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"Education in the Vines"

Editors:
SaeHya Ann & Matthew J. Stone

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2019 West Federation CHRIE Conference

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Abstracts

EXPLORING THE RELATIONSHIP BETWEEN EMPLOYEE EMOTIONAL INTELLIGENCE AND CULTURAL INTELLIGENCE IN THE HOTEL INDUSTRY

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Hospitality and Retail Management
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ABSTRACT

The purpose of this study is to explore the potential relationship between emotional intelligence and cultural intelligence. These constructs will be examined by surveying employees working for an international hotel company. Emotional intelligence and cultural intelligence both consist of four dimensions, and the relationship among these eight will be analyzed to test the theoretical relationship between the two constructs.

Key Words: Emotional Intelligence, Cultural Intelligence, Hotel Industry

INTRODUCTION

With the ever-increasing globalization of the hotel industry, it is becoming even more important for employees to not only be cultural sensitive, but culturally astute. Those hoping to succeed, must expand their awareness and knowledge of other cultures in order to effectively interact in a global economy.

While understanding cultural differences is important for success, the ability to understand one's own emotions is also a skill required in today's workplace. Presuming that understanding others from a cultural perspective and understanding one's self are important skills for success, this study intends to measure both in employees working for an international hotel company. The intention is to determine what relationship, if any, exists between these two constructs.

REVIEW OF LITERATURE

Emotional Intelligence

Emotional intelligence (also called the emotional quotient, or EQ) was introduced by Salovey and Myer (1990) and is defined as "the ability to monitor ones' own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and action" (p. 189). EQ can be developed over time and is often considered to be one of the most important predictors of performance in the workplace. In fact, Bradberry & Greaves (2009) reported 90% of top performers in business have a high EQ, which is responsible for 58% of a person's job performance.

Cultural Intelligence

Early and Ang (2003) introduced the concept of cultural intelligence and used the shorthand CQ to indicate that it is a facet of intelligence much like IQ or EQ. They defined it as

“A person’s capability for successful adaptation to new cultural settings, that is, for unfamiliar settings attributable to cultural context” (Early & Ang, 2003, p. 9). Ang and Van Dyne (2008) later simplified the definition as an individual’s ability to act effectively in culturally diverse environments. Essentially, the concept focuses on the importance of cultural differences in people’s values and beliefs and how these differences may affect behavior (Early & Ang, 2003). Lee and Sukoco (2010) asserted those with higher levels of CQ may have an increased ability to adjust to cultural differences which can affect their cultural effectiveness and job performance.

EQ & CQ Hospitality Industry Research

Few studies examined both cultural intelligence and emotional intelligence, especially in the hospitality industry. Darvishmotevali, Altinay, and De Vita (2018) examined emotional intelligence, cultural intelligence, environmental uncertainty, and the creative performance of frontline hotel employees. There findings suggested cultural intelligence strengthened the impact of emotional intelligence on employee creative performance. However, their study used cultural intelligence as a moderator between emotional intelligence and employee creative performance, while this study seeks to determine if there is a direct relationship between emotional intelligence and cultural intelligence.

A multi-disciplinary reading was conducted by Alshaibani & Bakir (2017) to examine the interplay of employee personality, emotional intelligence, and cultural intelligence in the service encounter. Their review of the literature suggests that cultural intelligence is the most relevant construct in the service encounter. The authors proposed a model to test the relationship between cultural intelligence, employee performance, and service quality.

PURPOSE OF THE STUDY

Early and Ang (2003) developed cultural intelligence based on the belief that emotional intelligence did not take into account cultural differences. Someone may have high EQ in one culture, but it may be low in another because they are not familiar with that culture’s norms and behaviors. On the other hand, CQ focuses on interactions specifically related to culture, and knowing what to do in a certain culture may not have anything to do with emotions or emotional intelligence.

While some have debated the relationship between EQ and CQ, Crowne (2009) proposed a theoretical model suggesting social intelligence (SI) is a super-ordinate construct to the overlapping constructs of emotional intelligence and cultural intelligence. The purpose of this study is to empirically measure the proposed overlap of EQ and CQ. EQ will be measured along the four dimensions of Goal Orientation and Motivation, Emotional Insight into Self, Ability to Express Emotion, and Social Insight and Empathy (Jerabek, 2001). While Cultural Intelligence will be measured on its four dimensions, namely, Cognitive, Meta-cognitive, Motivation, and Behavior (Ang & Van Dyne, 2008).

METHODOLOGY

One of the measurement instruments used for this study will be the Emotional Intelligence Test – 2nd Revision developed by Plumeus (Jerabek, 2001). The instrument consists of multiple-choice scenario questions that measure EQ along its four dimensions. The other instrument will be the Cultural Intelligence Scale (CQS) developed by Ang and Van Dyne

(2008). The CQS measures an individual’s cultural intelligence competence along the four dimensions of CQ. Finally, the instrument will include demographic, job position, and job tenure questions.

Subjects for this study will be recruited from an international hotel company that manages four and five-star resorts around the world. The study will be sanctioned by the company’s corporate human resource office and participation will be solicited from hotel general managers. Those agreeing to participate in the study will be sent a link to the research instrument and asked to distribute it to their employees.

As mentioned earlier, both emotional intelligence and cultural intelligence consist of four dimensions. Confirmatory factor analysis will be used to validate the items in each dimension and correlations will be examined in an effort to identify relationships between the eight dimensions of EQ and CQ. ANOVA’s will also be analyzed to measure any relationship between EQ and CQ and the demographic and job-related data.

FUTURE RESEARCH

This study is exploratory in nature. Once the relationship between emotional intelligence and cultural intelligence is better understood, the impact of both on other work-related phenomenon can be examined. Employees’ personality, job satisfaction, organizational commitment, and turnover intention, for example, could presumably be linked to both constructs.

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STRESS IN THE WORKPLACE: STRESS MANAGEMENT PRACTICES FOR SERVICE EMPLOYEES

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ABSTRACT

Despite the challenge that workplace stress represents, there is a lack of understanding regarding the stress prevention strategies in hospitality. This study aims to identify effective approaches for managing stress in a broader service industry, theoretically classified as primary, secondary, and tertiary interventions. This paper uses a systematic narrative literature review methodology, drawing upon 7 empirical studies to find that primary interventions have the greatest effectiveness in services. Implications for the hotel industry are discussed.

Key Words: job stress, service industry, systematic narrative literature review, intervention

INTRODUCTION

Stress in the hospitality industry represents a complex, yet a major issue (Deery & Jago, 2015; O'Neill & Davis, 2011; Zhao & Namasivayam, 2012). According to the interactionist perspective, stress can be defined as a consequence of misalignment between the needs and demands of the individuals and their environment (Cooper & Cartwright, 1997). Workplace stress represents one of key personal employee dimensions hindering the work-life balance, decreasing job satisfaction, commitment and fostering the talent turnover in services (Deery & Jago, 2015). Interpersonal tensions at work, managerial jobs, and overloads exemplify substantial stressors for hospitality workers (O'Neill & Davis, 2011).

Understanding of stress management approaches represents an essential component for addressing the workplace stress (European Agency for Safety and Health at Work, 2017; Tetrick & Winslow, 2015). The literature outlines three types of such approaches, qualified as primary, secondary, or tertiary interventions for preventing stress, ranging according to different stages of stress process (Cooper & Cartwright, 1997; Schulz, Czaja, McKay, Ory, & Belle, 2010). Primary interventions aim at reducing, eliminating or at least modifying the stressors in the work environment, so that it would be aligned with an individual worker's needs and demands. Secondary interventions represent actual stress management, when a worker is experiencing it. Finally, tertiary interventions aim at helping the worker to cope with negative consequences of stress, such as a workplace counseling.

Research on stress prevention in the hospitality industry remains scare, despite its development in broad services and other industries. Having a clear picture of specific types of effective stress prevention approaches can help addressing the stress in the workplace. This paper uses the results of a systematic narrative literature review of recent empirical papers evaluating interventions for preventing stress in service industry. This method is adopted for analyzing the literature thematically and to provide course for further research (Paré, Trudel, Jaana, & Kitsiou, 2015). The present study draws upon the classification of psychosocial interventions in the workplace. Examination of stressors, testing the theoretical proposition through further empirical research, or national context go beyond this papers' scope.

METHODOLOGY

This study uses a systematic narrative literature review. It refers to a qualitative systematic review, that "attempt to search, identify, select, appraise, and abstract data from quantitative empirical studies to answer the following main questions: (1) What is the direction of the effect? (2) What is the size of effect? (3) Is the effect consistent across the included studies? (4) What is the strength of the evidence of the effect?" (Paré et al., 2015, p. 188). This method is highly appropriate for systemizing the findings from previously published empirical studies on a specific topic or in a specific context. It allows analyzing and interpreting the literature on a specific topic (Cooper, 2017).

The literature search was performed in July-October 2018 on the database of the University of Derby library and EBSCO, using key words, such as "stress", "workplace", and "service industry". It focused on relevant academic articles. A total of 43 academic articles that were associated with intervention studies specific to service industry were found. These articles underwent phase 1 of screening for access/availability in English language. Out of the 43 articles, 21 qualified for phase 2 of screening for service industry, approach to intervention, causal inference. A total of 7 articles that passed through both screening phases were critically reviewed. Retained sources have gone through a systematic review and were classified by approach as primary, secondary, and/or tertiary, in line with the main analytical framework of the study outlining intervention taxonomy (Schulz et al., 2010; Tetrick & Winslow, 2015). The next step consisted in assessment of the approach applied in each intervention. The final step was focused on synthesizing the best practices for preventing stress in the workplace and improving service employee well-being in hospitality context.

FINDINGS

The results of this study makes two contributions to the literature. First, it is one of the first studies employing narrative systematic literature review in hospitality management, though such review types have been extensively used in information management (Cooper, 2017; Paré et al., 2015), health-related (Probst, 2013) and social studies (Lamontagne, Keegel, Louie, Ostry, & Landsbergis, 2007), closely examining stress and effectiveness of various interventions for stress prevention. Second, it draws upon the experience accumulated in broad service industry to develop propositions on stress prevention in for workers in hospitality.

Three of the seven researches were conducted in public service, two in home care and one each in pre-school and financial service. The majority of interventions were primary, focused on preventive measures targeting the source of stress and representing the most comprehensive approach to stress prevention. For instance, interventions implemented targeted both the individual and organization level as seen with four out of the seven studies. Then, a subset of studies focused on a combination of primary and secondary intervention.

Standalone interventions (primary, secondary or tertiary only) were executed with duration ranging from 1 to 3 years. Tertiary interventions were absent from the sample. Surprisingly, three studies did not achieve the objectives in terms of stress prevention.

There are two main conclusions that could be relevant for hospitality, as one of service industries. First, the systematic literature review has revealed that there is a need to adapt or contextualize the intervention. This finding is aligned with PRIMA-EF's approach and guidelines to intervention (European Agency for Safety and Health at Work, 2017). Second, primary interventions are effective against stress in the workplace. This goes in line with

conceptualization of stress as one among multiple factor hindering hospitality talent and leading to a range of negative outcomes (Deery & Jago, 2015; O'Neill & Davis, 2011).

Accordingly, hospitality industry could draw upon these lessons learned, develop interventions for acting against stress according to the specificities of work environment and job demands. Furthermore, hoteliers should build on positive experience from other service industries and take actions aimed at reducing stressors in the workplace to prevent stress effectively. There is a need to validate these theoretical propositions through further quantitative and qualitative studies, and implementation of a narrative inquiry strategy based on in-depth interviews with hotel mangers is the next step to take in advancing the knowledge about stress prevention in hospitality.

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SYNERGETIC ENTREPRENEURSHIP: LINKING STRATEGIC FAMILY HOTEL BUSINESS MANAGEMENT, ANCIENT ARCHITECTURE, AND SUSTAINABILITY; THE PHENOMENON OF THE ALBERGO DIFFUSO IN ITALY.

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INTRODUCTION

Within the framework of hospitality and tourism entrepreneurship, we are conducting a study to investigate the innovative hotel business model of Albergo Diffuso (AD) (Dispersed Hotel) and introduce the theory of "Synergetic Entrepreneurship" (SE).

The AD is a concept ideated in Italy in the mid-80s (Camillo & Presenza, 2015; Confalonieri, 2011; Presenza, Camillo, & Camillo, 2017; Presenza, Yucelen, & Camillo, 2016). Since then, this Italian invention continues to expand capturing the attention of investors, operators, and travelers on a global scale (FT, 2010; NYT, 2010)

The nature of the hospitality and tourism industries compels operators to rely on related industries to successfully launch and operate businesses. A distinctive example as analogy is the related beverage industry of wine making. Although the wine retail market represents an important revenue stream, more critical is the wineries' dependence on hotels, restaurants, and other hospitality and foodservice operations for the B2B2C revenue models. Similarly, for the AD concept to be successful, it has to rely on related and supporting business activities of important players: local restaurants, special harvests like trufle hunts, historic places of attraction, sports such as canoenig or rafting, unique scientific research opportunities such as Speleogenesis (the science pertaining to the origin and evolution of dissolution caves and conduit permeability) as offerend by the AD "La Piana Dei Mulini" (http://www.lapianadeimulini.it/speleologia-piana-dei-mulini/), and much more according to the geographic location and its local resources. Therefore, the concept of the AD was created to offer travelers a unique product, which encompasses the mystique of experiencing an offering no hotel concept has ever featured before. For example, staying in rooms converted from prehistoric caves, having dinner in the "piazza" (the town square) with local residents who cook together, taking part in activities such as fishing with a local fisherman, becoming a Master Olive Oil Taster (Maestro Oleario), and more. In other words, tourists patronizing an AD blend with the local community members in every aspect of their daily lives. In terms of sustainability, these ancient structures, which were abandoned for centuries in many cases, are being revived through the "upcycling concept" without negative impact on the environment. While recycling or downcycling degrades a product by converting it into a lesser value in the supply chain, upcycling adds value to a used product or, in the case of the AD concept, abandoned structures moving back to the supply/value chain. The upcycling process of the AD converts and upgrades what it used to be - an uninhabitable structure - into a hospitality product that can be used again in perpetuity.

Nevertheless, for this AD business model to succeed, all operating activities require an efficient, capable management, an effective logistics and communication plan, resource inventory available to tourists, and related services such as transportation, shopping outlets, and most importantly the involvement of the local community, which directly benefits through an economically impactful dollar multiplier. To accomplish this rather complex task, all stakeholders must work in synergy in order to achieve above-average results, higher than the sum of the parts if each stakeholder were to operate independently from others. Therefore, within this context, we propose that the theory of SE encompasses the social characteristics of economic development, business management, environmental resources, sustainable activities, and human interactions through which local entrepreneurs collectively and cooperatively engage synergistically in creative thinking and develop new solutions that dramatically reverse existing ones. Furthermore, these entrepreneurs do not attempt to optimize the current system with minor implementations or adjustments. Instead, they find new ways of approaching and solving the problem we attempt to identify in our final analysis, synthesis, and summary of the AD characteristics and the role of all stakeholders. Consequently, Synergetic Entrepreneurship outcomes cannot be optimized without harmonizing the vital role of the society at large, the individuals, their lifestyles, interactions, customs, cultural heritage, beliefs, traditions, essential natural resources, and infrastructure's management and knowledge that make up the society. We also posit that the AD concept is an extended form of Social Entrepreneurship because it differs from others in the fact that several influential variables, such as investment, revenues optimization, profit maximization, quality of product, location, infrastructure and logistics, customer experience and satisfaction either influence or are influenced by the involvement of multiple players being investors and stakeholders. Furthermore, it is especially critical that other not-directly-related actors create synergy if they intend to collaborate and support the synergetic entrepreneurial process to succeed and be profitable.

SCOPE OF THE RESEARCH

Our study aims to understand the phenomenon of the business model innovation (AD) through entrepreneurial activities, which take place in Italy where this concept originated. Hence, we introduce the new theory "Synergetic Entrepreneurship" (SE) and define it as *"the condition of relying on someone or something to create a harmonious positive relationship between two or more dependent agents and their actions so that their combined mutually beneficial outcome is greater than the sum of their individual outcomes*."

Using secondary survey data, literature review, and netnographic data extrapolation, we analyze the status-quo of this business model, its ownership type, the impact on the local economy and on sustainability through the synergetic entrepreneurial activities of all stakeholders and indirectly-related actors. The synthesis of preliminary results shows an active and positive synergetic linkage between management's entrepreneurial activities, activities by other stakeholders and actors in the local community, and governmental and non-governmental organizations. Hence, all participating stakeholders' decisions and actions combined suggest that mutually beneficial outcomes can be greater than the sum of their individual outcomes if operating alone.

LITERATURE REVIEW

Entrepreneurship in hospitality and tourism has been studied and published about for decades (Binns, 2012; Ateljevic & Li, 2009; Avram & Zarrilli 2012). However, studies on "Synergetic Entrepreneurship" both across industries and specifically within the framework of hospitality and tourism have never been introduced. This study represents the first for the introduction of the development of a new entrepreneurship theory based on the harmonious and positive relationship of all related activities within an entrepreneurial venture (Eisenhardt,1989). We explore this theory by investigating the emergent and successful hotel concept "Albergo Diffuso" (AD), which was founded by Giancarlo Dall'Ara, an expert consultant in hotel and tourism development (Dall'Ara, 2017). The term "diffuso" (diffused) refers to multiple dispersed structures: a hotel in a village with rooms and services located in different buildings. The main house has the reception, common spaces, restaurant, and original rooms, while other rooms are located in different structures a maximum of 200 meters (about 650 feet) away from the main office of the hotel. This hotel structure was developed with several objectives in mind:

1. Revitalize ancient buildings in villages that inhabitants have abandoned mainly due to emigration by applying the sustainability theory of upcycling.
2. Contribute to expansion of the hotel typology/brands.
3. Contribute to local/national economy with tourism and hospitality activities.
4. Use natural environment and its ancient assets to contribute to global sustainability effort.
5. Offer services/leisure facilities managed by local families which are aligned with local culture and tradition from food and wine tours to local crafts and workshops, sports, and other recreational activities.

Specifically, the founder of the AD concept provides in his promotional literature a simple but comprehensive description of the conceptual idea (Dall'Ara, 2017): "*Partly a house and partly a hotel, dedicated to those people who do not like traditional hotels; this is a new hospitality concept named 'Albergo Diffuso'. The rooms are distributed in different buildings in the village/town. In technical marketing terms, 'diffuso' (diffused) means a structure that is horizontal in nature and not a vertical structure like a traditional hotel."*

Specific characteristics and evolution of the Albergo Diffuso.

In previous studies, Russo et al. (2013) highlight some operating characteristics of the AD: the average number of guests' rooms is eight with national dispersion but with higher density in central Italy. The operators are overwhelmingly locals who are very familiar with the history of the towns. The analysis of a study conducted by Camillo and Presenza (2015) shows that the AD attracts foreign travelers who represent about 46.4% of the yearly occupancy. Most guests are couples (54.8%); however, seniors represent approximately 3.2%. The concept of upcycling attracts guests who are interested in the preservation of nature and the natural environment. Others visit for cultural reasons such as the interest in local food and wine. Historically, the average length of stay has been 2.9 nights and the average occupancy per available room was 68%.

The success of the original AD concept has morphed into a more comprehensive model through horizontal expansion to include three additional hospitality categories (Dall'Ara, 2017). Currently, there are 100 operations in and 20 outside Italy. Specific interest in adopting the concept has been identified in Spain, Germany, Croatia, Serbia, Israel, Brazil, and Mexico. The horizontal expansion includes the following three new categories:

1) Paese Albergo - Village Hotel

This category is similar to the original AD concept. However, it includes an entire historical center or even countryside through a hospitality network (rooms, houses, bars, restaurants), reception services and common spaces for all guests, local attractions, and shopping opportunities. Everything is available to the tourists through a centralized booking service with no unified management that works in synergy with each other. In other words, it is not a hotel but a "Hospitality Network" integrating some services while leaving the single operators independent. An expanded definition is "Hospitality operator network established through collaboration agreements between individuals who may or may not be entrepreneurs. The reception activity must be carried out in collaboration with no unified management in order to provide accommodation and other services in multiple buildings throughout a relevant part of a residential area in accordance with the requirements of the Regional Government" (Dall'Ara, 2017).

2) Residence Diffuso - Scattered Residence

It is defined as a "Non-hotel reception structure providing accommodation in more than one residential unit. They are provided with reception and assistance services located in one town and integrated by the centralized reception desk." It is a non-hotel reception structure characterized by a centralized booking system and by basic reception and assistance services.

3) Albergo Diffuso di Campagna - Countryside Albergo Diffuso

Regulated by the local government, the countryside scattered hotel is a real Albergo Diffuso operating in the countryside instead of villages.

THEORY BUILDING

The meaning and application of "synergy" and the development of the theory of "Synergetic Entrepreneurship".

The literature is replete with definitions of "synergy". From the Latin term "*synergia"* and from the Greek term *synergos* and *synergein* meaning "to work together", from *syn-* (together) + *ergon* (work). In addition, the analysis of the meaning *synergy* synthesized from dictionaries, we define the term as the coordinated activities that cause the whole to be greater than the sum of its parts. In other words, when two or more people or organizations combine all their efforts, they can accomplish much more together than they could separately. In economic and mathematical terms, the results of synergetic efforts can be described as 3 parts plus 3 parts = 7. However, within this context, we define *synergy* as the *"positive relationship between two of more agents and their actions so that their combined outcome is greater than the sum of their individual outcomes."* Accordingly, *synergy* can be created by coordinating various internal economic activities which do not involve the activities of external stakeholders. However, in our study, we recognize that the involvement of external stakeholders is integral to the success of the AD venture. All of these initiatives cannot become successful without the synergetic activities of all stakeholders.

Every theory generally starts by asking specific research questions, by making specific propositions, or by formulating hypotheses. These are suggested solutions for an unexplained incidence that cannot be accepted into a well-established theory. Specifically, a research question, a proposition, or a hypothesis are philosophical thoughts that have not yet been proven. If any of the three unexplained incidences are validated, then they will become known as a theory. In other words, research scholars recognize that once the validation has been widely accepted, it will represent the true explanation of the phenomenon (Dann, Nash, & Pearse, 1998). Hence, *explanation* is the decisive attainment of scientific inquiry. In our study, we synthesized the result of a comprehensive netnographic review of online literature and define *theory* as the "*comprehensive explanation of phenomena based on a cautious and coherent examination of the facts"*. Accordingly, we make the following proposition:

The Albergo Diffuso is an innovative idea that applies the concept of upcycling to revive ancient-abandoned architecture. The management composition consists of local families who invest in new ventures to convert ancient structures and operate them as hotels. The concept cannot survive and succeed alone. It needs the continuous reciprocal involvement of local stakeholders to support the strategic investment. Stakeholders include operators of supporting services such as transportation, commodities' suppliers, managers of local touristic attractions, and government entities that regulate the complexity of the transformation of an entire city area that prior to the AD development did not have the physical capability to deal with logistics and infrastructure competence. Accordingly, we propose that such an entrepreneurial venture cannot succeed without the intrinsic and extrinsic synergetic relationship of all stakeholders. For example, if a local tour bus operator suddenly increases tour prices without prior coordination with the AD operator, it may suffer financial losses due to tour cancelations. In addition, if a local museum is not aware how many incoming tourists may visit the destination, the museum may not be readily staffed to operate it. Therefore, sharing of knowledge, resources, and information about capacity-building and logistics leads to mutually beneficial outcomes. Hence, synergy is created and the aggregate results will be greater than the sum of total of the single activities of all stakeholders.

METHODOLOGY

This qualitative study uses desk research and netnography to collect and extrapolate data by applying interpretative techniques such as content analysis, coding, recursive abstraction, and approaches such as phenomenology (Gill, 2014; Kozinets, 2002; Monder, 1999; Newth, 2018; Willis *et al*, 2016). The study further triangulates secondary data by testing for validity and reliability by directly analyzing local stakeholders through their own websites and other online presence including social media-based marketing promotional activities. Data from non-intrusive observations is collected from practitioners' reports readily available online and through content analysis of firms' online reports, press kits, and cyclical press releases. Final data used is further checked for validity, creditability, and reliability by examining and contrasting the reporting of the same cases by various sources through positive and negative analyses and confirmability and balance (Åkerlind, 2012; Berg, 2009; Marton, 1986). The ultimate goal is to collect sufficient qualifyable data, anlayzed, synthesized and summerized to be used for testing, validating, and building of the theory of *synergetic entrepreneurship*, which is the main purpose of this study.

RESULTS, DISCUSSION, AND PRACTICAL IMPLICATIONS

This is work in progress. Results will be made available soon after the study has been completed.

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CONNECTING SHORT-TERM DOMESTIC & INTERNATIONAL EDUCATIONAL TRAVEL WITH CULTURALLY RESPONSIVE TEACHING FOR MIDDLE SCHOOL STUDENTS

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ABSTRACT

There is evidence that connects travel with learning but few studies of youth educational travel. This study examines the connection between educational travel and culturally responsive teaching to make travel more accessible for urban middle school students from a low income American neighborhood. Using qualitative data, findings show that connecting CRT to educational travel provides the support and opportunity necessary to increase access to travel for non-traditional youth travelers.

Key Words: educational travel; culturally responsive education; youth travel; travel study; educational benefits of travel.

INTRODUCTION

Travel has been shown to have many learning benefits (Stone & Petrick, 2013), and student educational travel is one environment where learning may occur. Understanding what learning occurs through travel may provide positive outcomes for the travel industry. It may also provide guidance for educators and tourism providers to work together to help create a more educated and culturally competent population. Using qualitative data, this study seeks to understand the relationship between student educational travel and academic outcomes.

LITERATURE REVIEW

In an extensive review of the educational benefits of travel, Stone and Petrick (2013) found that a few studies had identified learning outcomes from short-term and domestic travel, but studies were scarce. While there is extensive research on college and university study abroad and its positive learning outcomes (see Forum on Education Abroad, 2012), there is very little study of educational travel outcomes among younger students. Johnson (2008) and Saitow (2009) found that educational travel had many benefits for adolescents, including adaptation, transforming behavior, cultural awareness, and self awareness. In a survey of teachers, group leaders, and tour operators, Student and Youth Travel Association (2016) found that many educators believe that educational travel offers positive outcomes.

Learning through travel has been proposed as a way to teach students (Byrnes, 2001), and it is important for educators to engage the minds and curiosity of young adolescents (Conk, 2012). There are few, if any, studies that address the meaning of educational travel with low income, non-White youth. This study seeks to fill this gap.

Currently, White, middle- and upper-income students dominate educational travel (Mission Measurement for EF Tours, 2010, p. 17 – 18) demonstrating an inequity that exists in educational travel in the USA today. Culturally responsive teaching theorists have written extensively about why this may be and what can be done to change this (Delpit, 2006; Gay, 2010; Ladson-Billings, 2009; Nieto, 2010; among others). Applying the principles of CRT to educational travel opens doors for the ethnically, linguistically, and culturally diverse students in the USA to the world of educational travel.

METHOD

As part of a larger mixed methods study, quantitative data was collected and analyzed from a sample of students from an urban middle school in a low-income neighborhood in the Western United States (covering the school years 2003-2011). The gender breakdown of students was 34% male and 66% female. Ethnic classifications were: 89% Hispanic, 7% White, 2% Asian, and 2% Black. Sixth graders (ages 11-12) and Eighth graders (ages 13-14) at this middle school had the opportunity to participate in short-term educational travel to Washington DC or Europe or both ("a school trip"). It was open to all students who were willing to work for the money for their trip (e.g. fundraising, improving academic achievement, or through paid jobs at the school). Thus, this is unusual because students did not self-select for travel study due to their economic status or backgrounds.

The researcher conducted 9 individual interviews exploring the meaning of educational travel for nine student participants who traveled to Washington DC and/or Europe on a middle-school educational trip.

RESULTS

Through interviews, the qualitative data explored the meaning of educational travel for the nine student participants from the DC- Only, Europe-Only, and Both travel groups.

There are four attributes of educational travel found in this study that are connected with research done by the Association for Middle Level Education (AMLE) : *Developmentally Responsive*, *Culturally Responsive*, *Academically Engaging*, and *Purposefully Organized* (AMLE, 2010). In comparing the data within this framework, one of the most important findings is the role of the *Culture and Community* theme in educational travel. The participants reported these six characteristics as having a profound impact on their travel experience: *Family Involvement, Safe Environment, Empowerment (CRT), Transformative (CRT), Validating (CRT)*, and *Comprehensive (CRT). CRT* refers to the characteristics of culturally responsive teaching as discussed by Gay (2010). The participants reported that effective and meaningful educational travel had these six characteristics before, during, and/or after their trip.

CONCLUSION

Equitable educational travel includes the culture and community of the students. In order for educational travel to equitable, the adults organizing educational travel must incorporate these characteristics. The participants reported that educational travel is effective and meaningful when culturally responsive teaching is used to organize, plan, conduct, and fundraise for the trips. These findings are impactful because it uses the overlay of CRT to increase access to educational travel for non-White, low income students. As CRT is increasingly used in the schools in the USA, it is important to incorporate these strategies into activities outside the school day.

The impact of this research on the travel and tourism industry and educators, including the potential role of the industry in providing meaningful and beneficial experiences, will be discussed.

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CULTURAL INTELLIGENCE AND J-1 VISA PROGRAMS IN THE RESORT INDUSTRY

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ABSTRACT

The purpose of this study is to identify best practices in the use of J-1 visa workers in the resort industry. Issues with using seasonal J-1 visa workers include; perceptions of cheap labor, housing, transportation, and the role of sponsor organizations. In addition, J-1 visa workers' cultural intelligence will be measured and compared to other work-related factors such as job satisfaction, job performance, and retention.

Key Words: Cultural Intelligence, J-1 Visas, Summer Work Travel Program, Resort Industry

INTRODUCTION

REVIEW OF LITERATURE

The hospitality industry is currently experiencing labor shortages (Montgomery & Spragg, 2017). Due to the seasonal nature of the resort industry, many resorts are addressing labor shortages for entry level positions by employing foreign temporary workers through visas such as J-1 and HB-2. The J-1 is the preferred visa for employers as it lacks the regulations associated with other visas (Stewart, 2014).

More than 300,000 J-1 visa workers participate in the program each year (J-1 Visa Exchange Visitor Program, 2018). J-1 visa workers' job performance and satisfaction may depend on their ability to assimilate into American culture.

Cultural intelligence, also referred to as cultural quotient (CQ), can be defined as the ability for the individual to function and prosper in a culturally diverse setting (Van Dyne, Ang, & Koh, 2015). It is predicted that individuals with higher cultural intelligence will report higher overall job satisfaction and, in general, higher satisfaction with the entire J-1 visa program.

J-1 Visa

J-1 is a work/study visa issued for non-immigration purposes. The origins of the J-1 visa reside in the 1961 U.S. Mutual Educational and Cultural Exchange Act, also known as the Fulbright- Hays Act. Programs for the J-1 visa include au pair (childcare provider), camp counselor, college and university student, government visitor, intern, international visitor, physician, professor research scholar, secondary school student, short-term scholar, specialist, summer work travel, teacher, and trainee. Visa durations can last from a single day to twelve months depending on the structure of individual programs (Exchange Visitor Program Category Requirements, 2016).

To gain a J-1 visa, individuals must gain sponsorship through a U.S. State Department licensed organization. The more than 1,500 sponsorship organizations can include both non-and for-profit institutions ranging from public schools and universities to organizations working with the private sector to fill temporary employment needs. The J-1 visa has more than 300,000 participants annually with 86% being aged 30 or younger (Program Sponsors, n.d.) (J-1 Visa Exhange Visitor Program, 2018).

The Role of J-1s in the Resort Industry

Though the directive for the J-1 visa is to promote cultural exchange and goodwill towards other nations and cultures, the reality of for the hotel and resort industry is much different. Many employers see the J-1 as a source of cheap labor because they do not have to pay Medicare, Social Security, or federal unemployment taxes for J-1 workers, which equals around 8% of an employer’s total payroll tax (Stewart, 2014). Furthermore, J-1 visas can work in increments determined by the nature of the exchange program – namely the J-1 Trainee and Intern Program and the Summer Work Travel Program (SWT) that typically work within three-month increments. This arrangement works well in the resort industry because it is typically seasonal in nature.

Cultural Intelligence

Cultural intelligence (CQ) is a theoretical extension of contemporary approaches to understanding intelligence. CQ is defined as the capability to function effectively in culturally diverse settings (Earley & Angs, 2003) (Van Dyne, Ang, & Koh, 2015). CQ has four components: Metacognitive, cognitive, motivational, and behavioral, which can be measured using the Cultural Intelligence Scale (Van Dyne, Ang, & Koh, 2015).

METHODOLOGY

During the summer of 2018, pilot interviews were conducted with resort managers and human resource directors in a coastal Texas city. All persons interviewed mentioned problems sourcing labor within the local market for entry-level such as housekeeping, guest services, and foodservice positions. “I can hire three people (locals) today and one will not show up for the first day of work” said one general manager of a resort. He also adamantly reiterated that he pays J-1s at the same rate as local workers. Managers interviewed at other resorts shared this view of local labor as compared to SWT J-1 workers. Another general manager mentioned that "there is just not enough young people to fill all the (entry level positions) in this town…. too many will leave for college or just move to a bigger city".

Despite the perception that resorts use J-1 workers as a source of cheap labor, there was no mention of the reduction in payroll taxes by any of the interview participants. Rather, the concern was finding and maintaining the best workforce for their respective properties. Many of their concerns were with the external sponsorship organizations that act as recruiters for resorts. All resort managers during the pilot interviews mentioned concerns about living conditions, transportation, and unreasonable expectations for employment. "I think they are being sold a bill of goods," mentioned one general manager.

These pilot interviews were the first step in a mixed-method approach for this research project. Qualitative interviews and focus groups will be used to identify best practices regarding J-1 visa labor in the resort industry. A quantitative survey will be developed using a 7-point Likert scale that will include information from the interviews and focus groups and questions from the Cultural Intelligence Scale (Van Dyne et. al, 2015). CQ will be related to worker satisfaction, job performance, foreign exchange experience satisfaction, and the likelihood of returning for employment or applying for a green card. Factors external to CQ will be explored such as living conditions, compensation, transportation, and satisfaction with the J-1 sponsor organization.

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EXAMINING THE RELATIONSHIPS BETWEEN ADR AND FOOD AND BEVERAGE REVENUES – AN EXPLORATORY ANALYSIS

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ABSTRACT

This exploratory study attempts to bridge the gap in the research by examining the relationship between hotel guest room sales with hotel food and beverage sales. Exploring three major US markets, the results suggest that a strong correlation exists, both positive and negative, between ADR and food revenue as well as beverage revenues among full service hotels. The results also suggest that this relationship is market specific and further research is necessary to gain a better understanding.

Key Words: Average daily rate, key performance indicators, food and beverage revenues

INTRODUCTION/LITERATURE REVIEW

Since some of the first hotels opened in the United States such as Philadelphia's City Tavern in 1773 and the City Hotel in 1794 in New York City, hotels facilitated trade by providing shelter and refreshment to an elite traveling public (Sandoval-Strausz, 2007). Since those early inceptions, hotels have continued to evolve by providing not only accommodations but also a plethora of food and beverage offerings such as restaurants, catering, banquets, restaurants, room service, minibars, and lounges (Hayes, Ninemeier, & Miller, 2012). The role of food and beverage is to meet the functional and trendy demands of the traveling public while supporting hotel profitability. Hotel managers are continually looking to identify the strategic variables (e.g., scale, quality, offerings, training, number of employees, etc.) to stay competitive in their local market or submarket (Claver-Cortes, Molina-Azorın, & Pereira-Moliner, 2007).

Since 2010, the US hotel market has seen a steady rise in occupancy and average daily rates (ADR) (Mandelbaum, 2013) indicating a strong recovery post 2009 recession. However, the literature, both practitioner and academic, it is somewhat unclear as to the role of food and beverage revenues in relation to hotel room sales (Mandelbaum, 2012; Taylor, Draper, & Hammond, 2018). This study aims to bridge that gap by examining the relationship of yearly guest room sales and food and beverage revenues from 2012-2017. The following hypothesis are explored briefly.

Research Questions:

Hypothesis #1: Is there a relationship between the hotel's average daily rate with food sales at hotels?

Hypothesis #2: Is there a relationship between the hotel's average daily rate with beverage sales at hotels?

METHODOLOGY

This study is exploratory in nature and is one of the first to specifically examine ADR in relation to food and beverage revenues, as independent constructs. This study utilized quantitative data focused key operating metrics for full-service hotels located in top 25 U.S. Markets, focusing on cities on the west coast of the U.S. Data was provided by an internationally recognized hotel analytics firm. The researchers employed trend analysis measuring year-over-year changes on Average Daily Rate (ADR), Revenue per Available Room (RevPAR), and revenue for the food department and beverage department as an Amount per Occupied Room Night (APORM). Food and beverage are not clustered in the reports and were measured independently in this study and were designated APORM FOOD and APORM BEV. Through various statistical analysis the relationships between the independent variable of ADR and the dependent variables of RevPAR, APORM FOOD, and APORM BEV were measured. Analysis included measuring results for and between each market. The data covered 5 years, 12 months per year, allowing for a comparison of 60 data points. The studied markets were San Francisco-San Mateo (SF), Los Angeles-Long Beach (LA), and Seattle. San Diego is also a Top 25 US market; however, data was not available at the time of this paper.

RESULTS

Analysis identified that as ADR increases in full-service hotels, an inverse relationship between food and beverage begins to occur. Analysis identified SF as the highest ADR, followed by LA and the SEA. Table 1 provides the average ADR and RevPAR of full-service hotels for the measured cities.

Table 1
Full Service Hotel Average ADR and RevPAR

Variables	SF	LA	SEA
AVG ADR	$273.49	$226.55	$195.43
AVG RevPAR	$234.91	$188.48	$157.82

Note: SF – San Francisco-San Mateo; LA – Los Angeles-Long Beach; SEA - Seattle

The disparity between ADR and RevPAR of each market is extreme. The percentage difference between markets is provided in Table 2.

Table 2

Percentage difference of ADR and RevPAR across markets

	ADR		RevPAR	
Markets	SF	LA	SF	LA
LA	SF 20.72% >		SF 24.63% >	
SEA	SF 39.94% >	LA 15.93% >	SF 48.85% >	LA 19.43% >

Note: SF – San Francisco-San Mateo; LA – Los Angeles-Long Beach; SEA - Seattle

The results of the analysis identified that, as ADR increases, APORM FOOD and APORM BEV begin to decrease as the relationship becomes inverse at a certain level of ADR. Due to space limitations, the relationship between the measured variables is provided in the following tables:

Table 3

Correlation matrix of measured variables for Seattle

	APORM FOOD	APORM BEV	ADR	RevPAR
APORM FOOD	1			
APORM BEV	0.5468	1		
ADR	0.8855	0.3119	1	
RevPAR	0.4179	0.1037	0.7741	1

Table 4

Correlation matrix of measured variables for Los Angeles – Long Beach

	APORM FOOD	APORM BEV	ADR	RevPAR
APORM FOOD	1			
APORM BEV	(0.6222)	1		
ADR	0.8706	(0.4485)	1	
RevPAR	(0.2471)	0.2873	0.2605	1

Table 5

Correlation matrix of measured variables for San Francisco – San Mateo

	APORM FOOD	APORM BEV	ADR	RevPAR
APORM FOOD	1			
APORM BEV	0.8417	1		
ADR	(0.3154)	(0.0656)	1	
RevPAR	(0.3356)	(0.0328)	0.9941	1

DISCUSSION & IMPLICATIONS

This study is exploratory in nature and is one of the first papers to specifically examine the relationship between ADR and food and beverage revenues, and the potential impacts on RevPAR. The results identified a strong correlation between low ADR and food revenue and, as the ADR increased, the relationship began to become inverse. Seattle maintained the lowest ADR and RevPAR, but the strongest relationship between ADR and food revenues. This is a practical finding as low room rates likely encourage spending in other areas. Full-service hotels in Seattle appear to be sacrificing RevPAR for food sales. The market with the highest ADR and RevPAR, San Francisco-San Mateo was the opposite and demonstrated a moderately strong inverse correlation between ADR and food sales. Thus, from this initial analysis, it appears as though full-service hotels in this market are focused on earning higher room revenue, with less of an emphasis on driving food and beverage sales. There are obviously other variables associated with this change in relationship, which will be explored with a larger sample in future studies. This is one small piece of a larger study, which will examine these effects on a much larger and more rigorous scale.

LIMITATIONS

Due to the exploratory nature of this study, there are a number of limitation that should be noted. This initial study focused on the west coast of the United States and the specific markets of Los Angeles/Long Beach, Seattle, and San Francisco/San Mateo. Consequently, geographic scope limits the generalizability across markets. In particular, these markets have shown to have some of the highest ADR and RevPAR's nationally and results may be impacted by this fact. Though the data is an agglomeration of multiple markets and tracts, the authors also recognize that other factors may impact the relationship between ADR and Food and Beverage sales. These factors may include geographic (e.g., major metropolitan areas) and non-geographic (e.g., location and amenities) dynamics and require additional investigation.

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INTERNSHIP SUPERVISORS' EVALUATIONS ON STUDENTS' INTERNSHIP PERFORMANCE IN A BUSINESS/HOSPITALITY MANAGEMENT PROGRAM

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ABSTRACT

Sixty-seven industry supervisors' evaluations of internship performances throughout the United States, from 2016 to 2018, in terms of: communication skills, critical thinking skills, and workplace professionalism and behaviors. Results indicated that supervisors' overall student ratings demonstrated competencies between very good and excellent. Results revealed that supervisors' overall rating of students' performance is influenced by students' workplace professionalism and behaviors.

Key Words: internship, competencies, communication skills, critical thinking skills, workplace professionalism and behaviors

INTRODUCTION

Experiential learning via internships and cooperative education is an integral component of business and hospitality programs (Aldas, Crispo, Johnson and Price, 2010). The benefits of experiential teaching pedagogy are acknowledged as the development of skills and employability in the work force (Jack, Stansbie and Sciarini, 2017; Farmaki, 2018). As indicted by Gursoy, Rahman, and Swanger (2012), academic curriculum must meet the needs of the industry by providing classroom learning experience and industry practical experience.

Business and hospitality programs currently provide some form of internship and practicum to help students implement theoretical knowledge in the workplace (Chang and Chu, 2009; Sisson and Adams, 2013). This study examines supervisors' evaluations of students' performance in terms of: communication skills, critical thinking skills, and workplace professionalism and behaviors.

LITERATURE REVIEW

Competencies

McMurray, Dutton, McQuaid, and Richard (2016) identify: "adapting creatively to change" and "working knowledge of product-service" as essential competencies that transverse all levels and positions. The study aligns with the AACSB accreditation body (AACSB, 2017) core competencies. Jack, et al. (2017) looked at internship skill attainment assessment in: trustworthiness, reliability, motivation, communication skills and a willingness to learn.

However, evaluating the effectiveness of the programs from the supervisor's perspective is critical to insuring the production of graduates with the essential soft skills. (Sisson and Adams, 2013; Jack, et al., 2017) These skills are necessary for effective internships and ultimately to be competitive as a potential employee. This study categorized the competencies into: communication skills, critical thinking skills, and workplace professionalism and behaviors.

Communication

Effective communication skills for business school graduates include personal attitude, employability, relevant work experience, and degree results. Jack, et al. (2017) included interpersonal skills as essential prior to graduation. Soft skills are necessary for strong operational and human interactions. Experiential learning provides a platform to develop those skills.

Critical Thinking

Critical thinking is identified by both AACSB (2017) and Jack et al. (2017) as one of the key competencies for business interns and graduates. Internship environments provide practical issues and challenges, promoting an understanding of how to adapt to unexpected changes in the work environment (Jack, et al., 2017).

Workplace Professionalism and Behaviors

Workplace and professionalism behaviors identified in the study align with the Jack et al. (2017) study. Interpersonal competency includes comfort in communicating, knowledge of team development, applied learning to training, and techniques for creating win-win negotiating outcomes. Internship environments provide students with real life experiences to observe and practice identified behaviors.

METHODOLOGY

The Colorado Mesa University Office of Academic Affairs provides an internship evaluation survey for all disciplines across campus (see appendix). This study consisted of 19 items to measure three competencies. Two questions were used to measure communication competency. Three questions were used to measure critical thinking competency. Thirteen questions were used to measure workplace professionalism and behavior competency. Sixty-seven hospitality industry employers evaluated junior and senior level business and hospitality student internships from 2016-2018. The items were grouped into three competency categories relating to three of the Business department's student learning outcomes. Respondents were asked to indicate, on a 5-point Likert scale, where 1= unsatisfactory and 5=excellent.

RESULTS

Supervisors' overall rating of students demonstrated competencies is between very good and excellent (M=4.58 to M=4.79). Results from regression analysis revealed that supervisors' overall rating of students' performance is only influenced by students' workplace professionalism and behaviors competencies.

Table 1

Independent Variables	**β**	**t**	**P**
Communication (Summative Score of 2 items)	N.S.	1.93	.06
Critical thinking (Summative Score of 3 items)	N.S.	1.85	.07
Workplace professionalism and behaviors (Summative Score of 13 items)	.445	3.56	.001

Dependent Variable: Overall Rating

DISCUSSION

The overall scores for each of the competencies evaluated were 4.58 - 4.79/5. This could be explained by the relatively small sample size as well as the close working relationship between supervisors and interns.

Hospitality management students obtained higher mean scores in effective writing (HM=4.80 and non HM=4.48) and producing quality work (HM=4.94 and non HM=4.67). One possible explanation is that the quality work would generally refer to the technical aspects of the job and the student's skill sets.

The assessment questions for workplace professionalism and behaviors fell into two categories, self-development (M=4.65-4.96) and workplace related (M=4.67-4.84). The top self-development behaviors are: respects and accepts authority, attitude, and initiative and willingness to learn. The top workplace behaviors are dresses appropriately and uses materials and equipment appropriately.

This pilot study provides a preliminary evaluation of internship supervisors' perceptions of the effectiveness of student interns.

RECOMMENDATIONS

Pedagogical opportunities from the pilot study indicate that introducing specific behaviors such as: accepting constructive criticism, being willing to modify behavior, and producing quality work can be integrated early in a student's academic career and reinforced at upper course levels; demonstrating organizational/management skills and collaborating with others while working on projects could be emphasized in upper division coursework. Finally, workplace professionalism and behavior outcomes can be reinforced through practical exercises, case studies, and role play. These should be incorporated to emphasize these workplace professionalism and behavior outcomes.

In future research, the pilot survey instrument will be refined to include reliability and validity testing. The instruments Likert-scale will be changed from 0-5 to 1-5. The survey will then be modified to include a student and faculty evaluation. The data will be analyzed for gaps between each stakeholder's perception of effectiveness. This will provide information to improve the internship experience and outcomes for the student, employer and faculty.

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APPENDIX

Internship Supervisor Evaluation Form

Student Name: Click here to enter text. Date of Evaluation: Click here to enter text.

Placement Site: Click here to enter text. Location: Click here to enter text.

Supervisor: Click here to enter text. Title: Click here to enter text.

Please evaluate the student on the following using the rating scale below:

5 –Excellent 3-Good 0-Unsatisfactory

4 –Very Good 2-Poor N/A-Not Applicable

The Student:	5	4	3	2	0	n/a
Communication Skills:						
Demonstrates effective oral communication						
Communicates effectively in writing						
Critical Thinking Skills:						
Demonstrates the ability to think and act independently						
Exhibits problem solving skills						
Makes good decisions						
Workplace Professionalism and Behaviors:						
Respects and accepts authority						
Conforms to organizational policy						
Demonstrates organizational/management skills						
Demonstrates initiative and a willingness to learn						
Accepts constructive criticism and is willing to modify behavior						
Collaborates with others while working on projects						
Acts in a professional manner appropriate to the workplace						
Demonstrates a positive attitude						
Completes tasks in a timely manner						
Demonstrates self-confidence						
Dresses appropriately for the workplace						
Uses materials/equipment in an appropriate manner						
Produces quality work						
OVERALL RATING						

What are the student's major strengths and assets?

What are the student's opportunities for improvement?

If a position were available in your company/organization, would you consider this person for employment?

______Yes ______No

Supervisor's signature________________________________Date______________________________

Student's signature__________________________________Date______________________________

THE BISTRO BUNDLE:
A FIELD EXPERIMENT ON BUNDLED PRICING STRATEGIES

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ABSTRACT

Restaurant operators devise menu offerings to enhance consumers' perceptions and influence decisions. This research examines price bundling in a live restaurant experiment. The menu contained a bundle consisting of an entrée and appetizer that were themed or not themed. The influence of item compatibility and gender on customers' perceptions and choices was measured. Results indicate that the appetizer drives the decision-making, even though it is not the anchor item, and that gender moderates this effect.

Key Words: Bundling, Restaurant Menu, Decision-making, Gender

INTRODUCTION

Operators and academics have long been interested in consumers' decision-making when dining out. Price bundling, whereby a discount is received when purchasing more than one item, is often used in restaurants (Kwon & Jang, 2011). However, it is unclear how the components of the bundle influence outcomes. Additionally, gender is an important variable that affects dining decisions. This study examines how specific components of a bundle interact with gender to influence perceptions and decisions. This research provides interesting insights on purchase behavior and can help operators position their product offerings in a manner that increases perceptions and influences decisions.

LITERATURE REVIEW

Price bundling is a common marketing strategy to increase sales (Guiltinan, 1987). Consumers expect bundled products to offer better value (Heeler, Nguyen, & Buff, 2007), however; evaluation of bundled products depends on the compatibility of items (Hur & Jang, 2015). Principles of anchoring (Tversky & Kahneman, 1974) suggest that consumers anchor their evaluations on the primary bundle item and make adjustments as items are added (Yadav, 1994). For example, consumers perceive a menu bundle with a healthy anchor item (veggie sandwich) and an unhealthy tie-in item (french fries) to be healthier than a bundle with an unhealthy anchor (a cheeseburger) and a healthy tie-in (salad) (Hur & Jang, 2015).

Although studying the role of gender in restaurant decision-making has led to conflicting results, it is important to include gender when examining service encounters as consumption differences exist (Poria, 2008). Research suggests that females place more importance on quality when dining in restaurants (Harrington, Ottenbacher, & Way, 2010) and therefore may be more influenced than males by attributes that signify quality. In terms of menu selections, males are more likely to order an appetizer and females are more likely to order a dessert in addition to their entrées (Martens, 1997).

This study extends principles of bundling and anchoring by examining the compatibility of an anchor item (an entrée) and a tie-in item (an appetizer) in a price bundle. It investigates the moderating effect of gender on bundle evaluation and choice in an actual restaurant setting.

METHODOLOGY

The research used a 2 (entrée: themed, regular) x 2 (appetizer: themed, regular) quasi-experimental design. Data were collected during the capstone restaurant management class, in which students put on dinners that are open to the public. Each dinner has a theme with a special entrée and appetizer in addition to the regular menu items. The researchers created a "Bistro Bundle" that was two dollars off the regular price. The experimental conditions paired an appetizer and entrée in each combination (R-R, R-T, T-R, T-T). Data were collected for three weeks, with a different combination on each day of service (Tuesday-Friday). The conditions were balanced across days of week and different theme types. The Bistro Bundle was advertised on tent cards placed on each table (see Figure 1). Customers completed a questionnaire on which they reported what they ordered and rated their food order on price, quality and value on 7-point bipolar scales.

Figure 1. Stimulus Example (themed appetizer, regular entrée)

RESULTS

The sample contained 215 females and 183 males, with 82-114 participants in each experimental condition. A 2 (gender) x 2 (entrée) x 2 (appetizer) MANOVA was conducted on ratings of price, quality, and value. There were significant Multivariate effects for entrée, $F_{3,378}$ = 3.75, p = .011 and a gender x entrée interaction, $F_{3,378}$ = 3.19, p = .024, which justified examining the univariate effects. There were main effects for gender on all three variables (Table 1). Males had higher price perceptions and lower quality and value perceptions compared to females.

Table 1. Effect of Gender on Perceptions

	Female	Male	$F_{1,380}$
Price	3.17	3.56	4.27*
Perceived Quality	6.00	5.67	6.92**
Perceived Value	6.17	5.82	7.89**

*p<.05, **p<.01

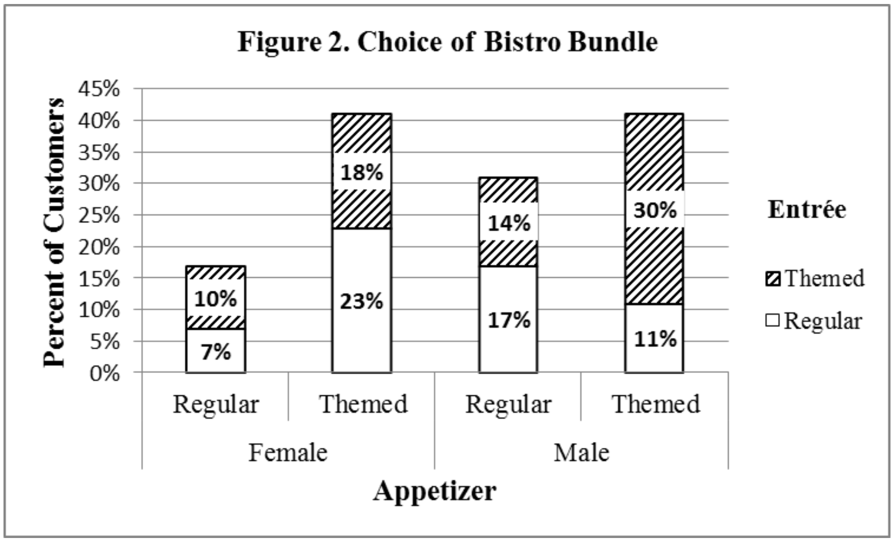
A gender x entrée interaction was found for quality, $F_{1,380}$ = 9.39, p =.002 and value, F = 7.62, p = .006. The interaction was analyzed with the simple effect of entrée for males and females separately (Table 2). Type of entrée did not affect perceptions of quality and value for females. However, there was a significant effect for males, such that the themed entrée had higher perceived quality and value than the regular entrée.

Table 2. Gender x Entrée Interactions on Perceptions

		Regular Entrée	Themed Entrée	F
Perceived Quality	Female	6.07	5.92	n.s.
	Male	5.36	5.98	8.83**
Perceived Value	Female	6.24	6.10	n.s.
	Male	5.57	6.09	6.58**

**p<=.01

There was a 3-way interaction on perceived value, $F_{1,380}$ = 3.71, p = .055. Analysis by gender revealed no effects for females and a 2-way interaction for males, $F_{1,177}$ = 4.05, p = .046. When the appetizer was not themed, a themed entrée significantly increased perceived value, $F_{1,96}$ = 12.41, p <.001 (means = 5.36 for regular and 6.20 for themed). When the appetizer was themed, type of entrée did not affect value perceptions (means = 5.84 and 5.91). Put another way, perceived value was lowest when a regular appetizer was paired with a regular entrée, but only for males. The preference for themed pairings is echoed in the percentage of customers who chose the Bistro Bundle in each condition. Particularly for males, the themed appetizer-entrée bundle was chosen more than any other combination (Figure 2).



IMPLICATIONS

This research offers valuable insights to operators regarding bundling menu items. In particular, having a themed appetizer in the bundle is likely to increase perceptions of quality and value as well as sales among male diners. Female diners perceive bundles more favorably than males, even though it may not influence their selections. Operators should include a bundled option with a unique or themed appetizer to enhance perceptions of diners and drive decisions. Future research can examine different types of bundles in different tiers of dining, and with different sub-groups of women (i.e., varying in age and interests) to further understand the effects of bundling on perceptions and decisions.

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STRATEGIC CO-CREATION AND DESIGN THINKING PROCESSES IN THE HOTEL INDUSTRY -- AN EXPLORATORY STUDY

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INTRODUCTION

The objective of the study is to determine the potentiality for hotel firms to create and sustain competitive advantage through the application of strategic co-creation and design thinking processes of continuously redesigning a business using insights derived from customers' understanding. This involves products, procedures, services, and business model innovation. For the preliminary investigation, we conducted an extensive review of the literature to extrapolate usable data for further development of the methodology, research questions, and hypotheses. The ultimate objective is to identify, analyze, and summarize the data and make recommendations for managers as to what tools and skills are needed to optimize processes. We will also examine whether these processes are being offered in hospitality education either as a standalone module or integrated into current disciplines. The first step in our research involves in-depth desk and field research to determine the development and application stages of these processes. In addition, we will strive to identify all of the tools and methods currently available and necessary for managers to understand how the processes integrate and function. We plan to identify various definitions of the methods, processes, and tools needed for the application of co-creation and design thinking and propose possible revisions and/or add new definitions that would contribute to the standardization of the co-creation and designing thinking processes and applications in the hospitality industry. Subsequently, we will conduct structured interviews with potential participants.

BACKGROUND

Sustainable competitive advantage

The concept of sustainable competitive advantage can be described as the continuous implementation of strategic decisions and actions using all resources a firm possesses to gain leverage over its competitors (Porter, 1985).

The Conceptual Theory of Co-creation and Added Value

Co-creation is now widely accepted across industries as a concept that is applied especially by practitioners in the field. However, it is not a fully exploited theory, especially in hospitality. Preliminary results from the literature review indicate the development of co-creation, or "customer participation in production", began as early as 1979 (Bendapudi & Leone, 2003). Within this context, and according to the synthesis of the results of key word search in published literature from various scholars (Binkhorst & Den Dekker, 2009; Frigo, Læssøe, &

Ramaswamy, 2015; Kandampully, Zhang, & Bilgihan, 2015; Liedtka, 2017; Mitchell, Ross, May, Sims, & Parker, 2016; Prahalad & Ramaswamy, 2000, 2004; Ramaswamy & Ozcan, 2013; Tussyadiah, & Zach, 2013), we define co-creation as: *a set of management initiatives which engage a multiplicity of stakeholders, internal and external, including but not limited to users, designers, producers (management/coworkers), and suppliers, followed by a bundle of decisions* Frigo, M., Læssøe, H., & Ramaswamy, V. (2015) *and actions aligned with what can be described as a form of economic strategy of the firm*. The process requires strategic participation of limitless and varied stakeholders, such as those representing the firm and others representing customers, who collectively produce a mutually beneficial outcome. Last, co-creation can create additional economic wealth by improving performance to increase sales (or decrease costs) with the aim of optimizing revenue and maximizing profit. Hence, the concept of value co-creation through the application of design thinking may indeed be a worthwhile undertaking for a firm.

What is Design Thinking (DT)?

According to our preliminary examination of the literature, including analyses of commonalities, we found numerous definitions of DT. We summarized and synthesized the preliminary findings through recursive abstraction and describe them jointly as …*a methodology for practical, creative resolution of problems or issues that looks for an improved future result.* Within this context, we argue that it is a form of solution-based or solution-focused thinking that begins by look at what needs to be achieved rather than looking at the core of the problem alone and then seeking a solution. However, when integrated into a non-discipline-based field of study like Management, we could describe it as *the synergetic integration of art, science, and technology, strategically and tactically applied to business situations to identify problems, propose short and long-term solutions, and apply them for positive outcomes*. The current and widely-used DT process consists of seven main stages: define, research, ideate, prototype, choose, implement, and learn. The DT tools include: journey mapping, customer co-creation-visualization, storytelling, ethnography, projective techniques, mind mapping, brainstorming, assumption-testing, prototyping, secondary research, and learning launches.

METHODOLOGY

This qualitative study uses desk and field research by applying interpretative techniques such as content analysis, coding, recursive abstraction, and approaches such as phenomenology. The study further triangulates the data by using structured face-to-face and phone interviews, non-intrusive observations with practitioners in the field, and content analysis of firms' websites. The final data used is checked for validity, creditability, and reliability by examining and contrasting the reporting of the same cases by various sources through positive and negative analyses and confirmability and balance (Åkerlind, 2012; Berg, 2009; Marton, 1986).

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COLLABORATION WITH A COMMUNITY COLLEGE: BUILDING A BRIDGE FROM ASSOCIATES DEGREE TO BACHELOR'S DEGREE

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ABSTRACT

Recruitment is always a top priority to ensure that collegiate programs are at peak enrollment. In the state of Maine, the total population is 1,335,907, whereby 18.9% of the total population is 18 years or younger (U.S. Census, 2018). It is imperative that four-year universities and community colleges work together to safeguard and encourage healthy enrollment numbers. The outcome of this seminar will propose brainstorming ideas and scenarios in which collaborative efforts can be implemented to further encourage community college students to pursue their advanced undergraduate degree. In addition, a co-teaching partnership through the hospitality programs of the University of Southern Maine and the Southern Maine Community College will be introduced. This case study will provide insight in how collaboration between targeted universities and community college settings can bring positive results.

Key Words: Community College, University, Collaboration, Co-teaching, Recruitment

INTRODUCTION

Building a bridge from community college to a university is not only beneficial to institutions, but also to the students themselves. These collaborative efforts enable students to take more affordable courses, work on academic weak spots, and initiate a smoother transfer to a four-year university (Science Foundation Arizona, 2018). In the state of Maine, the community college system is comprised of seven colleges, nine campuses, and six off-campus centers. Community colleges offer a one-year certificate and two-year associate degree programs that are designed to lead to direct employment or transfer to a four-year degree. The Maine community college system serves 30,000 individuals each year through their academic programs, customized training for Maine businesses and industries, and continuing education divisions (MCCS, 2017). Culinary arts and hospitality are in the top ten-degree programs across the Maine system. Currently, only three universities offer hospitality management bachelor’s degrees. The purpose of this round-table is to discuss and brainstorm new processes and ways to bridge students from the community college setting toward the completion of a bachelor’s degree program.

Similar programs utilizing collaboration methods have been implemented in disciplines such as nursing and engineering (Judge, Murray, Hughes-Gray, Robinson, 2016). As the instructors from each school work together, an environment is created that builds mentoring. Each instructor brings their own expertise and experience, thus providing a richer instructional setting. At the University of Southern Maine, a special position was created for the Chairperson of the Hospitality Management and Culinary Arts program at the Southern Maine Community College to teach at the university. Several collaborative events and activities were then orchestrated by the instructors of the two colleges benefiting the students in their hospitality studies. Students were involved in a trip to New York City where they experienced a tour of hotels, in addition they engaged in volunteer activities at city events and worked together on class projects.

Blending the students from the two colleges in various platforms of instruction, community engagement, field trips, and volunteer efforts has been beneficial. Students from the community college who have transferred over to the bachelor's program in tourism and hospitality at the University of Southern Maine have shown confidence and familiarity to the change. These students were given the opportunity to bond with the USM students in the past, as they completed projects together and worked side by side in volunteering endeavors. By engaging in activities and working together, students become familiar with the environment and establish a sense of belonging because they know and have already established relationships with the faculty (The Chronicle of Higher Education, 2017). Developing a sense of community and camaraderie helps students to better adapt to their new program (Judge et al., 2016). This discussion should outline future opportunities and highlight best practices of other community and university partnerships in hospitality management programs.

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WEBSITES OF PUBLICLY TRADED RESTAURANT COMPANIES: A CONTENT ANALYSIS REVISITED

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ABSTRACT

Fifteen years ago, a student and faculty research group explored the possibilities as to whether the use of content analysis could be used to evaluate publicly traded restaurant websites. A coding instrument was developed and ten student coders under the direction of the researchers discovered that consumers of that time were satisfied with information found on the internet dealing with 101 publicly traded restaurants. Frequency analysis revealed that restaurant location and contact abilities rank the highest of the surveyed 21 content variables that this study has deemed significant to the makeup of a restaurant's website. The survey results revealed significant differences in the ranking of restaurant websites and in the amount of content used, even though the websites are providing enough information to satisfy the basic needs of general consumers.

Key Words: websites, content analysis, internet

INTRODUCTION

For over three decades, internet technology has offered restaurants a way to market their product and services efficiently and economically. There is a combination of interaction, communication, and entertainment. The internet has become a complicated innovation to have been introduced to the human race. Boon to some and bane to others, it is one innovation that is here to stay. Users can retrieve desired information easily and rapidly and at a time that Is most convenient.

The internet has brought an evolution in business practices – electronic commerce, or ecommerce - a recognized tool that allows companies and consumers to complete transactions directly with consumers. Most companies offer websites that allow them to market products and services to consumers and build a loyal customer base. Consumers, in turn, benefit from ecommerce, since it removes the constraints of time and location, giving them convenient access to goods and services.

Restaurants are among the businesses that use websites to market directly to targeted consumers in a timely manner. The internet provides boundless opportunities for restaurants to communicate a successful marketing strategy. So far, this has not always been achieved, since use of the internet by restaurants has produced widespread, uneven use of websites (Murphy, Forest, Wotring, & Brymer, 1996).

REVIEW OF LITERATURE

An ever-increasing number of consumers are turning to the Internet to understand and compare available leisure options (Kasavana, 2002), including dining out. Websites offer a restaurant the potential means of relating its intentions, variables, and selling points to consumers (Hutchcraft, 2000), who are drawn to a well-designed and conceived website (Silver, 2001).

Websites are but one option on the internet where corporate restaurants can place time sensitive information for the public -- information that is unprofitable to put into print. However, the restaurant industry has lagged behind other industries in applied technologies, with information technology being no exception (Namasivayam, Enz, & Siguaw, 2000).

Content, or other messages conveyed on a website, enhances the presentation of text or interactivity and increases consumer awareness, as well as the likelihood of more frequent and longer visits to the website. How to expand existing criteria for evaluating website content and how effectively content can be used to support a successful website are important factors to be considered (Silver, 2001). Another factor worth considering, is content as a continuous sales message strategy, without an opportunity to purchase, and how that lessens the effectiveness of the website.

METHODOLOGY

Content analysis is a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Krippendorf, 1980). Content analysis allows the collection of the large amount of data from multiple websites in a systematic fashion (S. General Accounting Office, 1996).

Content analysis was used to develop a coding instrument specifically designed for the original study. The instrument employed a survey design with small, well-defined units, making the rating system easier to justify (Countryman, 1999). The coding instrument designed for the original study had twenty-one questions. A simpler content analysis method will be developed and will focus on the National Restaurant's current listing of publicly traded restaurants.

The original coding instrument was executed in the controlled environment of a campus computer laboratory, as will the future study. Each surveyor will be given a 30-minute orientation and then given four hours to survey ten websites that have been previously scanned for shared websites of multiplied restaurant brands.

The Twenty-One Analysis Questions

1. Does the website require a download?
2. Does the website support audio?
3. Does the website support animation?
4. Is there information about the company history?
5. Are there career opportunities are available for salaried personnel?
6. Are there career opportunities are available for hourly personnel?
7. Does the restaurant promote community involvement?
8. Does the restaurant promote the betterment of individuals?
9. Is there any way for customers to contact the company?
10. Are gift certificates available?
11. Can coupons be printed for the restaurant?
12. What offers are available for food and beverage?
13. Does the restaurant offer menu selections?
14. Are there any child related materials?
15. Does the website offer nutritional information?
16. Can locations of restaurants be easily found on the web site?
17. Are there any retail products available?
18. Can entrepreneurs find information about franchising?
19. Can investors find details about the financial history?
20. Are there any legal or public relation releases?
21. What customer support services are offered on the website?

Each website addresses areas that it deems necessary for a restaurant company's marketing strategy. Very few of the websites incorporated all of the surveyed 21 content variables.

CONCLUSIONS

The preliminary study demonstrated that restaurant websites provided enough information to satisfy the basic needs of general consumers. That study also indicated that content analysis can be used to determine the success of a restaurant's website. The data collected from the websites of the 101 publicly traded restaurant companies surveyed indicate a strong correlation between accessibility and navigability and the content variables selected for the study.

The original qualitative analysis laid the groundwork for more in-depth research and the cornerstone on which improved evaluation of restaurant websites may be built. This preliminary study points toward three directions to be considered for future research. The first direction is the development of a much shorter, faster questionnaire, one with a staged set of "disagree to agree" questions and to which surveyors can respond with greater ease. The second direction is to modify the 21-item version, by replacing and re-wording some of the questions, particularly those that did not distinguish well between the different kinds of content in each website, and modifying or adding questions that would correspond with the evolution of websites. The third direction is to survey restaurant websites continually and monitor any changes in content designs, since restaurants are expected to require more proof that the design provides functional benefit at a cost- effective price.

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INVESTIGATING GLAMPING: THE LGBT CAMPING EXPERIENCE

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ABSTRACT

The aim of this research was to examine the unique essence of *glamping,* experiences by the LGBT community at 12 LGBT North American LGBT-owned campgrounds. Factorial analysis from 128 guests identified four service quality dimensions of; activities, sexual exploration, and restaurant/bar. Furthermore, activities and restaurant/bar predicted LGBT awareness of consequences, and LGBT awareness of consequences predicted behavioral intentions. Results are critical for LGBT campground guests and owners as they seek a quality experience.

KEY WORDS: Glamping, LGBT, Campgrounds, Gay Travel, LGBT Awareness

INTRODUCTION

Camping is a global tourism phenomenon that is nature-based and allows for the flexible and temporary accommodations in the natural environment among other campers (Nolan & Baxon, 2000). As of 2013, more than 40 million Americans went camping, generating 497.7 million camping overnights (Coleman Company Inc. & Outdoor Foundation, 2014). Camping is a unique isolated temporary space. Similarly, the LGBT1 community has long been creators of physical and temporary "gay spaces" to express their identity and meet others. The importance of "gay spaces" providing opportunity to socialize with others is extended to the camping phenomenon (Vorobjovas-Pinta, & Hardy, 2016).

This study proposes to build upon camping literature and investigate the unique essence of *glamping*. The investigation asks three questions: (a) what are the glamping service quality factors of the glamping experience (b) what is the relationship between service quality and LGBT welcoming experience (c) what is the relationship between LGBT welcoming experience and intentions.

BACKGROUND

The theoretical foundation of the *glamping* phenomenon lies in gay travel motivation and gay space. To summarize gay tourists' motivation literature, gay men tend to travel in order to search for their identity, meet other gay men, escape from their daily routines, express themselves, and for sexual exploration (Holcomb & Luongo, 1996; Clift & Forrest, 1999; Hughes, 1997). The LGBT community has created various "gay spaces" to express their identity and meet others (Hughes, 2006). Furthermore, these "*gay spaces*" consist of bars, clubs, community centers, and campgrounds. Castells and Murphy (1982) suggest these gay spaces also provided an opportunity to express cultural and sexual identity.

METHODOLOGY

The Principal Investigator (PI) gained approval from 12 of the 35 LGBT-owned and –friendly campgrounds in the United States and Canada. The PI visited the campgrounds to collect data via an intercept approach at the campground's public areas. A total of 24 *glamping* service quality dimensions were created from an extensive literature review. Four items were used to measure LGBT awareness of consequences (sample item: hosting a glamping experience may generate greater acceptance of the LGBT community) (Bamberg & Schmidt, 2003). Five items were used to measure behavioral intentions (sample item: I plan to attend a gay campground in the near future) (Ajzen, 1991; Han, 2013).

RESULTS

Data were examined using SPSS 22.0, (N =128). Table 1 reports the average age of the respondents was 52.2, ranging from 25-83. Respondents were predominately male (95.2%), White/Caucasian (90.2%), and gay (87.8%). 68.9% of the respondents had incomes higher than \$50,000, and 49.2% had an associate's degree or higher. Of the 128 guests, 5.5% of the respondents were single, 15.3% were married, and 21.8% were living with their partner.

Table 1
Pilot Study Respondent Demographics

	N	%
Age (average)	52.2	
Gender		
Male	119	95.2
Female	6	4.8
Ethnicity		
White	110	90.2
Mixed	3	2.5
Latino/Hispanic	2	1.6
Native American	1	0.8
Native Hawaiian	1	0.8
Other	4	3.3
Sexual Orientation		
Gay	108	87.8
Lesbian	3	2.4
Bisexual Male	6	4.9
Ally	1	0.8
Intersex	4	3.3
Highest Education		
GED	3	2.5
High School	31	25.4
Trade	6	4.9
Some college	18	14.8
Associates	11	9
Bachelors	32	26.2
Masters	14	11.5
Doctoral	3	2.5
Prefer not to say	2	1.6
Relationship Status		
Single	44	34.4
Married	19	14.8
Poly	3	2.3
Civil Union	5	3.9
Living with Partner	27	21.8
Not Living with Partner	13	10.2
Engaged	1	0.8
Widow	2	1.6
Divorced	3	2.3
Other	4	3.2
Prefer not to say	3	2.3

An exploratory factor analysis utilizing Varimax rotation was conducted to reduce the *glamping* service quality dimensions (see Table 2). After reducing cross-loadings, three separate factors emerged; *activities* consisting of four factors: BBQ, gay activities, nearby tourist activities, and wifi, (α = .74); *sexual exploration* (three factors: clothing optional areas, maze/dark room, tenting, (α = .73); and *restaurant/bar* (two factors: restaurant and bar, (α = .71). Examination of KMO, eigenvalues, and Barlett's Test of Sphericity (KMO = .606, df=36, $p < .001$, variance explained = 63.460%) suggesting the factor structure was a good fit.

Table 2
Glamping Four Factors; Activities, Sexual Exploration, Restaurant Bar

Factor	Loadings	Eigenvalue	% of Variance Explained	Cumulative %	Cronbach's Alpha
Activities		2.58	28.67	28.67	0.74
BBQ	0.623				
Gay Activities	0.822				
Nearby Tourist Activities	0.855				
Wi-Fi	0.598				
Sexual Exploration		1.723	19.142	47.812	0.73
Clothing Optional Areas	0.914				
Maze/Dark Room	0.843				
Tenting	0.576				
Restaurant/Bar		1.408	15.648	63.46	0.71
Restaurant	0.803				
Bar	0.851				

Multiple regression analyses were conducted to examine the relationship between the three service quality factors and LGBT awareness of *behavior intentions* (α = .906). The regression model results reported in Table 3, produced F=13.114 (3, 116) = $p < .001$, $R2 = .253$. *Activities* (b = .128, $p = .040$) and *restaurant/bar* (b = .260, $p < .001$) were significant. Furthermore, the regression model reported in Table 4, identified the relationship between LGBT awareness of consequences and behavioral intentions (α = .819, $F = 76.135$ (3, 116) = $p < .001$, $R2 = .386$. LGBT of which, a *welcoming experience* (b = .673, $p = .040$) significantly contributed to the prediction.

Table 3

Regression of Relationship of Four Service Quality Factors to the LGBT Community

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.736	0.310		0.883	0.000
	Bar/Restaurant	0.260	0.054	0.395	4.822	0.000
	Sexual Exploration	0.089	0.051	0.142	1.729	0.086
	Restaurant/Bar	0.128	0.062	0.172	2.078	0.040

a. Dependent Variable: CommN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	12.243	3	4.081	13.114	0
	Residual	36.099	0	0.531		
	Total	48.342	119			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.503	0.253	0.234	0.55785

Table 4
Regression of Relationship of LGBT Community to Behavioral Intentions

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.991	0.355		2.794	0.006
	LGBTCommunity	0.673	0.077	0.621	8.726	0.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**0.62**	**0.386**	**0.381**	**0.53630**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.897	1	21.897	76.135	0
	Residual	34.801	121	0.288		
	Total	56.699	122			

IMPLICATIONS

This study describes *glampers* like prior studies; predominately middle age, white males with high income and education level. For the first time in empirical camping literature, *glampers* identified the factors related to key *activities* and a *restaurant/bar*, but unique to *glamping* is the factor of *sexual encounters*.

Similar to prior gay travel studies (Holcomb & Luongo, 1996; Clift & Forrest, 1999; Hughes, 1997) these "gay spaces" offer opportunity to express their identity, along with the physical facilities and activities available during their stay. Multiple regression analyses explained the relationship between LGBT awareness of their *behavioral intentions*. These guests confirmed what Castells and Murphy (1982) suggested, wherein the essences of "gay spaces" goes beyond social identity, it is rooted in opportunities for *sexual encounters*. The "gay spaces" such as a dark room, maze and clothing optional areas provide clarity to the factor of *behavioral*

The results are important for campground owners and operators because like camping, the quality dimensions of facilities and activities are important to *glampers*. Unique to this phenomenon is a *welcoming environment* that provides social opportunities for personal expression in *"gay spaces."* For those operators who wish to enhance the *glamping* experience, the facilities and activities appear to be a basic requirement, however those factors that are more social in nature providing opportunities for encounters with other gay men is the unique essence of the *glamping* phenomenon.

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