 or less	27 (25%)	34 (31%)	61 (28%)	11 (16%)

Graph 1.
Strategic Alliance



TRUST IN MEDICAL TOURISM: THE CASE OF SOUTH KOREA AND RUSSIAN/CIS MEDICAL TOURISTS

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INTRODUCTION

Medical tourism happens when consumers choose to travel across international borders or to receive medical care (Lunt & Carrera, 2010; Turner & Hodges, 2012). Medical tourism ranges from the health care services including a cure and the wellness services including no specific health trouble, to amusement services (Connell, 2011) Medical tourists are patients who "engage with medical tourism through their own volition" (Lunt & Carrera, 2010:28). People engage in medical tourism for various complex reasons, mostly driven by patients' unmet needs, the nature of services sought and the access to treatments (Lunt & Carrera, 2010; Runnals & Carrera, 2012; Whittaker & Leng, 2016). There has been a discussion of the "push" factors that propel patients to travel abroad for medical treatment, e.g. high costs, long waiting times, low quality of care, technological and legal limitations (Frederick & Gan, 2015; Turner & Hodges, 2012; Turner, 2012). "Pull" factors in medical tourism have also been researched to a certain degree, such as possibility of receiving VIP treatment, access to treatments illegal in the home country, lesser cost of care at the destinations, the reputation of the individual medical facilities (Frederick & Gan, 2015; Harris, 2011; Turner, 2012).

Medical tourism brings the issues of quality, accountability of doctors, patient safety, and other ethical and legal dimensions into light (Allsop, 2006; Harris, 2011; Lunt & Carrera, 2010). In particular, the crucial elements of informed consent and informed decision (Harris, 2011; Runnals & Carrera, 2012; Turner, 2012). Informed decision requires information being provided by third party experiences and word-of-mouth advice (Runnals & Carrera, 2012). However, most of the medical tourism is poorly documented and regulated (Turner & Hodges, 2012). Additionally, the risks, including the ones the patients do not necessarily encounter in their countries, are shifted onto the patients through contractual waivers, disclaimers and various other legal devices (Corter, 2012; Turner, 2012). Thus medical tourism has an impact on the dimension of trust, the factor that repeatedly makes an appearance in literature (Crookes et al., 2015; Wu et al., 2016).

Trust can be defined as "a particular level of the subjective probability with which an agent assesses that another agent or group of agents will perform a particular action, both before he can monitor such action (or independently of his capacity ever to be able to monitor it) and in a context in which it affects his own action." (Gambetta, 2000:216). Traditionally, trust between a patient and a doctor has been maintained by doctor's accountability, personal relationship with the doctor; however, in the context of medical tourism with the absence of direct contact between the patient and the medical professional trust has to be renegotiated (Allsop, 2006). Because of the distance and language barriers most often medical tourism patients do not communicate directly with doctors at destination hospitals. Medical tourism companies, or facilitators, fill in this gap and provide information for prospective patients (Lunt & Carrera, 2010; Snyder et al, 2012; Turner, 2012). Therefore, this situation potentially causes a conflict of between the service industry of medical tourism framed by GATS and the "do not harm" postulate of the medical profession (Harris, 2011; Turner, 2012).

Trust has been researched before in the medical tourism, for example, the trust between the physicians and patients and the impact of patients deciding to engage in medical tourism on it, looking at the concept from the medical perspective (Crooks et al., 2015). In the context of South Korea trust has been researched as one of the variable for the repurchasing behavior in medical tourism, looking at it from the consumer behavior perspective (Han and Hyun, 2015). There has also been research conducted into trust in medical literature, for example, on the patients' trust in domestic medical professionals and domestic healthcare systems (Allsop, 2006). A substantial research look into the role of trust in decision-making process, and linking it to branding and marketing (Chomvilailuk & Srisomyong, 2015; Lin, 2014; Woo, 2009; Wu et al, 2016)

This research will attempt to look at the concept of trust as one of the "pull" facts that attracts patients to a destination. The research combines the discussion of what trust is and its importance from both medical and tourism literature. The aim of this research is to discover what trust in medical tourism is from the perspective of the consumer and the provider, and how trust can be created to influence the perspective consumer's choice of a medical tourism destination.

METHOD

Russia and CIS countries have been chosen as the target group for this research, as, based on the personal experience of the researcher, there has been a considerable decline in public trust in medical practitioners in the post-USSR region, the trend that has been noticeable in Western countries as well (Allsop, 2006). Experts from the Russian tourism industry expect that in 2018 the overall number of Russian tourists visiting South Korea will continue to grow. Already in 2016 there has been a 15%-increase in the number of tourists from Russia to the country, as compared to the year before (Иванова, 2017). Even the brief search for the news about Russian tourism to South Korea brings ups a number of articles about airlines opening new routes between various Russian and Korean cities, which indicates clear expectation of the increase in traffic between two countries. Experts predict that Winter Olympics 2018 and the visa-tree travel will further boost those numbers. In particular, medical tours are seen as one of the major services that are of interest to this market (Иванова, 2017). Moreover, despite Russian tourists cutting their overseas spending, they still have remained the sixth highest spenders in 2015 (UNWTO, 2016). Therefore it is of a particular interest to the medical tourism to acknowledge the different needs this group of consumers might have when it comes to establishing trust for the long-term benefit of the industry.

The study will utilise the sequential mixed methods approach, combining qualitative content analysis (QCA) and a quantitative survey. The initial stage of the project will utilise online qualitative content analysis. According to Bauer (200), online content analysis is one of the empirical data collection methods in social sciences. The researcher will adapt the open coding from grounded theory into QCA to create data-based coding frames. Open coding includes the following steps: conceptualising, defining and developing categories. The last stage of developing categories helps arrange those into hierarchical structures. Thus open coding is used to discover concepts in data that at a later stage will be used to develop variables for a survey (Schreier, 2012). QCA will be conducted on forums for Russian and CIS countries' prospective medical tourists to find out what the pull factors for South Korea as a medical tourism destination are, and if trust is one of them, what creates trust for the prospective tourists (to identify variable for subsequent survey).

FINDINGS AND IMPLICATIONS

Since the project is still in progress, this section discusses the findings from the literature review so far, which will be further incorporated into the online content analysis framework. As the global medical tourism market has been growing dramatically, South Korea launched a promotional campaign to promote medical tourism in 2009. The number of visitors for health care or medical treatment has been increased gradually. According to Korea Medical Tourism Marketing report (2016) published by Korea Tourism Organization, the number of medical tourists to South Korea was 296,889 in 2015 from 60,201 in 2009, and the revenue was 669,400,000,000 KRW in 2015 which shows compound annual growth rate 51.8% since 2009.

Russia & CIS countries' visitors are in the third place behind China and USA in visiting South Korea for medical tourism purposes. Moreover, they visit South Korea for expensive treatments for serious diseases and conditions, whereas Chinese tourists are mostly interested in plastic surgery and skin care treatments provided in South Korea. Because of visa-waiver agreements between South Korea and Russia achieved in 2014, the tourists from these two countries are able to stay in the each other's country for up to 60 days without visa. Hence, the number of Russians visiting South Korea for medical treatment has increased dramatically, from

5,000 in 2010 to 12,856 in 2015 (Korea Medical Tourism Marketing, 2016).

Russian tourists generally hold positive views on Korea as a medical tourism destination due to the high quality of medical services of Korean medical institutions, easy access to information, and relatively low risks involved with travel and medical procedures (An, 2014). Also, Korea Tourism Organization (2016) survey has demonstrated that when Russian patients choose Korea as a medical tourism destination, they consider technique of medical treatment conducted by a high reputable doctor, trust in medical institution and medical devices and facilities which are the most important “pull” factors. Besides, trust can be created from decreased emotional stress, foreigner-friendly facilities, tourism-based activities like Korean Wave, websites and brochures. However, it is not evident what trust is for this particular market, and how it can be created to influence the long-distance perspective consumer’s choice of a medical tourism destination, which this research aims to discover.

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UNDERSTANDING THE DECREASING TREND OF INTERNATIONAL ARRIVALS TO MAINLAND CHINA: IMBALANCE BETWEEN PERCEIVED RISK AND REAL RISK EXPERIENCE

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INTRODUCTION

According to the World Bank (2015), China has become the third biggest country which received 55,686,000 international overnight tourists in 2013 after France and the United States. China has gotten an incredible economic growth since the start of its economic reforms from 1978 to 1988 (Witt & Turner, 2002). Under this background, China has a good inbound tourism market situation. However, from data of World Bank (2015), figure1 shows the falling down trend of numbers of international overnight tourists in China from 2010 to 2013, and this trend is still continuous, which brought worries for China's inbound tourism. Particularly this year, China National Tourism Administration (CVTA) started to pay much attention to this issue and involved into investigate this change; meanwhile, China media and press also discussed widely about this decreasing figure and gave some speculations on this issue.

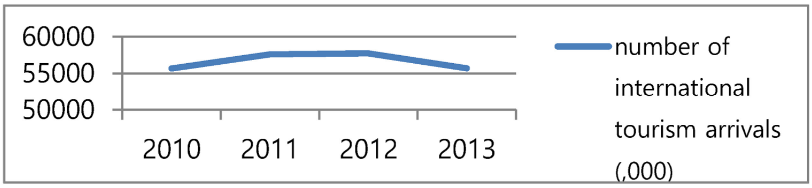

Figure 1. Number of international tourism arrivers overnight in China

Inbound tourism and outbound tourism are two important sides of tourism markets. At the moment China's tourism market lost balance between the two markets. After the economic reforms introduced by Deng Xiao-ping in 1978, there is a tremendous growth potential for Chinese outbound travel, especially by the expanding middle class in China (Keating & Kriz, 2008). This significant increasing trend is easy to see from figure 2. On the other hand, China's inbound tourism has met a bottleneck.

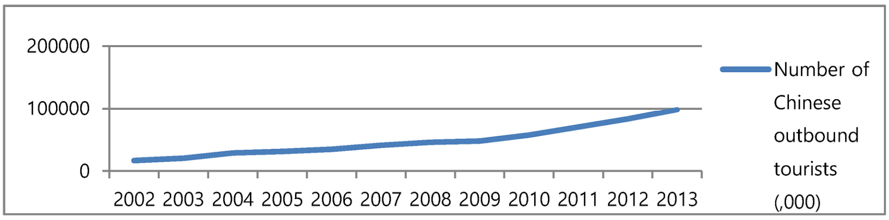

Figure 2. Number of Chinese outbound tourists

Along with the intensive growth of Chinese outbound travel, a large body of literature has been devoted to understanding this market from different perspectives. However, only a handful of studies have focused on Chinese inbound tourism. After reviewing past studies on Chinese inbound tourism, among the limited previous research, most of the researches focused on the supply side and a very optimistic forecasting for Chinese inbound tourism (e.g. Wang & Yang, 2012; Witt & Turner, 2002; Lim & Pan, 2003; Pan & Laws, 2001). This study therefore aims to find the reasons about the international inbound arrivals falling down.

METHOD

Questionnaire Development

This paper collected data from Australian Queensland residents, including actual and potential Australian outbound tourists in order to profile tourist preferences, beliefs, constraints, information sources and past experience with a link to travel intentions. The target populations are Australian residents (Queensland area). Reasons for choosing Australian residents as target population for the overseas destination – Mainland China are presented in the following section. First of all, from Australia side, Mainland China is one of the hottest overseas tourism destinations, which was top five in 2008 and top six in 2009; secondly, from China side, Australia is the one of top ten biggest outbound countries to China, which was the tenth position in total international arrivals and the seventh position in leisure & holiday arrivals in 2011 and the tenth position in total international arrivals and the ninth position in leisure & holiday arrivals in 2014. However, most of top ten outbound countries to China are Asian countries, and Australia has been keeping the top three position among western countries for a decade years; thirdly, Australian outbound tourists to Mainland China have been reducing since 2011, particularly a significant fall on the leisure & holiday purpose; However, Australian tourists are important parts of China's international tourism market. The relationship between Australia and China is harmony and stable, furthermore, more and more communication and cooperation have been done between the two countries (Song & Li, 2008). How to make a sustainable tourism development between Australia and China is meaningful.

The specific aim of the paper is figuring out the reasons why international arrivals to China keep decreasing in recent years. To find out this issue, the questionnaire is divided into two parts. The first part includes: evaluating the satisfaction level about the past experience in China for the Australian residents who have been to China; investigating their satisfaction level, the likelihood of revisit and their recommendation level; revealing their current perception about China's image. The second part includes: investigating the preferences of overseas destination attributes with leisure & holiday purpose for Australian residents; providing a comparison of the attribute importance with current belief perceptions of China as a destination; conducting an evaluation of information sources used by Australian residents; investigating the constraints which probably prevent them from visiting/revisiting Mainland China and revealing their current perception about China's image.

Data Collection

Data collection for the main study took place in Brisbane, Cairns, and Townsville from first July to first September of 2015. The research was conducted in line with ethical guidelines of the authors' host university. Data were collected through random survey, and posted mails conducted by five trained interviewers using the structured questionnaire. A total of 500 questionnaires were sent to respondents on street and 1000 mails survey were put in the mail boxes of households. 453 questionnaires and 249 mails were returned and finally 321 questionnaires and 184 mail questionnaires were used in this study. Finally 505 valid questionnaires were used and resulting in a response rate of 33.7%.

Methodology

Once the data is collected from the questionnaire, SPSS 17.0 and AMOS 7.0 were used to analyze the data. First, in order to observe the characteristics of the sample, frequency analysis is used to examine the social demographic profile of the respondents. Then, reliable value of each measurement used in the study is summarized by reliability analysis. On the next step, mean scores and standard deviation of each measurement used in the study is summarized by descriptive analysis. At the following, Varimax method of principle component analysis is used to do exploratory factor analysis, at the same time, reliability analysis is fulfilled by examining the Cronbach's alpha. In the next step, in order to see the validity of the total measurement scales, confirmatory factor analysis is used to verify the dimensions of tourism destination image (cognitive and affective images), tourist satisfaction and destination loyalty. At the same time, correlations among the dimensions derived from the study are examined. At the following step, research hypotheses are verified through SEM (Structure Equation Model) analysis and goodness-of-fit indices of the research model are examined together in this step. When determining the model fit, model modification may be necessary if model fits indices are less than satisfactory.

FINDINGS

Results showed that most Australian residents exaggerated some tourism safety events about China and got higher perceived risk level than the reality; more than half of them scored the evaluation of China's tourism image below 6 among 10; there are significant demographic differences between the group who intent and not intent to visit China within the future 5 years and there are significant differences between overseas destination attributes and residents' beliefs about China. Findings indicated that the most attracted Chinese tourism product is the tradition and culture.

IMPLICATIONS or CONCLUSION

Implications of improving China's international tourism image towards risk evaluation are discussed.

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THE EFFECTIVENESS OF STRATEGY FOR FACILITATING THE SUSTAINABLE INNOVATION OF HOSPITALITY UNDERGRADUATE STUDENTS IN TAIWAN

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INTRODUCTION AND LITERATURE

The United Nations Intergovernmental Panel on Climate Change indicated that more than 90% greenhouse gas emissions came from human activities (IPCC, 2007). Recently, tourism and hospitality industry is fast-growing worldwide. McKercher, Prideaux, Cheung, & Law (2010) have demonstrated that greenhouse gas emitted in ourism and hospitality industry were come from heavy usage of fossil fuels in transportation, accommodation, and other activities. Thus, how to balance between profit and sustainability is a hot issue in businesses and academia (Kelly, Haider, Williams, & Englund, 2007).

Surprisingly, hospitality and tourism managers generally lack sustainability knowledge (Erdogan & Baris, 2007). Additionally, there is little evidence that student has adequate and sufficient knowledge to deal with the problems associated with global warming in tourism and hospitality. Many scholars have pointed out that there has been limited investment in environmental education to help college students understand sustainability knowledge (Benton, 1994; DeWaters & Powers, 2008; DeWaters, Powers, & Graham, 2007; Pe'er, Goldman, & Yavetz, 2007). Therefore, higher education in tourism and hospitality should develop a knowledge framework that incorporates critical sustainability dimensions for course delivery and learning assessment.

On the other hands, teaching students to solve problems creatively is an important educational task and one of the most critical competencies that requires development in a higher education curriculum (Suh, West, & Shin, 2012). Recently, in order to prepare the next generation to confront the future, many countries or cities have implanted elements of creativity into their school curricula such as Hong Kong, Singapore, and the UK (Eggleston 2001; Rutland and Barlex 2008). Teaching creative thinking techniques or engaging learners in a creativity-promoting environment are the common educational approaches to developing creativity. Many educators believe that the subject has the potential to foster students' creativity through design activities that develop novel ideas and artifacts (Dow 2004). However, there is a lack of investigation into the method of improving student's creativity in hospitality course. This reveals that a more robust approach to credentialing and training the future hospitality workforce is needed for competent service performance.

To fill this gap, the current study attempts to develop a sustainable innovation module by integrating the core values of commercial hospitality to improve student sustainable innovation.

This study contributes to the literature as follow: (1) to conduct and evaluate innovation intervention by assessing student innovation. (2) We contribute to sustainability research by adding to the understanding of the relationship between sustainable innovation.

METHODOLOGY

Curriculum development and Teaching strategies

This study developed sustainable innovation contents based on the theoretical foundation and core values of commercial hospitality, which attempt to incorporate essential knowledge, attitudes, and behavioral training. Following the curriculum development procedures, the course team then developed learning goals, course contents, teaching strategies, and learning activities for each thematic unit.

This course is based on the Collaborative Course Development (CCD) model proposed by Aiken et al. (2016). Compared to other student-centered learning methods, the CCD is an innovative curriculum development model that transfers the power of the course to students. The role of teachers as mentors helps to improve students' learning outcomes (Wright, 2011, p. 93). The CCD theory consists three parts: collaborating, empowering and of choosing. In collaborating, students are encourage to more involve in the class so that can improve their interest and enhance their skills, cohesion and sense of belonging. The definition of empowering students is the number of times a student can make a choice in a course and the contribution of perception to a course. The choosing is that through different levels of choice allow students to enhance the perception of education. For example, giving students the opportunity to participate in propositions can improve student involvement, stress management (Corrigan & Craciun, 2013)

Additionally, several creative problem solving (CPS) methods were used in the intervention, including 9 windows method, hope point listed, brainstorming, mind map, forced relationship and synetics.

Participations

Undergraduate senior students majoring in hospitality management in Taiwan were participated in this study. Participants were divided into experimental group and control group. Students who in experimental group were received the sustainable innovation curriculum and teaching strategies, included 100 persons. Sustainable innovation curriculum contains sustainable concept, sustainable knowledge, sustainable value, sustainable sensitivity, sustainable intention, sustainable action strategy, and sustainable purchase intention. At the first class, the students discuss the course outline, and finally the consensus between the teachers and students. In addition, each student replies to "in this course, what I most want to know?" The teacher responds to the curious questions and the theories taught in this semester. Teachers can give different cases for the same subject, students can choose according to their own interests. Cases may come from different industries or situations, but face similar problems. In competitive experimentation, Students are proposing solutions for each topic in the course. The teams then present their solutions to the classmates to discuss and criticize each other. After the report of each group, the teacher commented and selected the best team.

In the control group, students did not receive the sustainable innovation curriculum and teaching strategies, comprised 100 persons. Participants in both groups were in their senior year and took the sustainable hospitality course in the same semester. Therefore, student’s knowledge levels and back grounds were consistent across both groups.

Sustainable innovation was a two-credit course which ran for 18 weeks. The same teacher taught in both experimental and control groups.

Measures

Abbreviated Torrance Test for Adults (ATTA): Students’ performance in creative thinking was measured using the ATTA, comprising verbal and figural forms. The total score generates the composed creativity index.

Sustainability innovation literacy: Sustainable innovation was measured according to a 32-item scale developed by Horng et al. (2017).

Results

The results of ANCOVA demonstrate significant between-subject effect ($F=28.1$, $p<.001$) after controlling the covariance effect, indicating that the sustainability intervention can positively influence the post-test ratings of sustainability score.

Secondly, the results indicated that both sustainable innovation ($F= 31.06$, $p<.00$) and ATTA score ($F=31.11$, $p<.00$) were all significant in experiment group but insignificant in control group (ATTA, $F=2.91$, $p>.05$; sustainability, $F=.33$, $p>.05$) after performing simple main effect test.

DISCUSSION

Through integrating theoretical perspectives on hospitality and curriculum development, this study develops an 18-week hospitality sustainable innovation module and assesses its effectiveness in improving student sustainable innovation using an experimental education intervention. The curriculum included 4 modules: sustainable innovation literacy, service innovation, creative problem solving, and collaborative course development. In the sustainable innovation literacy which comprised sustainable concept, sustainable knowledge, sustainable value, sustainable sensitivity, sustainable intention, sustainable action strategy, and sustainable purchase intention. As for service innovation, it contained technology innovation and culture innovation. Lastly, creative problem solving including 9 windows method, hope point listed, brainstorming, mind map, forced relationship and synetics.

The results presented here suggest that creativity, which we measured with the Abbreviated Torrance Test for Adults (ATTA), can be enhanced through creative problem solving method. Participation in the experiment group led to creative capacity enhancement, as compared to participation in control group. The content of creativity included rapid prototyping and improvisational activities with various constraints (e.g., time, materials, topic, etc.) and external prompts. When participant exposure to these activities repeatedly, they were intended to enhance their bias toward action, increase resilience when experiencing failure, and increase one's ability to synthesize novel connections (Hawthorne et al., 2014). This study suggests that the creative problem solution can indeed enhance the creativity of the students. Although this research focuses on the sustainable innovation, the innovative method not only can bring the sustainable competitive advantage to the company, but also can create higher customer value. In addition, in experiment group, student's sustainability knowledge would be improvement after intervention. According to theory of planned behavior (TBD), attitude toward behavior, subjective norms, and perceived behavioral control, together shape an individual's behavioral intentions and behaviors (Ajzen, & Fishbein, 1980). The results show that after intervention of the content of sustainable innovation, students' sustainable concept, sustainable value, and sustainable intension would be enhanced. It indicated that by improving student sustainable concept and value then finally would change their behavior. Therefore, other educators in different discipline can refer to the development of the teaching strategy in this study to enhance the students' creativity and sustainable literacy.

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