Conference Proceedings

The 23rd Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism

Jan 3-5, 2018

ISU

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Preface

On behalf of the Graduate Conference Organizing Committee at Texas Tech University and Iowa State University, I am very pleased to introduce the proceedings of the 23rd Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism held in Dallas, Texas, January 3-5, 2017.

This year we received 280 submissions. The abstracts were split equally between two presentation types. 122 papers made stand-up presentations, and 152 made poster presentations. During the conference, there was one panel discussion with five hospitality professionals representing a variety of industry segments. The panelists discussed some of the skills they look for when they interview our students and identified ways that hospitality educators can better prepare students for successful careers in the industry.

The success of this year’s conference is accredited to many individuals and organizations. First, we would like to acknowledge the sponsoring schools and industry partners for their financial support. We would also like to thank all of the authors, reviewers, and track chairs for making this massive project possible. Special thanks to all 261 reviewers for their precious time spent providing valuable comments to the authors. The paper review process could not have been completed without the dedication of reviewers. We also wish to acknowledge that all of the ten track chairs were extremely supportive, and the review process was completed smoothly. This proceeding is the final result of the quality work contributed by the authors, the reviewers, and the track chairs.

Our thanks also go to the Best Paper Selection Committee members: Professor Kaye Chon, Professor Robert Bosselman, and Professor Dennis Reynolds. They spent their valuable time evaluating papers nominated for the best paper awards and provided recommendations for the four best conference paper awards. And now, last but not least, a special thanks goes to the organizing committee. Thank you for your hard work!

In conclusion, we would like to thank Dr. Kaye Chon for having the insight to initiate this meaningful conference over 20 years ago. Without his great vision and tremendous efforts, we would not have such a valuable platform for future talents in academia to share their cutting-edge research, develop new research ideas, and network with fellow students and faculty members. The planning for the next conference will be proceeded with the team at the University of Houston. We expect another great conference!

SoJung Lee, Shane C. Blum, and Audrey McCool

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Completed Research – Consumer Behavior, Hospitality
A MULTILEVEL CONFIRMATORY ANALYSIS OF CUSTOMER INCIVILITY MEASURES
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Introduction
Addressing the nested nature of customer incivility data, we investigate its psychometric properties using multilevel confirmatory factor analysis (MCFA). To the best of our knowledge, this is the first study to examine the multilevel factor structure of customer incivility measures. A multilevel study of customer incivility has important implications given that customers possess a certain level of similarity or agreement when they purchase the products or services from the same company or interact with the same service contact employee. Being a construct describing customers’ negative interacting behavior with a particular employee in a particular company, customer incivility thus holds some collective, shared, between-group variances that validate its multilevel nature.

Methods
This study used questionnaire surveys to collect customer incivility data from 879 employees at 44 restaurants in China. A contact person (a restaurant manager) or a research assistant was appointed to be present at the restaurants to administer questionnaires personally to all of the participating employees as well as to answer survey-related questions from employees. According to the instructions, an employee identified three customers in one of his or her shifts and rated the three customers’ incivility level based on the seven incivility items.

To minimize the social desirability bias due to the sensitive nature of customer incivility measures, we carefully implemented a series of procedures. During data collection, it was emphasized in the cover letter that the researcher was independent of the restaurant. The study was completely anonymous, confidential, and voluntary. Any sharing of data with the restaurants would occur on an aggregated level only. The importance of accurate and honest responses was especially stressed.

Results/Discussion/Implications
Multilevel confirmatory factor analysis (MCFA) was chosen to account for cluttering. Muthén’s (1994) four-step procedure was followed to assess the multilevel structure of data. Findings from this study support the construct validity of a measure of customer incivility, and demonstrate that customer incivility items have adequate between-level variances. The factor structure and reliability underlying customer incivility at between-group level are different from those at within-group level.
A QUANTITATIVE APPROACH TO UNDERSTANDING MICROBREWERY CONSUMERS
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Introduction
Microbreweries have seen tremendous growth within the last decade (Brewers Association, 2016), and have become commonplace in many communities. Regardless of this growth, there is a lack of research concerning microbreweries, and more specifically their consumers. This is not the case regarding other areas of beverage research such as wineries, where multiple studies have been conducted to investigate consumer behaviors (e.g. Brown & Getz, 2005; Getz & Brown, 2006; Bruwer, 2003; Carmichael, 2005; Sparks, 2007).

Previous research has examined topics such as beer-tourism (Plummer, Telfer, Hashimoto, & Summers, 2005), the “microbrewery movement” (Carroll & Swaminathan, 2000), and how microbreweries contribute to neo-localism and local identity (Flack, 1997; Schnell & Reese, 2003). However, research has not adequately addressed consumer behavior in the microbrewery context. The purpose of this study was to examine the antecedents of consumer intentions to visit microbreweries using an extended Theory of Planned Behavior (TPB), and to conduct an Importance Performance Analysis (IPA) on items from the beerscape model.

Methods
A questionnaire was administered via paper and online formats to visitors of microbreweries in the southeastern region of the U.S. The survey consisted of demographic information, and variables of TPB, beerscape, and self-identity. The measurement scales used were adopted from previous empirical research (Ajzen, 1991; Francis et al., 2004; Quintal et al., 2015). Of the total 238 responses, 200 completed responses were selected to be analyzed, yielding a response rate of 84%.

Results/Discussion/Implications
Various multiple regressions were utilized to examine the extended TPB, and the beerscape was examined using an IPA. Results indicated attitude, perceived behavioral control, and self-identity were all significant predictors of microbrewery consumer intentions. The IPA provided a concise list of high (e.g. beer quality, reflection of the region, local identity), and low performance areas (e.g. beer value, beer cost) for microbreweries.

The theoretical implications include the use of TPB in the microbrewery context, the support of additional variables in conjunction with the original TPB model, and the development of the beerscape. This study also provides insight into the underlying behavioral beliefs of microbrewery consumers, which can help microbrewery operators better serve their consumers. Additionally, the IPA identified tangible areas of improvement for microbrewery owners and operators.
AN EXAMINATION OF THE ROLE OF BOOKING LEAD TIME IN CONSUMERS’ REACTIONS TO ONLINE SCARCITY MESSAGES

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Introduction
Scarcity messaging has received extensive attention in the literature (e.g., Wu & Lee, 2016). However, the effect of booking lead time on consumers’ reactions to scarcity messages has not been considered. Based on the notion that scarcity recognition (e.g., perceived sellout risk) increases consumers’ purchase intention (e.g., Schwartz, 2000), we examine, in the context of the purchase of hotel accommodation through an Online Travel Agency (OTA), the effect of the presence of scarcity messages - property-specific and market-wide scarcity messages - on perceived sellout risk. In addition, based on the nature of the vividness of the two types of scarcity messages and resource matching theory, we examine the moderating effect of booking lead time on the relationship between different types of scarcity messages and message credibility, and explore the mediating effect of perceived message credibility on the scarcity message type-perceived sellout risk relationship. Further, we examine the effects of scarcity message type and booking lead time on consumers’ purchase intentions.

Methods
In Study 1, we conducted a 3 (scarcity message presence: market-level vs. property-specific vs. no scarcity message) x 2 (booking lead time: four days and 3 months) experimental design. In Study 2, we employed a 2 (scarcity message type: market-level vs. property-specific) x 2 (booking lead time: four days vs. 3 months) experimental design.

Results/Discussion/Implications
Findings from Study 1 suggest that the presence of a scarcity message leads to greater perceptions of a sellout risk than when no scarcity message is provided. However, the effect of the two types of scarcity message on perceived sellout risk is mediated by the perceived credibility of the scarcity message. Furthermore, the effect of scarcity message type on perceived credibility is moderated by booking lead time. In accordance with resource matching theory, a property-specific scarcity message is perceived as being more credible than a market-level message when the booking lead time is long. This gap diminishes when the booking lead time is short. Findings from Study 2 suggest that, when perceived sellout risk is controlled, booking lead time moderates the direct effect of scarcity message type on purchase intentions. While perceived scarcity message credibility is similar across scarcity message types when booking lead time is short, a market-wide scarcity message will lead to higher purchase intentions than a property-specific scarcity message due to the greater sense of competition for accommodation that it induces. When the booking lead time is long, the gap in purchase intentions between market-wide and property-specific scarcity messages will be less salient as consumers are less inclined to elaborately process scarcity messages. Our findings suggest that, while scarcity messages can increase consumers’ perceptions of a sellout risk and encourage purchase, their effectiveness depends on both the type of scarcity message and booking lead time. The results of this study suggest that consumers’ perceptions of scarcity message credibility are key to influencing perceptions of sellout risk and purchase intention.
ARE ALL SMILES PERCEIVED EQUAL? THE ROLE OF SERVICE PROVIDER’S GENDER

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Introduction
We examine the differential effect of smile intensity based on the gender of the service provider. Gender-based beliefs and stereotypes suggest that people apply different social norms when evaluating emotional expressivity of males and females (Fisher & Dube, 2005). Gender role stereotypes (Eagly, 1987) suggest that men are expected to be task-oriented, competitive and strong and such characteristics discourage smiling broadly (Hall et al., 2000). Given that smiling has a negative impact on independence, masculinity (Reis et al., 1990) and dominance ratings (Keating et al., 1981), we argue that broad smiles are incongruent with the agentic orientation of men. Women, on the other hand, are more emotionally expressive (e.g., Hess et al., 2000). Consequently, broad smiles signaling high intensity of affect (Otta et al., 1996) are more consistent with female stereotypes (Briton & Hall, 1995).

We suggest that people perceive a male service provider’s slight smile as more authentic than that of a female service provider. Conversely, a female service provider’s broad smile is perceived as more authentic than a male service provider’s broad smile. We further propose that perceived authenticity is the underlying mechanism explaining the joint effect of gender of the service provider and smile intensity (broad vs. slight) on service encounter satisfaction.

Methods
This study employed a 2 (smile intensity: slight vs. broad) x 2 (service provider’s gender: male vs. female) between-subjects experimental design. Participants were asked to imagine that they were staying at a hotel during a business trip. Then, they viewed a photograph of a front-office associate (either a male or a female) with different smile intensity (broad or slight smile). Smile intensity varied at the level of zygomatic muscle movement (Ekman, 1993). After reading the scenario, participants were asked to rate the extent to which they were satisfied with the check-in process and how authentic was the service provider’s smile.

Results/Discussion/Implications
Our findings suggest that people perceive a slight smile as more authentic when the service provider is a male (vs. a female). Conversely, a broad smile is rated as more authentic when the service provider is a female (vs. a male).

Our main theoretical contribution is to decouple smile intensity and authenticity of smiles. Second, our research extends the hospitality literature by isolating the effect of smile intensity on service satisfaction while controlling for other non-verbal cues such as posture and eye contact. The findings of this research suggest that hospitality managers should recognize the importance of the congruency of smile authenticity and gender when developing training protocols (Ashkanasy & Humphrey, 2011).
ARE MILLENNIALS A HOMOGENEOUS GENERATIONAL COHORT? THE EFFECTS OF DIVERSE DECISION-MAKING STYLE ON HOTEL BRAND EXPERIENCE AND LOYALTY

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Introduction
Recently, the hotel industry has observed that millennials became the largest emerging customer group with increasing spending power (Dimitriou and Blum, 2015). Mettler (2015) anticipated that the millennials would continue to increase into the future in the hospitality industry. Thus, hotel marketers must build their strategies to attract this new emerging customer group. To be sure, the task is challenging, since this segment denotes the least loyal, most emotional, and least satisfied group of guests, when compared to other generations (i.e., Gen X and baby boomer) (Tripadvisor, 2015). Prior studies have examined that millennials show unique characteristics and different consumption behaviors (Bolton, Parasuraman, Posenagels, Migchels, Kabadayi, Gruber, & Solnet, 2013; Choi, Kwun, & Kim, 2013).

Based on this cohort’s characteristics, this study attempts to categorize millennials in hotel settings employing the scale of decision-making styles developed by Sproles and Kendall (1986). In addition, to verify the characteristics of millennial customers in hotel industry, we examine how different clusters of Millennial customers influence hotel brand experiences (i.e., sensory, behavior, affective, intellectual) and loyalties (i.e., behavioral and attitudinal loyalty, and customer advocacy).

Methods
The data collection procedure focused on U.S. consumers who have stayed at hotels (greater than upper upscale class) within the past 12 months. A total number of 408 U.S.-based adult respondents were obtained. In the online questionnaire, the respondents answered questions regarding their hotel decision making style and brand experience in the hotel. After they conducted hotel related questions, they answered the questions about brand loyalty (i.e., behavioral loyalty, attitudinal loyalty, and consumer advocacy). The questions utilized in this study are derived from previous studies regarding the decision-making style, brand experience and consumer behaviors in the hospitality industry.

Results/Discussion/Implications
This study focuses on millennial customers in the hotel industry and examines the differences of millennials’ hotel brand experiences (i.e., sensory, behavior, affective, and intellectual) and their loyalties (i.e., behavioral, attitudinal loyalty and customer advocacy), based on their distinct decision-making styles. This study also examines the interactive effects among these variables and customers’ demographic information. Specifically, gender showed significantly different results each other. Cluster I (careful consumer) was ultimately low in brand experience, but comparatively high in loyalty. Cluster II (economic consumer) was lowest in experience, but high in advocacy and behavioral loyalty. This cluster also shows that male respondents rated loyalty higher than males. Based on the result, it can be interpreted that if customers mainly consider price and their purchasing condition is met, they might revisit the hotel regardless of the brand experiences. Likewise, the research findings will help hotel marketers verify the millennial consumers’ characteristics regarding decision-making.
CALORIE ESTIMATION AND PURCHASE INTENTION OF TOP FIVE AMERICANS' FAVORITE FOODS

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Introduction

Menu labeling is the provision of the nutritional content of foods on the menus, menu boards, and food tags at the point-of-purchase at the restaurants. Chain restaurants and similar retail food establishments with 20 or more locations are required to post calorie information for standardized menus on menu boards to help the consumers making informed decisions about food selection (US Food and Drug Administration [USFDA], 2015).

Consumers tended to underestimate the calorie content of foods at sit-down restaurants (Block et al., 2013). It has been showed that underestimation of calorie content was related to increased calorie intake. Most studies, however were done in experimental settings, focused on certain groups of populations within a narrow geographical locations and restaurant settings. Therefore, this research aimed to: 1) Investigate if consumers have a reasonable estimate of the top five Americans’ favorite foods; 2) Explore if the disclosure of actual calorie content change future purchase intention of top ten Americans’ favorite foods; 3) Investigate consumers’ perception toward menu labels; and 4) Identify variables that are associated with consumers' future intention to use a menu label.

Methods

The survey was developed based on previous literature and contained multiple sections such as attitudes towards menu labels, estimation of calorie content of food items and purchase intention as well as demographic information. A link to access the online questionnaire was posted on AMT. Each participant was compensated with Amazon store credits. Descriptive statistics were computed for all scaled questions to summarize the data. One-way Analysis of Variance was used to examine differences in future purchase intention based upon the disclosure of menu-item calories between different groups. Multiple regression was used to investigate the relationships between different variables and the future intention to purchase menu items with menu labels.

Results/Discussion/Implications

The majority of the participants were able to estimate the calories of the top five Americans' favorite food items. Disclosure of calorie information resulted in changes in future purchase intention, which support the importance of disclosing calorie information to induce changes in food-selection behavior among consumers (Burton, Howlett, & Tangari, 2009. The participants perceived that menu labeling was useful and important, but not very accurate and trustworthy. It is imperative to further investigate factors that lead to this skepticism. Results of multiple regression showed that gender and perception about menu labeling were the only two significant predictors of future intention to use a menu label. Previous literature found that women were more likely to use a label than men and those who have positive attitude toward menu labeling would use a menu label more frequently (Krukowski et al., 2006; Misra, 2007). Future study should investigate other factors that may predict future intention to use a menu label.
CATEGORY MANAGEMENT APPLICATIONS TO THE WINE & BEER INDUSTRY: THEORETICAL FRAMEWORK AND EMPIRICAL EVIDENCE

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Introduction
The hospitality industry has notably evolved over the last thirty years: many hospitality businesses have incorporated a retail component into their business structure (e.g. is Cracker Barrel considered a restaurant or a retailer?). Within the hospitality industry, food and beverage establishments, resorts and hotels, and event venues use their retail component for one, or a combination, of the following reasons: (1) as a convenience for consumers (Mandelbaum, 2017), (2) to increase brand awareness and brand loyalty through custom-branded items, and/or (3) to provide a diversified revenue stream within their existing operation. This manuscript argues the benefits of applying strategies from the field of category management to retail operations positioned within hospitality businesses. Specifically, the beer and wine categories are highlighted due to the three-tier system present within the alcoholic beverage industry and the regulatory nature of these product categories.

Methods
The primary purpose of data collection strategies implemented in this study was to better understand millennial purchasing habits as they relate to the beer and wine categories and to compare the interview responses to merchandising strategies presented by major retailers in the Southwestern United States. Data were collected through depth interviews with 10 undergraduate/graduate students who volunteered to participate in the study. Demographic information is presented in Table 1. Informants were told the interaction was part of a project attempting to understand consumer purchasing habits in the retail setting. Depth interviews are warranted when little is known about a phenomenon of interest (Belk, Walendorf, & Sherry, 1989; Sandelowski, 2000).

Results/Discussion/Implications
Arrangement for the beer category had two distinct merchandising strategies identified by informants: by brand and by beer type. Informants indicated macro-beers are easier to find if organized by brand. All informants described their macro-beer of choice and described different brands being purchased based on occasion (i.e. a party, dinner, a weekend at home). Informants were brand loyal unless buying a specialty beer or when considering what others might prefer. Arranging the wine category by varietal was discussed most frequently by informants. Reasons for this arrangement include knowing desired varietal prior to store visit, occasion, and reason for purchase. Several informants indicated they would purchase different wine varietals to pair with food or to give as a gift to someone. The information found in the interviews can be used to test different merchandising strategies in a grocery setting to determine if changes to the arrangement would affect profitability for the organization. Our future research will incorporate the constant comparative method (Glaser & Strauss, 1967) using the first ten interviews as a basis for interpretation to determine what data are still required to test the interpretation.
COMPLAINTS AND RESOLUTIONS IN PEER-TO-PEER ACCOMMODATION: THE CASE OF AIRBNB

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Introduction
Consumer complaint and recovery is a central issue in the service industry. The current research on this issue is mostly developed based on a Business-to-Customer (B2C) model. However, complaints and resolutions in a Peer-to-Peer (P2P) model such as Airbnb may be distinctive due to its unique nature. Airbnb allows not only guests, but also hosts can complain about their negative experiences with guests (Chen, 2017). To this end, this research takes a qualitative approach and aims to 1) classify the causes of P2P complaints; 2) uncover the patterns of involvement among parties in the P2P complaint and resolution process; 3) investigate complaint management mechanisms; and 4) explore how responsibility is attributed to different parties.

Methods
To collect the data, the third-party website (Airbnbhell.com) was selected due to the detailed information about various negative events posted by both hosts and guests. The stories posted on April and May of 2017 were extracted and filtered based on the number of words (more than 90 words per story) to improve the reliability of findings (Gottschalk & Bechtel, 1995). A total of 52 stories (26 stories for each group) were sampled and utilized for analysis. This study adopted inductive content analysis using a software, MAXQDA 12. Several episodes from each group were preliminarily coded to generate the initial categories and a coding book. After several iterations of re-categorization, categories and their interrelationships were refined and integrated for understanding of the phenomenon.

Findings and Implications
The causes of complaints were classified into five categories: performance, accommodation, online system, safety, and statute. At the initial stage of complaints, dyadic involvement emerged from any two-party relationships among hosts, guests, and the online platform. The dyadic pattern expanded to triadic when the platform intermediated between hosts and guests. One unique complaint management mechanism was Airbnb’s ruling, which referred to an online platform that made the final call for resolutions. For responsibility attributions, cases of any party committing negative events were labeled as commission responsibility, while those of the platform intervening in the events were coined as association responsibility (Heider, 1958). The findings of this study contribute to complaints and resolutions research in a P2P context. In the complaint and resolution process, responsibility assignment in a P2P model entails more intricacy due to the underlying dynamics such as the platform’s regulations or hosts’ house rules as well as roles as service provider, consumer, platform provider, and diverse negative incidents (Hamilton, 1978; Schlenker, et al., 1994). The findings suggest an online platform to establish a cancellation policy for hosts and channels to conduct a three-party communication to make the best decisions for both hosts and guests. Guests also may need a penalty policy for being irresponsible in the resolution process. For future research, it might be interesting to explore the power balance in a P2P model.
CRAFT BEER AFICIONADOS WELCOME: HOW SOURCE ATTRACTIVENESS AND RISK PERCEPTIONS INFLUENCE INTENTIONS FOR SOCIAL BEER EXCHANGE

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Introduction
With over 5,200 craft breweries in the United States alone (Brewers Association, 2017), today’s beer drinkers have more options for consumption than ever before. While the options seem to be endless, access to the ample variety of specialty brews is much more limited due to the lack of widespread distribution of localized products. Most beer enthusiasts are unable to head down to their local stores to grab that awesome brew they tasted last month on vacation and therefore must turn to alternative modes of distribution to solve their accessibility issues. Similarly, individuals who like to taste or collect new or limited release craft beers from breweries in other parts of the country are often unable to purchase them locally (Gray, 2016). Instead, craft beer aficionados have resorted to the semi-underground world of online beer trading in the form of peer-to-peer online exchanges and marketplaces.

While researchers have begun the extensive investigation of largescale peer-to-peer marketplaces like Uber and Airbnb which exchange money for services provided, barter system exchanges, like craft beer, remain underexplored and underutilized. This study assesses the potential influence that perceived congruity has on an individual’s intention to engage in the peer-to-peer barter system. Furthermore, this study also evaluates how the relationship between user similarity may be impacted by the high level of risks associated with peer-to-peer exchanges as a possible barrier to user engagement.

Methods
Participants will be administered a scenario-based survey that shows the profile for a user of a social beer exchange with a list of offerings from the user. Participants will then assess their likelihood to enter an exchange with the user as a measurement of behavioral intentions. The exchange will include items that ask about the participant’s likelihood to purchase the user’s product, likelihood to engage in a conversation with the user, and the likelihood the participant would do a beer swap with the user. To test the model, participants will then be assessed along the two dimensions of similarity to represent source attractiveness- user and product congruity- and the three dimensions of risk- financial, psychological, social- to assess risk perceptions.

Results/Discussion/Implications
As niche craft good markets, such as the craft beer industry, continue to grow in popularity and size, the easy accessibility of expanding online platforms provides recognizable means for peer-to-peer exchanges across a wide variety of consumable goods. The potential of this future growing bartering marketplace is expanding. This study focuses on one of those marketplaces- the craft beer industry and helps practitioners understand how to increase awareness and engagement in the online marketplaces while developing theoretical understandings of persuasion through source attractiveness and how it is impacted by risk perceptions.
EFFECTS OF CULTURAL ATTRIBUTES AND ECONOMIC CONDITIONS ON TRAVELLER ACCOMMODATION EXPENDITURE

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Introduction
Traveler expenditure is comprised mainly of five types of products and services related to travel experience: accommodation, shopping, meals, tours, and entertainment (Brida & Scuderi, 2013). Compared to traveler shopping expenditure, the most commonly investigated topic (MacCannell, 2002; Snepenger, Murphy, O’Connell, & Gregg, 2003; Timothy, 2005), traveler accommodation expenditure has been given little attention from hospitality and tourism scholars notwithstanding accommodation is one of the major components of travel expenditure, and induce much pleasure and fun experience for travelers (Laesser & Crouch, 2006; Brida & Scuderi; 2013). Given this, this present study focuses on delving into traveler accommodation expenditure, taking into account cross-cultural attributes (Hofstede’s six dimensions), since culture plays a key role in influencing consumer consumption patterns (De Mooij 2000, 2003, 2004; De Mooij & Hofstede, 2002; Durvasula, & Zotos, 1996). In addition, the current study takes into account cyclical effects of economic conditions as a moderator in the relationship between cultural difference and accommodation expenditure to verify the mixed viewpoints of the effects of economic conditions on consumer consumption (Heffetz, 2011).

Methods
A total of 20 countries representing each region of the world are selected. Since we utilize the Hong Kong Visitor Annual Reports data for 14 consecutive years from 2003 to 2016, the total sample size is 280. We employ a panel regression analysis for data analysis. Panel regression alludes to a statistical approach to address two-dimensional data, which are collected from the same individuals over time (Maddala and Lahiri, 1992), and panel analysis controls for individual heterogeneity, abate problems of multicollinearity, diminish estimation bias, and specify the time series influences of explanatory variables (Chen, 2011).

Results/Discussion
Among the hypotheses between the six Hofstede cultural dimensions and traveler accommodation expenditure, the relationship between individualism-collectivism and traveler accommodation expenditure and the relationship between femininity-masculinity and traveler accommodation expenditure are supported; the other hypotheses are not supported. In addition, it has been proven that the expected moderating effect of different business conditions between the six cultural dimensions and traveler accommodation expenditure does not exist.
EXAMINING THE INFLUENCE OF MEETING GIVEAWAYS ON ATTENDEES’ WORD OF MOUTH INTENTION: A MIXED METHODS APPROACH

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Introduction
Offering valuable giveaways to consumers is a marketing tool that is commonly used by meeting planners. Although handing out giveaways is a common and costly practice, little is known about how attendees perceive giveaways and whether such giveaways actually bring positive behavior changes.

In this study, we seek to extend the research on meeting giveaways. The purpose of this study is to (1) identify the giveaways that are perceived as valuable by attendees, and (2) investigate how attendees’ WOM intention is influenced by different giveaways values. To explore the best way to select and distribute meeting giveaways in the hopes to optimize their positive effect, the moderating role of giveaways cuteness and surprise element were investigated.

Methods
A mixed-methods exploratory sequential design was used in answering the postulated research questions. Qualitative data was collected at the exploratory stage and was followed up by a quantitative portion. In the qualitative stage, interviews were used to explore attendees’ perceived value of different types of meeting giveaways and their experience of receiving and giveaways at a meeting. In the quantitative phrase, two 2 × 2 quasi experiments were conducted. The stimuli used in the quantitative phrase was based on the qualitative findings of the study.

Results/Discussion/Implications
A total of 113 respondents participated in study 1. Based on the findings of the interviews, power bank was selected as the “high-value” giveaway for both experiments, while keychain was used as a “low-value” giveaway. Emoji giveaway was used as stimulus for cuteness. The analysis revealed a significant main effect for perceived value (β=2.46, t=3.50, p < .001) and a significant interaction effect for perceived value and cuteness (β= -.40, t = -3.02, p < .005).

126 respondents participated in Study 2. The stimuli of perceived value in study 1 was employed in this study. The scenarios of two surprise conditions was based on the interview participants’ description of their past experiences in receiving meeting giveaways. The analysis revealed a significant interaction effect for value and surprise (β= -.08, t = 2.49, p < .05).

This study shed light on the giveaways that are preferred by the attendees and extend the literature on giveaways selection and distribution and their impact on attendees’ WOM intention. First, we demonstrated that high-value giveaways lead to a higher level of WOM intention of meeting attendees as compared to low-value giveaways. Moreover, the present study provides meeting planners with guidelines to deliver giveaways in an appropriate manner. We found that cuteness and experienced surprise moderates the effect of meeting giveaways’ value on attendees’ WOM intention. For meeting planners with limited budget in meeting giveaways, providing cute-looking giveaways can compensate the disadvantage of low perceived value. For meeting planners who offer attendees high-value giveaways, distributing them with surprise can optimize attendees’ positive behavior intentions.
FEELING LEFT OUT AND LOSING CONTROL: THE INTERACTIVE EFFECT OF SOCIAL EXCLUSION AND GENDER ON BRAND ATTITUDE

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Introduction/Literature Review
Previous research posits that social exclusion threatens people’s fundamental needs such as belongingness, perceived control, and self-esteem (Williams, 2009). Specifically, prior research shows that social exclusion heightens negative emotions (Leary, 1990) and reduces sense of control (Su et al., 2017). In this research, we argue that the effect of social exclusion on negative emotions and sense of control is more pronounced among females (vs. males). Previous research demonstrates that gender is a proxy for agentic-communal orientation such that men are more agentic and women are more communal (Winterich et al., 2009; Zhang et al., 2014). Individuals with a communal (vs. agentic) orientation tend to value social harmony, and therefore, threats to social harmony, such as social exclusion, are more detrimental. Lastly, we suggest that negative emotions and sense of control are, in turn, related to brand attitude. We draw from prior research demonstrating the impact of negative emotions on customer satisfaction and loyalty (Yu & Dean, 2001) and the impact of perceived control on customer satisfaction (Yen & Gwinner, 2003).

Methods
This research adopted a 2 (social situation: exclusion vs. inclusion) by 2 (gender) quasi-experimental design with hypothetical scenarios. 121 participants for Study 1 (96 for Study 2) were recruited via Amazon Mechanical Turk. Study 1 was a casual restaurant context and Study 2 involved an airline loyalty program. Social exclusion was manipulated by stating that no one wanted to share an appetizer with them in S1 (they were excluded from promotional offers as a Gold tier member in S2). In S1 (S2), we measured sense of control (negative emotions) as well as brand attitude, manipulation checks and demographics, including gender.

Results/Discussion/Implications
We ran a two-way ANOVA to check the manipulation of social exclusion; Only the main effect of social exclusion manipulation was significant ($F(1, 117)=41.93$ in S1; $F(1, 92)=141.72$ in S2, $p<.01$). Two-way ANOVAs on sense of control (S1) and negative emotions (S2) show that the interaction between social exclusion and gender was significant ($F(1, 117)=4.82$, $p<.05$ in S1; $F(1, 92)=3.76$, $p=.056$ in S2). Results from simple effect analyses show that the impact of social exclusion on negative emotions (S1) and sense of control (S2) was more pronounced among females (vs. males). Results from moderated mediation via PROCESS (Hayes, 2013) show that sense of control ($B=-.20$, SE=.10, 95% CI=[-.47, -.04]) and negative emotions ($B=-.84$, SE=.32, 95% CI=[-.164, -.36]) mediate the impact of social exclusion on brand attitude among females.

This research adds to the literature on social exclusion by demonstrating a boundary condition (gender) for consumers’ responses to social exclusion. Our findings suggest that minimizing incidents of social exclusion may be particularly important for female consumers. Therefore, service businesses targeting female customers, such as nail salons and spas, might want to minimize cues signaling any types of social rejection.
GOING ORGANIC AND LETTING GO OF HEALTHY CHOICES:
THE INTERPLAY BETWEEN GENDER AND HEALTH CONSCIOUSNESS

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Introduction
In response to increasing demand for organic food, many restaurants have introduced organic menu items. Consumers typically expect organic food choices to benefit their health. However, we argue that such expectations may not be fulfilled for everyone because organic choices increase subsequent unhealthy choices under certain situations. As food decisions are interconnected, organic choices are likely to influence other food choices. Accordingly, this research examines the impact of ordering an organic menu item on a subsequent choice between a healthy and unhealthy food. This research further examines the moderating role of gender and health consciousness. We argue that consumers associate organic food choices with femininity, and therefore, males and females respond differently to an organic food choice.

Methods
This study used a 2 (initial choice: organic vs. conventional, manipulated) x 2 (gender: male vs. female, measured) x 2 (health consciousness: high vs. low, measured) quasi-experimental design. One hundred sixty-eight participants were recruited from MTurk and randomly assigned to an experimental condition. Participants imagined viewing an advertisement depicting an organic or conventional sandwich at a cafe. After viewing the advertisement, participants imagined ordering the advertised sandwich (i.e., initial choice), and subsequently, choosing a snack (i.e., subsequent choice). Two choice sets consisting of an unhealthy and healthy snack (granola bar vs. candy bar, low-fat yogurt vs. chocolate milk), were presented. Participants indicated their choice of a snack in each set and reported their health consciousness.

Results/Discussion/Implications
Our findings show that men with low levels of health consciousness are more likely to select unhealthy foods if they initially select an organic (vs. conventional) option. However, such a tendency is attenuated among men with high levels of health consciousness. Conversely, women with low (vs. high) levels of health consciousness are more likely to subsequently make unhealthy choices, regardless of their initial food choice.

This research contributes to the hospitality literature by shedding light into health consequences of organic choices. Prior research is silent about the net effect on going organic on healthy dining. We demonstrate an unexpected adverse effect of organic choices – subsequent unhealthy choices among males with low health consciousness.

Such an inadvertent negative effect contradicts a prevalent association between organic and healthy. Given the sequential nature of food choices in restaurants (e.g., entrée – dessert), consumers and socially responsible managers need to note that organic consumption might not always have a net positive effect on healthy dining. Moreover, to attenuate feminine associations of organic food consumption, responsible managers need to consider minimizing feminine impressions and utilizing prototypically masculine characteristics in organic marketing messages when targeting male consumers.

The authors thank the Marriott Foundation for the funding of this research.
HOW DO ONLINE TRAVEL AGENCY CONSUMERS PERCEIVE HOTEL ROOM RATE? SEGMENTATION OF CONSUMER LIFESTYLE APPROACH

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Introduction
With the developments of the Internet and information and communications technologies, travelers are getting more independent and smart. In addition, the form of intermediaries has also changed drastically. For example, online travel agencies (OTAs) that provide travel products without physical stores are growing rapidly and experts predict that OTA will occupy 94% of the online hotel reservation market by 2020 (Hotel & Restaurant, 2016). Thus, understanding OTA consumers is a salient issue. OTA consumers tend to reserve hotel rooms a low price (Kim et al., 2007). Price is a key factor influencing consumers’ decision making, and reference price, which reflects their subjective perception, plays an important role in making purchasing decisions (Beneke, et al., 2013; Zeithaml, 1988). Moreover, consumers show different behavior based on their consumption patterns. For that reason, the aim of this study is to investigate the perception of hotel room rates by the consumption patterns of consumers using OTAs. More specifically, we examine the perception of hotel room rates for OTA consumers with different shopping behavior.

Methods
In study 1, using cluster analysis, we examine the characteristics of consumers who use OTAs through market segmentation based on consumption patterns. In study 2, we analyze the price sensitivity of each cluster. We extracted 28 items related to consumption patterns from Media and Consumer Research (MCR) survey and the items of the price sensitivity were derived from Lewis & Shoemaker (1997). The online survey was conducted during the one week in April 2017 and 647 responses who booked a hotel room through OTAs were collected. Segmentation of OTA consumers were conducted by factor analysis and cluster analysis. Then, price-sensitivity measurement was estimated using SPSS 21.0.

Results/Discussion/Implications
OTA consumers were categorized into four groups (i.e. recreational shopper, trendy shopper, apathetic shopper, and impulsive shopper) and recreational shoppers showed the highest price sensitivity. Recreational shoppers with the characteristics of active and planned shopping behavior are likely to have a variety of information to judge the appropriateness of hotel room rates. For this reason, they seem to have the highest price sensitivity among the identified groups.

With these discussions, this study provides the theoretical and empirical basis for the OTA consumers’ characteristic and the perception of hotel room rates. Moreover, OTA marketers and hotel managers will be able to implement appropriate marketing strategies in accordance with the segmented OTA market for hotel guests.

This work was supported by the Ministry of Education of the Republic of Korea and the National Research Foundation of Korea (NRF-2016S1A3A2925146)
HOW FAR WILL YOU GO? THE ROLE OF EFFORT REDUCTION IN CONSUMER RESPONSE TO ONLINE RESTAURANT REVIEWS

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Introduction
Shoppers incorporate online reviews into their purchase decisions to avoid bad products or obtain good products. Since most of hospitality studies focus on reviews for lodging, their application to restaurant decisions is unknown. Principles of heuristics (Tversky & Kahneman, 1974) and Prospect Theory (Kahneman & Tversky, 1979) provide a theoretical foundation for evaluating the psychological effects of online reviews. Heuristics serve as effort-reduction (Shah & Oppenheimer, 2008), and Prospect Theory predicts asymmetry between positive and negative outcomes (Taylor, 1991).

The anchoring heuristic indicates that judgments are biased in the direction of an initial value (Tversky & Kahneman 1974). Consumers were willing to pay more for a resort with positive reviews when its price was extremely higher than a resort with neutral reviews, demonstrating the anchoring effect (Book et al., 2016). There was no effect of an extremely low price on willingness to pay for a negatively reviewed resort, demonstrating the asymmetry effect.

This study investigates the effects of effort and anchoring defined as distance and asymmetry defined as review valence on consumers’ dining decisions.

Methods
Participants made hypothetical decisions between two restaurants: a “base” restaurant close to home and a “target” restaurant a specified distance away. A 2 (base review valence: negative, neutral) x 2 (target review valence: neutral, positive) x 2 (distance: 30 minutes, 60 minutes) between-subjects factorial design was utilized. The stimuli consisted of written materials adapted from an online restaurant review website (Yelp®). A total of 209 subjects were recruited through Qualtrics, with 26 to 27 subjects randomly assigned to each of the eight experimental conditions.

Results/Discussion/Implications
Three-way ANOVAs were conducted on likelihood to choose the target restaurant and willingness to drive (WTD) in minutes and miles. The analysis revealed a significant effect of base valence on likelihood to choose (F₁,201 = 7.96, p = .005, η² = .038). Participants reported a higher likelihood to choose the target restaurant when the base restaurant had negative reviews (M = 4.97) compared to neutral reviews (M = 4.37). There was a significant base valence x distance interaction on likelihood to choose (F₁,201 = 3.35, p = .069, η² = .016). There are no differences between the 30 and 60-minute distances when base reviews are neutral. When base reviews are negative, participants are less likely to choose the restaurant that is 60 minutes compared to 30 minutes from home. A significant effect of base valence on WTP for the base restaurant was found, such that participants are WTP more for a restaurant close to home with neutral (M=$19.88) versus negative (M=$11.69) reviews. Distance significantly influenced WTD in minutes for the target restaurant, which is higher when it is 60 minutes from home (M=31.41) than when it is 30 minutes from home (M=21.41).

The findings demonstrate that principles of heuristics and asymmetry operate for restaurant reviews. This research can help restaurant managers capitalize on positive reviews and mitigate the impact of negative reviews.

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ROUND VS. JUST-BELOW ENDINGS: EFFECTIVE PRICING AFTER GREEN REMODELING

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Introduction
Store green remodeling, defined as “servicescape makeover with pro-environmental focus” (Johnston & Master, 2004), has become prevalent in today’s increasingly environmentally conscious hospitality industry (GRA, 2016). Although “green” initiatives could lead to long-term payoffs to hospitality businesses, “green buildings” are not always welcomed by their customers (Dickinson, 2014). Consumers have the lay theory that that green restaurants are more expensive and they wonder who (the firm or its customers?) is going to pay for the cost of these substantial investments (Schubert et al., 2010). Because consumers tend to make symbolic inferences from pricing strategies (Mattila & Gao, 2016), this study seeks to bridge the gap in extant literature and investigate how price ending inferences translate into consumer evaluations of a restaurant business after green remodeling. We examine the interplay of the price ending and relationship types on customers’ opinions of green remodeling and attitudes toward the business.

Methods
The study utilized a 2 (price ending: round vs. just-below) × 2 (relationship type: communal vs. exchange) between-subjects experimental design. A hundred and sixty-six U.S. adult consumers were randomly assigned to one of four experimental conditions. After exposure to the experimental stimuli, they answered questions capturing their opinion of green remodeling, attitudes toward the restaurant, manipulation checks and demographic characteristics. The hypotheses were tested using ANCOVA procedure and PROCESS macro in SPSS.

Results/Discussion/Implications
The results suggested that price endings and relationship type jointly influence consumer support for restaurant green remodeling and enhance positive evaluations. Specifically, just-below price endings drive consumers’ favorable opinions of restaurant green remodeling efforts and consequently favorable attitudes toward a restaurant, however, only if restaurant fosters exchange relationship with consumers. In communal relationships, round endings prompt equally favorable opinions of green remodeling and attitudes toward a restaurant as just-below ending.

The findings offer valuable managerial implications for restaurants seeking to shape consumer inferences from pricing strategies after “green remodeling”, contingent on customer relationship with the restaurant.
THE IMPACT OF SELF-IMAGE ON PREMIUM PRICING:
THE SERIAL MEDIATION OF SENSE OF COMMUNITY AND DEFENSE OF TRIBE

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Introduction
A series of mediating factors produce a significant effect because the factors in a series may only
be significant when they are joined together and may cause the indirect influence of an
independent variable to change direction on a dependent variable. Taute and Sierra (2014)
suggest that a consumer’s self-identity, sense of community and defense of tribe directly
influence on customer’s purchase intention while other researchers suggest that many of these
constructs may be indirect rather than direct.

We propose that a consumer’s sense of community and defense of tribe have a positive
series mediating influence for the indirect relationship of a consumer’s self-image on their
willingness to pay a price premium for their preferred style of beer. We also propose that a
consumer’s self-image has an indirect negative influence on their willingness to pay a price
premium mediated through sense of community. We compare national and craft beer consumers
to determine if any difference exist between these two consumer groups in our proposed model.

Methods
The target population for this study was national and craft beer consumers in the United States of
America. A convenient random sampling technique was selected by recruiting respondents on
Amazon Mechanical Turk (MTurk) in March 2017 to complete an online survey. We collected
400 surveys with 200 identifying themselves as national and 200 as craft beer consumers, which
343 were useable for a response rate of 76.22%. Out of these 343 surveys, 172 were national
and 171 were craft beer consumers.

Results/Discussion/Implications
We suggest that sense of community and defense of tribe are mediators rather than antecedents
between a consumer’s ideal self-congruity with a brand and their willingness to pay a price
premium and defense of tribe acts as a positive mediator between sense of community and
willingness to pay a price premium. This cause the relations between sense of community and
willingness to pay a price premium to be positive rather than negative through defense of tribe.
We tested beer consumers and found that their self-image had an indirect positive influence on
willingness to pay a price premium mediated through a series of sense of community and defense
of tribe; and a negative non-significant mediating influence for sense of community when
defense of tribe was absent as a mediator.
SOCIAL CHAMELEONS IN THE WINE WILD: SELF MONITORING, WINE KNOWLEDGE, AND GENERATIONAL DIFFERENCES AMONG WINE DRINKERS

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Introduction
For consumers, the image of wine is changing. “Historically, wine has been marketed to older generations and came with huge pretense…but this generation is blowing all that out of the water. They don’t care about the pretentiousness of a wine” (Buschman Vasel, 2013). In large part, this shift away from pretense is not only due to the wine drinker today being focused on price but also due to a shift in who is drinking wine, which is now largely spurred by a social media driven generation: the Millennial (Hernandez, 2016). Millennials are now the largest segment of wine drinkers, accounting for 42% of all wine consumed in 2015 (Chew, 2016).

Despite this generational influx, wine has attributes that continue to make it a highly involved and sometimes risky product, which can cause anxiety for some (Lacey, Bruwer, & Li, 2009; Mitchell & Greatorex, 1998). Consumers tend to hedge against certain risks in order to portray images that project positively in terms of status in social situations (Cass, 2001). But for some individuals, especially with regard to wine, this may have more or less of an influence depending on one’s self-monitoring. By definition, self-monitoring reflects the amount or degree an individual alters, monitors, augments, or controls his or her own self-presentation in response to the social environment and social cues surrounding one’s self (Auty & Elliott, 1998; Bercher & Richard, 1978; Browne & Kaldenberg, 1997; Cass, 2001). This study explores how self-monitoring may be playing a more central role in determining relevant marketing objectives like frequency of consumption to wine producers, retailers, and marketers.

Methods
A sample of 161 wine drinkers was surveyed via MTurk for this study. They were asked survey questions related to their objective and subjective wine knowledge, self-monitoring, and wine consumption behaviors in addition to a variety of control variables. Using a series of ANCOVA and multivariate multiple regression tests, the research questions were probed, and results drawn.

Results/Discussion/Implications
The findings here support that Generation X (Gen X) and Millennials have the highest self-monitoring tendencies. Millennials had the objective lowest wine knowledge yet directionally rated themselves the most knowledgeable subjectively about wine. Collectively, the Baby Boomers self-categorized as the lowest in wine consumption, lowest objective knowledge and subjective knowledge, and also tended to be low self-monitors. Interestingly, Millennials and Gen X had different patterns. The two highest categorized groups for Gen X were both high-self monitoring, but differed in wine consumption and knowledge bases. Millennials tended to be high-self monitoring, high subjective knowledge and wine consumption, but their actual objective knowledge differed. Practically, wine marketers can use this consumer knowledge to better position wine to sell to consumers. For example, tasting room mangers and marketers can use the information to target groups when visiting tasting rooms.
THE EFFECT OF SCARCITY MESSAGES ON WILLINGNESS TO BOOK: THE MODERATING ROLE OF LAST NAME

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Introduction

Scarcity promotions are now a commonly employed practice in the hospitality industry because such a practice influences customers’ purchase decision. Despite the topic’s managerial importance, little research has been done to understand whether the impact of scarcity can be generalized across all consumers. To extend prior literature on scarcity promotions, the current study examines whether the effect of scarcity promotions on willingness to book (WTB) a hotel room is moderated by an individual-level factor: one’s last name.

During childhood, unequal opportunities are present more often to children with last names towards the end of the alphabet than those with last names closer to the start of the alphabet because they are often queued alphabetically by their last name. As a result, people whose surnames are late in the alphabet would develop a tendency to overcompensate in the pursuit of limited opportunities because of accumulated inequity experiences during their childhood (Carlson & Conard, 2011). Therefore, in the scarcity context, we hypothesize that people whose first initial of their last name begins later in the alphabet have higher levels of WTB than people whose last name begins earlier of the alphabet. We further propose that perceived competitiveness is the underlying mechanism explaining the joint effect of scarcity and one’s last name on WTB.

Methods

The research employed a 2 x 3 between subjects quasi-experimental design. The scarcity condition, our independent variable, was manipulated by depicting the availability of the hotel rooms while the other had no scarcity information. Participant’s childhood last name was operationalized into three categories: early-alphabet (i.e., A to G), middle-alphabet (i.e., H to S), and late-alphabet participants (i.e., T to Z). We measured perceived competitiveness (mediator) and willingness to book (dependent variable).

Results/Discussion/Implications

The current research advances our theoretical understanding of scarcity promotions by examining an individual-level factor, one’s last name, on consumers’ choice. The findings of this study indicate that when a product is limited in availability, the level of WTB is higher for late-alphabet-name consumers (i.e., T to Z) than early- and middle-alphabet-name consumers (i.e., A to S). We further revealed that perceived competitiveness is the underlying mechanism explaining the joint effect of scarcity and one’s last name on WTB. The results demonstrate that consumers perceive others as competitive threats to obtain the desirable good when scarcity of the product is highlighted. In addition, the results revealed a significant moderated mediation process, such that the indirect effect of perceived competitiveness was stronger for people who were consistently exposed to inequity conditions in their childhood. In terms of managerial implications, the current research contributes in developing effective scarcity promotion for hotels or OTAs who are interested in selling their distressed inventories in a short time.
EXPLORING THE EFFECT OF NOSTALGIA ON HOTEL BRAND ATTACHMENT AND WILLINGNESS TO PAY

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Introduction
Nostalgia is defined as “a preference (general liking, positive attitude, or favorable affect) toward objects (people, places, or things) that were more common (popular, fashionable, or widely circulated) when one was younger (in early adulthood, in adolescence, in childhood, or even before birth)” (Holbrook & Schindler, 1991, p. 330). Service businesses relied on nostalgia cues to increase revenue (Chen, Yeh & Huan, 2014). As nostalgia received limited attention in hospitality research, this study seeks to explore the effect of personal and historical nostalgia on nostalgic emotions. Also, this study investigates how evoked nostalgic emotions translate into consumers’ brand attachment and their willingness to pay for staying with the hotel brand.

Methods
The study employed a one-factor experimental design on a sample of 280 Amazon MTurk participants. To induce different types of nostalgia, participants were randomly assigned to recall past hotel experiences by reading one of three scenarios (personal vs. historical nostalgic experience vs. control). After the manipulation, they were asked to evaluate an imaginary hotel brand, modeled after their recalled hotel. Next, the participants answered the seven-point Likert-type scales that captured their nostalgia (Pascal, Sprott & Muehling, 2002), nostalgic emotions (Marchegiani & Phau, 2013), and brand attachment (Park et al., 2010). A slide bar, with response options anchored at $50 and $250, was used to measure the amount of U.S. dollars that participants were willing to pay to stay with the imaginary hotel brand.

Results/Discussion/Implication
The findings indicate that customers were more likely to pay more to stay with the hotel brand that makes them feel nostalgic vs. control condition. Recalled nostalgia evoked only positive nostalgic emotions that were positively associated with hotel brand attachment (brand prominence and self-brand concept) and willingness to pay. However, only brand prominence was positively associated with willingness to pay. Our findings contribute to the understanding of the role of nostalgia in the hospitality field. Managers are encouraged to create extraordinary memories for its customer or enrich hotel environment with more historical decors that would elicit positive emotions among hotel customers, form brand attachment and generate more revenue.
THE IMPACT OF HOTEL RESTAURANT’S RELATIONAL BENEFITS ON CUSTOMER EMOTION, SATISFACTION, AND VOLUNTARY PERFORMANCE

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Introduction
In 2015 U.S. hotel restaurants have registered more than $36 billion in sales (Statista, 2017). The hotel restaurant is unique as it primarily serves hotel guests in addition to being open to the general public. A good number of patrons in such restaurants dine there because of convenience, loyalty towards the hotel, and special promotions. Therefore, the concept of relational benefit is of utmost importance to these restaurants and their patrons.

Relational benefit provides numerous advantages to service corporations such as increased switching cost, enhanced loyalty, increased consumption and, positive word-of-mouth (Han & Kim, 2009; Jones et al., 2007). Three types of relational benefits are primarily acknowledged in the extant literature: Confidence, Social, and Special treatment benefits (Gwinner et al., 1998). However, empirical research has seldom gone beyond the relational benefit – loyalty relationship. Moreover, such studies are limited in hotel restaurant settings. This study, therefore, developed a framework linking relational benefits, customer emotion, customer satisfaction, and customer voluntary performance such as loyalty, participation, and cooperation in a hotel restaurant setting.

Methods
The sample consisted of the customers visiting deluxe hotel restaurants located at Seoul, South Korea. The questionnaires were distributed by trained students who are educated and are well-informed of the survey. The field researchers approached visitors, outlined the purpose of the research project, and invited them to participate in the survey. Ultimately, 264 questionnaires were coded and used for analyses out of a total of 270 respondents. A structural equation modeling was carried out using SmartPLS 3.0.

Results/Discussion/Implications
First, confidence benefit was found to have a significant positive effect on both customer emotion and customer satisfaction while social benefits have a significant positive effect on only customer emotion. Hotel restaurant managers should periodically check whether employees have the necessary customer or service orientation to develop a special service experience that enables customers to trust their hotel restaurant in a diversely changing competitive environment (Hennig-Thurau et al., 2002).

Secondly, this study found that customer emotion has a significant positive effect on customer satisfaction and customer voluntary performance. It indicates that hotel restaurant managers should pay more attention to managing customers’ emotional experiences so that consumers can experience positive emotions such as pleasure and happiness from their dining experience.

Lastly, our study revealed that customer satisfaction has a significant positive effect on loyalty and cooperation. Therefore, a good strategy for hotel restaurant managers is to reward customers who provide a constructive suggestion or comment for the well-being of the hotel restaurant.
THE IMPACT OF PERCEIVED DIFFERENTIAL FAIRNESS OF REVENUE MANAGEMENT ON PERCEIVED HOTEL ROOM PRICE FAIRNESS

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Introduction
Due to constrained capacity and perishability of room night inventory, revenue management is ubiquitously utilized within the hotel industry (Koupriouchina, van der Rest & Schwartz, 2014). Past empirical investigations have found that perceived fairness affects how customers react to revenue management practices (Wirtz & Kimes, 2007; Ferguson, Ellen & Bearden, 2014) and that revenue management familiarity can influence perceived fairness (Wirtz & Kimes, 2007). However, previous hospitality research has not differentiated among three primary types of fairness (distributive, procedural, and interactional) and therefore fails to consider the nuances of guest responses to revenue management. This current study addresses this gap by investigating, for the first time, the relationships of these three types of fairness and revenue management familiarity with overall perceived price fairness.

Methods
A Qualtrics survey was used to collect data from 557 participants. Successive to exploratory factor analysis on revenue management familiarity attributes, regression analysis was conducted on independent measures of revenue management familiarity, distributive fairness, procedural fairness and interactional fairness to test the effect on overall perceived price fairness.

Results/Discussion/Implications
Exploratory factor analysis revealed two dimensions of revenue management familiarity: “revenue management awareness” and “revenue management experience.” The multiple regression model reported an adjusted R² value of 0.559. Significant positive relationships with the dependent measure exist with distributive fairness (t = 13.246, p < 0.05), procedural fairness (t = 6.571, p < 0.05) and revenue management experienced (t = 4.301, p < 0.05). Interactional fairness (t = -2.054, p < 0.05) had a significant negative relationship with overall perceived price fairness while revenue management awareness (t = 1.174, p > 0.05) was not a significant predictor. The order of influence, from most to least, of each significant independent variable is as follows: distributive fairness, procedural fairness, revenue management experienced and interactional fairness.

By focusing, for the first time, on three primary fairness types within hotels, this study supports extant price fairness research (Chiu et al., 2009b; Ferguson et al., 2014) that distributive and procedural fairness are the strongest determinants of overall price fairness. Contrary to previous research (Ramaswami and Singh, 2003), this study also found that interactional fairness had a weak negative effect on price fairness. Practically, this study reveals that price-value relationships are crucial determinants of overall perceived price fairness and that hotels should conduct procedures involving guests as professionally as possible to evoke trust in functions such as room pricing. As this is an exploratory study, future research could extend the model to include dependent variables such as guest satisfaction and purchase intentions.
THE ROLE OF PERCEIVED CONTROL AND SERVICE FAILURE ON TRUST
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Introduction
Customers who keep silent about service failures tend to turn to rival companies or tell their stories of dissatisfaction to friends and family members by word of mouth (Jin, 2007). As a result, the company loses the opportunity to make their service or product better (Hirschman, 1970). Thus, successfully providing service recovery for unsatisfied customers should be a goal for every hospitality owner. Several researchers (e.g., Suh & Han, 2003; Thoen, 2001) have emphasized the need to better understand the role of perceived control on trust in hospitality contexts. Perceived control is defined as the belief that one is capable of influencing his/her/their environment. In this sense, perceived control is measured by consumers’ perceived control over online complaint channel choices. Additionally, Chang and Chang (2011) have pointed out that types of service failure also influence trust. However, very few studies have examined the effects of perceived control and differing types of service failures on trust. Thus, the aim of this study is to examine the effects of perceived control (high and low) and types of service failure (core and interactional) on customers’ trust in restaurants. The findings of this study will help hospitality providers improve customer service and learn how to regain trusts from unsatisfied customers.

Methods
An experimental design of 2 (perceived control: high vs. low) × 2 (failure type: core service failure vs. interactional service failure) was used to examine the impact of perceived control and service failure type on customers’ trust. Written scenarios were used to construct the four experimental conditions, and respondents were asked to role play a service failure in a restaurant setting. Survey items were adopted from previous studies to measure perceived control, service failure type, trust, and behavior intentions (Chiang & Jang, 2006; Han and Jeong, 2013; Lac, Crano, Berger, & Alvaro, 2013; Sirdeshmukh, Singh, & Sabol, 2002; Yang & Mattila, 2012). A sample of $N=380$ responses from students at a Midwest university was used. ANOVA was used to analyze differences between perceived control and service failure types on trust. Regression analysis was used to analyze the relationship between trust and behavioral intention.

Results/Discussion/Implications
Higher perceived control leads to higher trust than lower perceived control ($F_{(1,296)} = 5.69, p = 0.02$). Core service failure will lead to lower trust than an interactional service failure ($F_{(1,296)} = 12.49, p < 0.01$). Trust has a positive relationship with behavioral intention ($T = 19.56, p < 0.01$). Customers are more likely to trust the restaurant when they have higher access to an online complaint application ($M = 6.09$); second, when the service failure type is interactional ($M = 6.04$), customers are more likely to show a higher level of trust. In summary, the findings suggest that access to the Internet plays an important role of encouraging customers to perceive the restaurant to be a reliable place, setting up a free “hot spot” with easy access in the restaurant helps the restaurant gain customers’ trust.
WHAT MAKES MILLENNIALS USE AIRBNB? A STUDY OF SALIENT ATTITUDINAL FACTORS ON USER INTENTION

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Introduction
Millennials are becoming prolific consumer group of the tourism and hospitality market. In this regard, the hospitality and tourism industry has witnessed the success of new business model called the ‘sharing economy’. Of the various types of sharing economy businesses, Airbnb is the most representative company. This new business model become one of global trends to millennials since this generation prefers to share things for temporary use rather than own. About 60 percent of Airbnb guests are millennials and the number of booking that made by them in 2016 has grown over 120 percent from the past year (Airbnb, 2017). The numbers evidences Airbnb as a global trend to millennials. A majority of research in Airbnb, however, has relatively little considerations on the generational cohort, and the information of millennial Airbnb users is mostly offered from mass media or commercial consultants. As a result, the findings are limited in methodological analyses and understanding of attitudinal variables. With the realizations, this study is to 1) identify influential factors to Millennials’ intention to use Airbnb, 2) examine the significance of paths between the factors and intention, and 3) test a moderating effect of trip experience between the salient factors and intention.

Methods
We propose three main factors namely social, beneficial and risk factors as motivational factors that affecting intention to use Airbnb that works as an outcome; Social factors are composed of social identity and subjective norm. Beneficial factors include economic benefits and emotional benefits. Risk factors are platform risk and host risk that could affect consumers’ decision-making process toward Airbnb. Based on the proposed model, all measurement items were adopted from previous literature (Hamari, Sjöklint, & Ukkonen, 2016; Pavlou & Gefen, 2004; Perugini & Bagozzi, 2001) to enhance the validity.

Results/Discussion/Implications
The exploratory factor analysis was applied to check reliability and validity. To examine the internal consistency of the construct and reliability, Cronbach’s alpha was tested to all the variables that satisfied from 0.77 (platform risk) to 0.94 (subjective norm). Convergent validity and discriminant validity were examined to confirm construct validity. With average variance extracted and composite reliability value, the highest correlation efficient of host risk and platform risk (0.62) was less than the AVE’s square root (0.68); all constructs exceeded the standard. Hence, the criterion of discriminant validity was also met for our data sample.

In order to see hypothesized relationships, structural equation modelling was conducted. The result is that social identity, subjective norm, and economic benefits have a positive influence on intention to use Airbnb. To figure out differences between whether millennials had previous experience of travel within a year, the path estimates between the groups were implemented. It demonstrates there was a significant difference of pursuing economic benefits within the groups.
Completed Research – Consumer Behavior, Tourism
COMPARISON OF MEETING PLANNERS' PERCEPTION BASED ON EXPERIENCE WITH THE STUDY DESTINATION

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Introduction
The meetings, expositions, events, and convention (MEEC) sector is one of the most competitive in the tourism industry (Chen, 2006; Crouch & Louviere, 2004; Getz, 2003, 2016). The potentially large numbers of delegates, exhibitors, and others the MEEC industry brings to a destination generates a significant economic contribution to the local economy (Fenich, 2012; Rompf, Breiter, & Severt, 2008). As a result, it is important to understand the complex site selection process. This study seeks to understand the experience meeting planners targeted by Visit Houston has with the city, their perception of Houston and come up with different ways Houston can market as a meeting destination.

Methods
This study used portions of a survey instruments that were part of a larger study that assessed meeting planners’ perception of Houston as a meeting destination. This included questions on whether the respondents had held a meeting in Houston since 2010 and items related to destination image, generated based on prior research (Baloglou & Love, 2005; Jetter & Chen, 2011).

The sample was a list of meeting planners who plan city-wide or mini-wide meetings targeted by Visit Houston. An online questionnaire was used to conduct the study. Meeting planners’ perceptions of Houston were compared based on if they had prior experience planning a meeting in Houston or not.

Results/Discussion/Implications
Due to the low number of respondents ($n = 64$), respondents were collapsed to form two groups based on experience in the study destination: those who have held a meeting and/or planning and a meeting in Houston (57.8%) and those who have not and are not planning a meeting in Houston (42.2%). The respondents were asked to rate Houston on levels of agreement with 14 perception statements. The items with the highest level of agreement included “It is easy to get to Houston” ($M = 3.97; SD = 0.67$), “It is easy to get information about Houston” ($M = 3.81; SD = 0.69$), and “The people of Houston are friendly” ($M = 3.70; SD = 0.69$).

The study also compared level of agreements with image statements about Houston. Of the 14 items, four were statistically significant. Those who had experience with Houston have a significantly higher level of agreement that it is easy to get information about Houston ($M=4.03$, $SD=0.61$), It is easy to get to Houston ($M=4.00$, $SD=0.68$), the people of Houston are friendly ($M=3.92$, $SD=0.69$), and Houston is a clean city ($M=3.67$, $SD=0.72$).

The overall response indicates strong agreements that it is easy to get to Houston and it is a convenient geographic location for meetings. In addition, respondents indicated it is easy to get information about Houston and the services and support provided to meetings is sufficient. The results suggest opportunities to market especially to those who +have not been to Houston before. Houston can be sure to highlight some of the many award-winning restaurants in Houston and awards bestowed upon the city. In order for meeting planners who have not been to Houston to become more aware of the friendliness of the city’s people, cleanliness, as well as other images of Houston, more site visits or familiarization trips can be arranged, especially given the recent development (e.g., hotels) and renovations (e.g., George R. Brown Convention Center area) that might entice such planners to have more consideration for Houston.
DEVELOPING A MEASUREMENT SCALE FOR FOOD AUTHENTICITY

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Introduction
Authenticity has been one of hot topics in the tourism literature for the last decade. In particular, authenticity in food is a strong cultural element in tourism because food portrays national or regional specialties and represent unique and authentic features in destinations. Authentic food can motivate tourists and increase satisfaction with their travels (Robinson & Clifford, 2012). The concept of food authenticity, however, has been interpreted and measured in various ways rarely due to the absence of empirical measurement scale (Lu & Fine, 1995). Therefore, the purpose of this study was to develop an initial measurement scale of authentic food through a series of interviews and surveys. This study specifically chose the state fair setting where people can experience authentic food to the particular state.

Methods
In order to ensure validity and reliability, this study adopted scale development procedures recommended by Churchill (1979). First, interviews were conducted with 13 respondents who have previously experienced food at a State Fair. Through the interviews and literature review, this study defined the authentic food concept, determined underlying dimensions, and generated 33 items for food authenticity. The items were reviewed and confirmed by researchers with expertise in food, tourism, and research methods. Second, an online survey was developed through Qualtrics and data was collected using Amazon Turk (Mturk). A total of 252 sample was used for exploratory factor analysis (EFA). Lastly, based on the findings of EFA, second online survey was developed and a total of 401 data was collected for confirmatory factor analysis (CFA). SPSS and Mplus structural equation analysis package were used for data analysis.

Results/Discussion/Implications
The EFA revealed that 21 items out of 33 were loaded on four factors namely “unique”, “original”, “traditional”, and “local.” The CFA confirmed that the EFA finding, showing that the overall fit of the authentic food model with the four dimensions along with 21 items was satisfactory ($\chi^2 (183) = 686.288, p < .001$, RMSEA = .083, CFI = .918, TLI = .906). The composite reliability values for each variable range from .862 to .903, which exceeded the recommended threshold value of .7 (Hair et al., 1998). The AVE values range between .560 and .666, which is greater than the cutoff value of .5 (Bagozzi & Yi, 1988).

This is the first study to develop a measurement scale for authentic food in the tourism setting. With the identified four dimensions, this study provides a fundamental foundation of the scale development along with theoretical insights on authentic food as well as contributes to a better application of food and tourism marketing practice. This study helps destination event organizers to recognize the perceived authentic food in the state fair setting and to plan strategic marketing tools to attract more visitors to a particular event. As the data collection was performed primarily among state fair attendees in the United States, further research is suggested to apply this study to the other tourism context (e.g., national mega events, sport events) for the generalizability of the findings.
EXAMINING PREDICTIVE VALIDITY OF THE MEDTOUR SCALE

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Introduction
Business and academic fields of medical tourism are experiencing a recent and rapid boom with unprecedented growth around the globe, which was mainly driven by long waiting periods and high medical costs, especially for elective and cosmetic procedures. Therefore, more and more patients in developed countries are choosing to travel abroad for treatment. Over the last two decades, the medical technology, physician training and standards of healthcare in less developed countries have vastly improved and so these countries can now actively promote medical tourism to boost tourism revenues and generate income. To date, most published works regarding medical tourism were conceptual and descriptive, and a limited number of empirical studies have been conducted. Furthermore, the official figure for medical tourism reported on the media is unreliable by definition (Connell, 2013) and there is therefore a need for a theoretical and validated model to aid in the understanding of medical tourism (Martin, Ramamonjiarivelo & Martin, 2011). Martin et al. initially validated the MEDTOUR scale which is based on the theory of planned behavior. This study takes this research a step further by validating this multi-item MEDTOUR scale to measure medical tourists’ attitude and behavioral intention, and incorporating the additions of perceived risk and perceived benefit. This was tested specifically to predict intention of Chinese adults to travel overseas for cosmetic treatments.

Methods
The questionnaire used to measure medical tourist subjective norms, perceived behavior control, attitude and behavioral intention was adopted from Martin et al.’s (2011) MEDTOUR scale, which consists of 29 items. Items of perceived benefit were adopted from Han and Hwang (2013). The questionnaire was pretrained among 15 graduate students in a Canadian university. The questionnaire was translated using the back-translation method. A cross-sectional study using convenience sampling was conducted among Chinese adults who were at least 18 years of age. A total of 600 self-administered surveys were distributed to patients who visited cosmetic surgery hospitals located in Jinan, China. The total numbers of respondents were 550, yielding a response rate of 91.7%. CFA and SEM were used to analyze the proposed model.

Results/Discussion/Implications
The present study aimed to validate the 29 item MEDTOUR scale, originally developed in the US utilizing college student samples (Martin et al., 2011). By applying the scale to data collected from Chinese adults, the MEDTOUR scale achieved an acceptable level of factorial, convergent and discriminant validity. This study found that the MEDTOUR scale is appropriate and useful for understanding the attitude, subjective norm, perceived behavioral control and behavioral intention of the Chinese adults. This study further validated the MEDTOUR scale using an extended model with perceived risk and perceived benefit (RMSEA = 0.065, χ²/df = 3.226, GFI = 0.852, CFI = 0.904 and NFI = 0.867). Support was confirmed for all hypotheses except the effect of perceived behavioral control on intention.
EXEMPLIFICATION EFFECTS AND TRAVEL RISK IN DESTINATION SELECTION
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Introduction
The decision-making process tourist’s use when choosing travel destinations is dynamic and may be influenced by different consideration sets and numerous environmental factors (Crompton & Ankomah, 1993). One important environmental factor is media. The media portray news stories in various forms and the stories are strategically constructed and reflect news frames. News and media framing presents an appropriate avenue to explore perceptions of travel risk and destination selection.

The purpose of this pilot study was to investigate how the information in a travel news story, coupled with comments made by the public, may influence the audience’s judgments and attitudes toward travel. The study included balanced and unbalanced exemplar distributions which were analyzed as separate treatment groups. The exemplars were observed on two or more dependent variables. This exploratory analysis measured the role of media effects on perceived travel risk, perceived travel threat, and willingness to travel. This study addresses a theoretical gap between strategic communications, media effects, and tourism literature.

Methods
A pilot study was conducted based on experimental stimuli (Liu, Pennington-Gray & Krieger, 2016; Zillmann, Gibson, Sundar & Perkins, 1996) employing a 3x2 design, with three conditions of news exemplars, including user comments for two of the three scenarios. Exemplar distribution conditions included two selective distributions (either a positive/low-risk pattern or a negative/high-risk pattern) and one blended or balanced distribution (equal positive and negative). Perceived travel risk was analyzed as high or low-risk.

This study identified an online travel news article which included user comments and reported on tourism and risk in a destination. These comments were used to reflect various exemplars to display either a high-risk or low-risk perception of the destination. Participants were randomly assigned to one of three experimental groups (high, low, or the control group).

Results/Discussion/Implications
A one-way between-groups multivariate analysis of variance was performed to investigate perceived travel risk, perceived travel threat and willingness to travel based on the exposure to one of three exemplar groups. There were no statistically significant differences between the exemplars on the combined dependent variables. An inspection of the mean scores indicated some interesting, significant findings that warrant further investigation.

Due to the complexity and chaos associated with global crises, further investigation needs to be conducted to fully understand the impact of crisis events and the subsequent factors that influence tourism attitudes and behaviors. There are a number of limitations and areas for future research. The most profound is the impact of the specific exemplars should be evaluated and a greater variety and impact should be included in future studies. Furthermore, other types of crises may have a greater impact on the perceived risk, threat and willingness to travel.
HEDONIC AND EUDAIMONIC WELL-BEING: INTEGRATED RESORT BRAND EXPERIENCE

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Introduction
Tourism experiences influence customers’ psychological states beyond issues of motivation and satisfaction (Cini, Kruger, & Ellis, 2012). Recently, tourism service providers have focused on developing integrated resorts to distinguish from other destinations. Integrated resort is the facility which provides both gaming and non-gaming travel services including casino, hotel, restaurant, convention, entertainment, shopping, and theme park. Because integrated resorts provide opportunities for relaxing, enjoying sensual stimulations, connecting with others, and having fun, integrated resort experiences can contribute customers’ well-being.

Most of the positive psychology research in tourism heavily focused on the hedonic approach and failed to understand the eudaimonic contribution of tourism activities. Also, limited studies have explored the mechanism of how tourism experiences influence customer well-being. Thus, the purpose of this study is twofold: (1) examine whether integrated resort brand experience (IRBE) affects customer satisfaction with psychological needs (e.g., autonomy, competence, and relatedness), (2) compare the impact of needs satisfaction on customer well-being (e.g., hedonic and eudaimonic).

Methods
Data were collected from a sample of customers of integrated resort using an online survey. To qualify the respondents, the first filter question asked the respondents whether they have an experience of integrated resorts. The integrated resort brand name was then auto-filled for the remaining questions relating to the brand in the survey. A total of 535 respondents completed the questionnaire with 289 males (54.0%) and 246 females (46.0%). The measurement items ensured the validity and reliability, and the hypothesized structural model revealed acceptable model fit.

Results/Discussion/Implications
The findings support that three dimensions of IRBE (sensory, affective, and intellectual) were found to have partially positive effects on needs satisfaction. Also, mediating effects of customers’ satisfaction with autonomy and relatedness in the relationship between IRBE and well-being were supported. This indicates that customers who are highly satisfied through self-endorsed and connected leisure activities, they are likely to demonstrate their satisfaction with life. The results also showed that customers satisfaction with own capabilities might not link to customers’ evaluation of their life.

This research also provides practical implications. Sensory stimulation such as unique and authentic design, background music, and scent of the lobby might enhance customers’ autonomy and competence needs. Also, relationship marketing strategies can be used to promote customers’ relatedness needs satisfaction. To ensure the intellectual experience can be enhanced by providing a high level of network quality and friendly mobile application service. Also, better-informed programs such as experiential content can help strengthen the customers self-motivated and connected behavior which in turn both hedonic and eudaimonic well-being.
IDENTIFYING THE UNDERLYING DIMENSIONS OF AUTHENTIC FOOD

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Introduction
The concept of authenticity has received a substantial attention over the last decades (Pearce & Moscardo, 1986; Robinson & Clifford, 2012). In tourism, authenticity has been recognized as a significant attribute to attract potential tourists in a destination (Buchmann, Moore, & Fisher, 2010). In particular, while numerous studies have attempted to define the authenticity in food, the concept is still vague, unclear, and inconsistent in explaining authentic food. Therefore, there is a further need to conceptualize on the concept with deeper insights of concepts, more clear explanation of themes, and better identification of patterns of measurements in details (Zatori, 2013). The purpose of this study was to clarify the concept of authentic food by identifying the underlying dimensions of the concept.

Methods
Grounded theory approach was used for the analysis of the data, elaborating on an appropriate method applicable to the current investigation (Strauss & Corbin, 1994). This approach is appropriate when previous theory inadequately explain the current question (Flint & Woodruff, 2001). This study included the following four phases: 1) open coding, 2) axial coding, 3) selective coding, and 4) the generation of a conditional matrix (Strauss & Corbin, 1990).

A total of 13 respondents were chose, including seven fair attendees, four fair organizers, and two food vendors that have previously experienced food at Iowa State Fair in the past years. The study used semi-structured interviews for data collection. Each interview took approximately one and a half hours. An audio and video recording of each interview was made, a verbatim transcript was followed, and the transcript was verified by interviewees and a second researcher.

Results/Discussion/Implications
This study revealed that food was perceived to be authentic in the four perspectives: unique, original, traditional, and local. First, when food is unique, novel, distinctive, or only available at the fair, people perceive food as authentic (Lunardo & Guerinet, 2007). Second, when food at the state fair is original, reflecting the region where it came from, people perceive food to be authentic. Groves (2001) claimed that consumers view the authentic food as a genuine version of a dish in relation to a specific place, region or country. Third, if the ingredients of food come from local source, food is perceived as authentic at the fair (Dean et al, 2006; Kalenjuk et al, 2015). Finally, when food is traditional over time, inherited from generation to generation, exists over time, it brings nostalgia and memory, it is perceived as authentic (Mohammad & Chan, 2011). Through a systematic process of grounded theory, this study presents the dearth of the research on authentic food and suggests the underlying sub-dimensions of authentic food of unique, original, local, and traditional. Therefore, this study provides a theoretical and empirical platform for future research to examine the identified scale and confirm the measurement through a scale development process.
INTERCULTURAL SENSITIVITY THROUGH COMMUNITY-BASED CULTURAL TOURISM: A CONCEPTUAL FRAMEWORK

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Introduction
As the world becomes more interconnected, intercultural skills are imperative for people to better live and work as global citizens. With more and more young people traveling abroad to study and engaging in tourism activities during their time abroad as students, opportunities abound for both international students and local residents to gain intercultural experience and develop intercultural sensitivity.

The present study proposes a conceptual framework to explore the underlying connections between intercultural sensitivity development and community-based cultural tourism in the context of international students as tourists and local community members as hosts. The study is contextualized in the Midwest USA, where abundant culture and heritage are present and major universities are located with significant international enrollment.

Literature and Method
Intercultural sensitivity is defined as a mindset that helps a person to be sensitive towards differences in behavior, perceptions, or feelings during intercultural communication (Chen & Starosta, 2000). Researchers have found that community-based cultural tourism provides opportunities for local residents to act as ambassadors of indigenous culture and enhances the probability of spontaneous encounters between destination communities and tourists (UNWTO, 2001; Salazar, 2012). Thus, community-based cultural tourism presents a potentially efficient approach for developing intercultural sensitivity by facilitating natural and thorough host-tourist interactions. Taking into account the possibility of meaningful interactions occurring between international students and local residents in community-based cultural tourism, as well as the importance of the interactions in developing intercultural sensitivity, a conceptual framework is proposed based on reviewing and synthesizing the relevant literature.

Results and Discussion
The proposed conceptual framework illustrates that community-based cultural tourism with local residents as hosts and international students as tourists enables spontaneous and in-depth interactions between the two parties, which can in turn facilitate intercultural sensitivity. Based on previous literature, travel motivation, travel behavior, and familiarity with another culture and perceived similarity in attitudes are included in the framework, as they act as catalysts or impediments for the host-tourist interactions. In addition, interaction engagement, respect of cultural differences, and interaction confidence are integrated as three dimensions in which internal awareness can be built, or external assistance can be provided to promote effective interactions between international students and local residents for the mutual benefit of intercultural sensitivity development.

Theoretical contributions to the field of tourism and intercultural relations are expected from this research. Practical implications are timely for universities and communities that are interested in making the most out of the presence of international students in their globalization and diversity goals.
KEEPING UP WITH THE JONESES: AN EXPLORATORY STUDY ON THE EMERGENCE OF TRAVEL AS A FORM OF SOCIAL CURRENCY

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Introduction
The idea of “Keeping Up with the Joneses” developed as a phenomenon wherein people want to own the same objects and do the same things as their friends or neighbors in order to keep up with them socially. Social media, and specifically, social networking sites (SNS), have completely changed the ways in which we socialize. Particularly, as Generation Y, or the Millennial cohort, have grown up surrounded by social media (Raines, 2003), their means of social comparison have evolved. Members of the Millennial cohort have also been found to choose experiences over material possessions (Bacon, 2015), and traveling is easier for them than for any preceding generations because of globalization (Azarya, 2004) and advances in travel technologies (Wang et al., 2016).

As external environmental forces have changed with time, so have the visible markers to which social comparison is based and combined with the rise of globalization, mobile technology and the millennial mindset of valuing experiences over possessions, this research examined the sphere of travel as the newest marker of status among certain subpopulations of the Millennial cohort.

Methods
This qualitative study adopted an ethnographic approach, commonly used in social sciences (Anderson, 2009). An open-ended online survey was distributed to 31 participants via the snowball sampling method. The survey consisted of 10 questions that were left open-ended, aimed at eliciting honest and substantiated responses from the perspective of Millennial travelers on their experiences through SNSs. By allowing the survey respondents freedom in their answers versus constricting multiple-choice answers, there was hope that the respondents would divulge more revealing and authentic information for the purpose of the study.

Qualitative content analysis (McTavish & Loether, 2002) was used to analyze the data collected via the survey, and a coding framework was developed to identify common themes among the responses of the participants.

Results/Discussion/Implications
The findings supported peer influence and peer comparison as motivators for travel, which occurred both directly as recommendations, as well as indirectly in response to reviewing travel-related content from the participants’ connections on SNSs. Notably, all of the research participants indicated already knowing someone that had traveled to the same destinations as them and many cited a sense of jealousy and competition among their peers’ travel experiences.

Also, 70% of the respondents noted that they would look to the travel experiences of their friends to curate their own experiences, instead of sources like bloggers/influencers and other travel media. There are strong implications that since peer influence holds such gravity with this cohort, travel marketers should utilize peer influence to more effectively target potential consumers.
LIVING AWAY FROM HOME MODERATING CONSUMERS’ INTENTIONS TOWARDS A DESTINATION WEDDING

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Introduction
Yearly, $71 billion is spent on over 2 million weddings in the United States (Knot, 2016) and 21% of couples in the US consider their weddings to be destination weddings. Limited research has been done on destination weddings and wedding tourism, although they play a significant role in tourism and hospitality. This study examines aspects of the theory of planned behavior (TPB), specifically subjective norms (SN) and attitude (ATT), to predict the intention to host a destination wedding (INTENTION). How long an engaged person has lived away from their hometown (TIME) is used as a moderator to explain the relationship between SN and INTENTION.

Methods
A survey questionnaire was produced based on Ajzen’s (1991) TPB Model. The questionnaire consisted of four items on INTENTION, five items on ATT, and three items on SN, measured on a 7-point Likert scale. The sample consisted of engaged people in the US actively planning their wedding, chosen based on a random national sample collected by an online survey company. A total of 251 surveys were completed; the average age was 29.3 years old, and 115 (55.8%) were female. The average length of engagement was 9.1 months and the average time respondents lived away from their hometown was 8.131 years.

Results/Discussion/Implications
The resulting composite reliability coefficients were above the generally agreed upon lower limit of 0.70. AVE all met the threshold of 0.50 (Malhotra, 2008). SN had a significant influence (b = .3990, p<.000) on their ATT towards a destination wedding. SN, ATT, and the interactions of SN*TIME (b = -.0387, p<.001) and ATT TIME (b = .0552, p<.001) were all found to have a significant effect on INTENTION, while TIME (b = -.1375, p>.05) was not significant.

For all measurements of time, the direct effect of SN on INTENTION were found to be significant. For the indirect effect of SN on INTENTION mediated by ATT and moderated by TIME, those who lived away from home for approximately 16 years (+1SD from the mean) and slightly more than 8 years (at the mean), were found to have a significant indirect effect. For those who lived away from home for slightly longer than 6 months (-1SD from the mean), the indirect relationship of SN to INTENTION was not significant.

The study shows that TIME strengthens the relationship between SN and INTENTION, regardless of how long they have lived away from home. The study found that the moderating effect of TIME in the indirect relationship of SN-INTENTION was significant when a couple had more temporal distance from their hometown. This suggests that a couple’s ties to home are relatively strong when they have lived away from home for a short period of time. Theoretically, moving attitude to a mediator rather than as an antecedent better explains the interaction between SN and INTENTION conceptually. The influence of family and friends had a positive influence on a couple’s ATT towards the idea of a destination wedding as well as their INTENTION.
PROCRASTINATION OF TRAVEL: THE EFFECT OF CROWDEDNESS

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Introduction
Extensive attention has been paid on the likelihood of people visiting a destination, whereas much less care has been given to when people intend to visit the place. Incidences of non-travel may be due to procrastination rather than other widely documented reasons such as change in intention, social desirability bias, or lack of behavioral control (McKercher & Tse, 2012). An important reason for procrastination is that time discounting of travel costs in the future is severer than the discounting of travel benefits, which leads to perception of a higher future net benefit among visitors (Shu & Gneezy, 2010). The present study considers crowdedness a cost of visiting theme parks, and examines its effects on people’s intention to visit a theme park and their preferred timing of visit.

Methods
A quota sampling approach was adopted to collect data from 1,000 Shanghai residents prior to the official opening of Shanghai Disney Resort. Binomial regression models were used to examine the effects of anticipated crowdedness on intention to visit and timing of visit. Brand image, positive emotions and negative emotions were added as control variables.

Results
A negative relationship was identified between anticipated crowdedness and intention to visit; specifically, if anticipated crowdedness increases by one unit, the ratio of visit to non-visit decreases by 0.444. Also, a negative association was identified between anticipated crowdedness and timing of visit Shanghai Disney Resort. Specifically, the ratio of visiting Shanghai Disney Resort in 2017 versus 2016 increases by 5.463, if anticipated crowdedness increases by one unit. That is, the more crowded respondents anticipated the place would be, the more likely that they would postpone their visit to 2017, rather than visiting Shanghai Disney Resort in the year of 2016.

Discussion
When non-travel phenomenon is discussed, it is essential to differentiate whether people are not interested in travel or they are just procrastinating. This paper attempts to draw tourism scholars’ attention to procrastination in the tourism industry, which may help to change prevailing schools of thought on the non-travel phenomenon. A limitation of this study is that procrastination is measured by delay of intended visit, rather than actual visitation.
RESIDENTS' SUPPORT TOWARD TOURISM DEVELOPMENT: A META-ANALYSIS OF 2000-2016 RESEARCH

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Introduction
Research on residents’ attitudes of tourism development has been one of the most systematic and well-studied areas within tourism domain (McGehee & Andereck, 2004). SET is considered as a theory that has made the most important theoretical contribution to tourism impact studies (Nunkoo & Ramkissoon, 2012). However, the operationalization of residents’ perceptions of tourism impacts differ in previous studies, including two-dimensional approach (i.e. benefits and costs), triple-bottom-line approach (i.e. economic, socio-cultural and environmental impacts), and a more parsimonious approach (i.e. overall perception of tourism impacts). Various exogenous factors that have an indirect impact on residents' attitudes to tourism development make it more difficult for researchers to draw general conclusions.

Thus, applying a meta-analysis, present study assesses the general credibility of SET and the prediction power of specific SET model to explain residents’ attitude toward tourism development in a quantitative fashion. The mean effects of dominant exogenous factors to explain the variances of perceived tourism impacts (i.e. personal benefits from tourism, community attachment, power, economic dependence on tourism, ecocentric attitude) were examined. This study further identifies possible theoretical moderator (i.e. studied region) that cause variations in the effect sizes among individual studies.

Methods
A series of electronic search using query resident's attitude or resident's support on major academic database was conducted to identify related articles. 28 articles were then retained for data analysis after 3 phases of review. Data were extracted and entered an extensive coding form in terms of eight major categories. The Comprehensive Meta-Analysis (CMA) 3.0 program was used to compute the combined effect size. This study applied a random-effect model indicated by the significant results of heterogeneity tests.

Results/Discussion/Implications
The general credibility of SET on explaining the formation of resident’s support to tourism development was validated in this study. Specifically, the perceived benefits produce a substantial effect on support which may override the trivial effect of perceived costs.

All examined exogenous variables impose significant positive impacts on residents’ perception of tourism benefits except for the ecocentric attitude, while none of these variables have significant effects on the perceived costs of tourism. A closer examination on the elements that constitute the negative perceptions of tourism impacts is needed.

Region was identified as a moderate on the overall effect of perceived costs on resident’s support but not the effect of perceived benefits. The strength of relationship between resident’s perceived costs of tourism and their support to its development were enhanced in more developed regions.
RESPONSIBLE TRAVEL BEHAVIOR OF RIDE-SHARE PASSENGERS:
THE NORM ACTIVATION MODEL (NAM) PERSPECTIVE

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Introduction
The ride-sharing business model is transforming the way a young generation experiences a destination. Ride-sharing is defined as getting a temporary access to a private car in which a rider travels for free or for a fee, especially when arranged by means of websites or app (Oxford Dictionary, 2017). Ride-sharing has been acknowledged as sustainable consumption (Bardh & Eckhardt, 2012; Botsman & Rogers, 2011; Möhlmann, 2015; Schor & Fitzmaurice, 2015), but the extant studies have largely failed to explain the cognitive process in which travelers perceive its wider impacts on a destination. It calls for more tourism research to explore how travelers perceive the environmental and social impacts on a destination by choosing ride-sharing as a ground transportation mode.

The purpose of this survey research is to examine the predictors of responsible travel behavior of ride-share passengers in a sample of American college students who have ever used ride-sharing in a destination. Drawn on Schwartz (1977)’s Norm Activation Model, the research investigates how personal norms of ride-share passengers are interpreted to the responsible travel behavior to a destination.

Methods
A cross-sectional survey was conducted on college students in the Southwest and Mid-Atlantic regions of the United States. Using a self-administered survey method, 274 questionnaires were collected in total. Among them, 137 responses of participants (50.7%) who had ever used ride-sharing during the trip were analyzed. A structural equation modeling (SEM) technique was employed to evaluate a measurement and to test the causal relationships among the latent variables.

Results/Discussion/Implications
The main findings indicate that responsible travel behavior is generated by norms, which are actively experienced as the feeling of moral obligations. In the ride-sharing context, norms represent how individuals ascribe moral obligation to ride-sharing. More specifically, the norms are a function of the two factors which affect the initial activation of moral obligations: One is awareness, the rideshare passenger’s tendency to become aware of the impacts of their own travel behavior on a destination. The other is the feeling of responsibility, the tendency to form rationales that a rideshare passenger believes ride-sharing businesses take responsibility for protecting environment and contributing to the local economy.

This research contributes to advancing the body of knowledge of the sustainable consumption, by examining how a young generation perceives wider impacts of ride-sharing on a destination. This research demonstrates that the new business model of ride-sharing has the potential to transform travel behavior to a destination. It provides more support for better tourism planning to encourage travelers to create and maintain connections to a destination.
THE EFFECTS OF EXISTENTIAL AUTHENTICITY, FESTIVAL SATISFACTION, AND AFFECTIVE COMMITMENT ON THE RENAISSANCE FESTIVAL ATTENDEES’ CUSTOMER CITIZENSHIP BEHAVIOR

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Introduction
Local destinations have organized festivals as ways to promote tourism (Ferdinand & Williams, 2013). Festival attendees’ experience includes interactions between and among patrons and service providers, and therefore, Customer Citizenship Behavior (CCB) has gained much attention (Yi & Gong, 2008). CCB is a customers’ voluntary behavior beyond expected roles in service encounters without any enforcement or reward for displaying it (Bartikowski & Walsh, 2011; Verleye, Gemmel, & Rangarajan, 2014). Understanding why and how festival attendees’ CCBs are formed may provide insights into festivals’ long-term success because CCBs allow service organizations to improve their service performance and enhance profit without further investment (Bettencourt, 1997; Rosenbaum & Massiah, 2007). However, little is known about what drives festival attendees’ CCBs and how it is formed although previous studies have examined antecedents of festival attendees’ intention to revisit (e.g., Song, Lee, Kang, & Boo, 2012; Song, You, Reisinger, Lee, & Lee, 2014). Thus, the purpose of this study was to examine the relations among existential authenticity, festival satisfaction, affective commitment, and festival attendees’ CCBs comprised of helping others, making recommendations, and providing constructive suggestions.

Methods
The study participants were visitors who have attended the Renaissance Festival in the U.S. at least once within the last 12 months. An online survey instrument was developed based on literature review. The measurement items were adopted from previous studies (Fuller, 2003; Groth, 2005; Kolar & Zabkar, 2010; Oliver, 1980) and modified to fit the purpose of this study. Except for the demographic information, participants answered questions using a 5-point Likert scale. Data collection was conducted using the Qualtrics, and a confirmatory factor analysis and structural equation modeling were employed (Anderson & Gerbing, 1988).

Results/Discussion/Implications
This study found Renaissance Festival attendees who felt existential authenticity are more likely to satisfy. Thus, the attendee’s satisfaction heavily relies upon personal feelings derived from engaging in festival activities. Satisfaction contributes to enhancing intention to helping others and making recommendations. The findings indicated affective commitment influences all three dimensions of CCB positively and mediates the effect of satisfaction on helping others. These results revealed the critical role of affective commitment in promoting attendees’ CCBs. The study provides an extension of understanding why and how attendees exhibit CCBs by developing an integrated model that combined authenticity, satisfaction, and commitment. Thus, the findings provide empirical evidence for the understanding of the motivation for attendees’ CCBs. Festival managers are suggested to develop marketing plans to encourage existential authenticity not only to provide satisfaction but also to promote attendees’ CCBs. Further, marketing plans to build attendees’ affective commitment with a festival are suggested to boost CCBs, contributing to a festival’s long-term success.
Completed Research – Education
BIG DATA AND HOSPITALITY DATA ANALYTICS
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Introduction
The purpose of this paper was to establish a conceptual framework and a logic model that outlines the need and implications of utilizing big data for Hospitality Data Analytics (HDA). HDA is a new phenomenon that may be described as a process of examining hospitality data sets in order to draw conclusions for decision-making purposes. HDA may be used for forecasting, marketing strategies, customer satisfaction plans, revenue management and making other hospitality-related business predictions. The ability to predict guest count and/or occupancy rates in the hospitality and tourism industry is a major aspect of revenue management (Ogbeide, 2014; Weatherford & Kimes, 2003).

Data for HDA may be derived from big data. Big data are data derived from Internet traffic (e.g., clickstreams), social media, mobile transactions, business transactions, etc. (George, Hass, & Pentland, 2014). Big data are generally characterized by variety, velocity, and large volume (Evans, 2005; Wang, Heo, Schwartz, Legoherel, & Specklin, 2015).

Methods
The research methodology for this study was based on the inductive content analysis method. Inductive content analysis is a qualitative method of content analysis that is used to identify themes and develop theory by examining various documents’ content. The content refers to “words, meanings, pictures, symbols, ideas, themes, or any messages that can be communicated” (Neumann, 2003, p.219). Inductive content analysis is usually based on inductive reasoning leading to the emergence of investigated themes from the examined data. All of the studies utilized for this content analysis used some form of online/social media big data (e.g., TripAdvisor, online reviews, mobile transaction, user-generated content, Expedia, Yelp, etc.) The researchers adhered to usual steps of content analysis: they developed a coding scheme, confirmed the coding results, and interpreted the coded data.

Results/Discussion/Implications
The findings of this study include ways in which big data may be utilized for HDA. In order to incorporate HDA into the hospitality and tourism curricula, hospitality and tourism educators have to adopt a new culture that embraces statistical/visual analytics. In order to nurture students who will be ready for HDA, the hospitality and tourism curricula should include the following: (1) Adequate business courses such as marketing, finance, and accounting, (2) research seminars, (3) statistics, (4) data analysis and interpretation, and (5) case studies of big data usage.

The implications of HDA cannot be overemphasized. Students would enhance their ability to predict future trends. For example, hotel demand and guest forecast could be predicted with less error. Students would be able to quickly and more accurately explore business and economic trends, market characteristics, customer satisfaction, organizational performance, fans’ experience, performance tracking, competitors, stakeholders, and the impact of technology in the hospitality and tourism industry. In addition, the adoption of such curricula would expose students to attractive job offers, which would eventually enhance the salary of hospitality and tourism professionals.
BLENDED LEARNING: LESSONS LEARNED IN AN UNDERGRADUATE HOSPITALITY LECTURE

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Introduction
The evolution from F2F (Face-to-Face) instruction is being accelerated by both the blended and online learning environments. Students are increasingly interested in accessing materials online and are showing increased satisfaction and reduced anxiety when provided the option (Epstein, Santo, & Guillemin, 2015). However, there is little agreement that online or blended learning is more effective at student learning outcomes than the traditional lecture. At most, a case-by-case approach must be taken in assessing effectiveness. Effectiveness of OLE (Online Learning Environment) has been debated in literature; however, as computer technology becomes integral to our society, the argument becomes less relevant. Society increasingly embraces technological approaches to learning; computer-based technology is integrated into society, is in demand, and offers financial benefits that get the attention of educational administration. Development of best practices to improve the quality of interaction in the BLE (Blended Learning Environment) warrants investigation. Consequently, this study examines student interactions with course material, and presents the lessons learned in revising a course from a F2F lecture to a BLE.

Methods
To investigate the effectiveness of streaming video content delivered in a hospitality lecture environment on student performance, student grades, video engagement data and demographic variables were collected. The statistical procedures used included descriptive statistics and Analysis of Variance (ANOVA). Three groups were considered in the analysis; Group one and two included students taking the class under the new hybrid model (two different semesters), while group three was a class taught under the older traditional learning model.

Results/Discussion/Implications
An analysis of variance (ANOVA), comparing difference in performance (measured by students’ final grade) between those who accessed the online streaming content and those who did not (Group one and two), showed there was a statistically significant difference in final grade (outcome) (F=12.89, p<.001). Other analyses showed that there was no difference in grade based on amount of time spent watching the videos or by age, gender, year of study and country of origin. Further, there was no difference in final grades between the new or old models. There were three main lessons learned through this process. First, transforming a class requires significant time and resources. Second, it needs to be made clear to the students that success in BLE requires significant time and effort outside of class. Three, that the instructor’s role in a hybrid course requires regular online and F2F accessibility, and instead of disseminating basic information, the instructor will spend more time clarifying lessons and assisting students. Furthermore, the advantages to the blended approach include more F2F class time spent on active learning assignments, the ability of students to go back and review content at any time and less synchronized class time meetings, creating scheduling opportunities for other courses.
EVENT MANAGEMENT STUDENTS’ BELIEFS ON TEAM-BASED LEARNING

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Introduction
Team-based learning (TBL) is a teaching method that goes beyond simply flipping a classroom and is framed by experiential learning theory (Kolb, 1984). According to Bergmann and Sams (2012), a flipped classroom can be defined as an instructional method that reverses traditional learning by having students spend out of the classroom preparing (through instructional videos, pre-assigned readings, and other methods detailed by the instruction); in class time is then spent in activities designed to expedite the mastery of class concepts, facilitated by the instructor. Flipped classroom is part of TBL, and a typical TBL module starts with the readiness assurance process (i.e., preparation readings, individual readiness assurance test (iRAT), team readiness assurance test (tRAT), appeals process, mini-lecture) and proceeds to application activities (Sibley & Spiridonoff, 2014). Small group learning in TBL allows students to prepare outside of class and to apply knowledge in class (Sibley & Spiridonoff, 2014).

Many studies have found examining the effectiveness of using the flipped classroom technique in various disciplines (e.g., Olitsky & Cosgrove, 2016; Thompson & Mombourquette, 2014); however, there is a dearth of studies that have investigated both flipped classroom and TBL (e.g., Venema, Meerman, & Hossink, 2015; Yuretich & Kanner, 2015). Therefore, this study investigated the effectiveness of flipping an event management classroom and using the TBL approach. Research questions were developed as follows: (a) What is the difference between students’ experiences and beliefs about working in groups/teams? and (b) What factors motivate students to do their pre-class preparation?

Methods
This study used both survey and focus group approaches to gather data. A survey instrument was distributed online at the beginning and end of the semester, and a total of 51 event management students participated in five focus groups. A mixed group of participants (i.e., juniors/seniors, major/minor in Event/Hospitality program) partook in the discussion. An extra credit opportunity was offered to increase students’ participation. The written transcripts were analyzed to discover the emerging themes from the data and later were triangulated with quantitative findings to provide justification for themes (Creswell, 2014).

Findings and Discussion
The mean scores were slightly higher in the pre-survey compared to post-survey results, and one explanation may be participants believed that they were going to experience group work similar to what they had experienced before. Generally, participants already had some experience with TBL approach before taking the course; however, the current instructor’s teaching approach enhanced participants’ learning experiences in TBL, and participants enjoyed engaging themselves in a TBL classroom setting. Four main themes were emerged from the focus group data: (a) great instructor, (b) appropriate course materials, (c) good team members, (c) outside of classroom activities. Findings from the survey results blend well with the themes emerged from the focus groups.
IDENTITY IMAGES OF COLLEGE MAJORS: IMPLICATIONS FOR HOSPITALITY AND TOURISM EDUCATION

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Introduction

Literature in leisure studies confirms that various leisure activities have identity images associated with them. Some of these images are unique to an activity while some images are shared by more than one activity. Constant involvement in an activity activates identity images, and individuals continue to commit to these activities to affirm their identities to self and others. In the context of the college education, this commitment can be understood in many forms such as joining a student group, playing a sport or perhaps choosing an academic major. Opting for a major is a big leap towards shaping a student’s future and defining their desired adult identities. Additionally, it may be an expression of who they are and who they desire to become. Therefore, the present study tests the hypothesis that selection of an undergraduate major contributes to a student’s identity affirmation because it denotes certain desirable characteristic traits, i.e. identity images.

Methods

The study was conducted in two parts. Study 1 tested the hypothesis that unique clusters of identity images can be identified for different undergraduate majors (i.e., Hospitality Management [HM]; Recreation, Parks & Tourism [RPTM]; Journalism; Fashion Design; Biology). Study 2 tested the second hypothesis that the students enrolled in a major will identify with the images symbolized by their chosen major more than the images symbolized by other majors. Two disparate samples of students from a large, public university in the Midwestern United States were surveyed for both the studies using open-ended questionnaires. The core identity images recognized in study 1 served as items for the questionnaire for study 2. Study 2 used an ANOVA with post hoc analysis to compare students’ preferences for the identity images found in Study 1 using undergraduate major as the grouping variable.

Results and Discussion

Findings from Study 1 suggested that discrete sets of identity images do exist for some of the majors while others shared some identity images. HM major had identity images of being Hospitable and welcoming, Caring, Personable and friendly, and Focused on others while RPTM was allied with being Environmentally Conscious, Close to nature, Outdoorsy and adventurous, and Internationally minded. Findings of the study 2 suggested that students often correspond highly to the identity images symbolized by their chosen major more than the identity images symbolized by other majors. For example, being outdoorsy and adventurous and being close to nature were desired highly by students enrolled in RPTM major. Similarly, the students enrolled in HM major corresponded highly to being hospitable and welcoming.

The study provides evidence that academic majors possess identity images that students consider valuable to their identity. In other words, undergraduate college students desire the identity images associated with an academic major that they choose for themselves. Implications for Hospitality and Tourism education are discussed in detail.
INTERNAL BRANDING: CULTIVATING VALUE CONGRUENCE THROUGH HOSPITALITY INTERNSHIP

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Introduction
Successful branding should address the balance between internal and external branding (de Chernatony et al., 2003). In service-dominant industry, customers’ brand perceptions are mainly formed based on the actual service experience provided by employees (Zeithaml et al., 2006). Thus, employees naturally play a critical role in co-creating the brand and delivering brand promises (Xiong and King, 2015). Employees’ understanding of what the brand values are and how to provide these values to customers is essential to brand management and business success (King & Grace, 2008).

While previous studies have examined the effect of internal branding on employees’ brand attitudes and behavior, attention has not been paid to hospitality student interns. In this study, we argue that in employees’ early career development stage, in other words, internship stage, value congruence could be cultivated by effective internal branding and in turn, it facilitates hospitality interns’ internal and external brand supportive behaviors. Therefore, the purpose of this study is to employ a framework of internal branding in service industry that integrates both marketing perspective and human resource management perspective, to examine the effects of internal branding on hospitality interns’ brand attitudes and behaviors through the mediation of value congruence.

Method
Data used in this study were collected in a public hospitality program in a U.S. university with a self-administrated questionnaire. The questionnaire consists of four parts including an initial question asking respondents to recall one of their internship experiences in a specific hospitality brand, the questions regarding the brand’s internal branding practice, value congruence measure and brand-supportive behaviors, and demographic profile.

All constructs of interests were measured by multiple items on a 7-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (7). All measures were adopted from literature (e.g., Punjaisri & Wilson, 2011; Baker et al., 2014) and modified to fit this research context.

Results/Discussion/Implications
This study reveals that internal branding has direct, positive effects on all three brand-supportive behaviors (hospitality interns’ brand service performance, intention to work for the brand after graduation, and positive word-of-mouth) and indirect effects through value congruence on the two outcome variables (intention to work for the brand after graduation and positive word-of-mouth).

This study contributes to extant literature by enhancing researchers’ understanding of the influence of internal branding on a brand, and assists hospitality practitioners with marketing and HR management practices associated with student interns.
Completed Research – Finance & Economics
ASSET-LIGHT AND FEE-ORIENTED STRATEGY AND CAPITAL STRUCTURE IN THE HOSPITALITY INDUSTRY

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Introduction
Combining both franchising and management contracts arrangements, an asset-light and fee-oriented (ALFO) strategy allows companies to expand their business with little capital investment. Although there is a notion that ALFO has become increasingly popular among hospitality firms, little is known about the extent to which the hospitality industry has adopted this strategy.

By definition, both franchising and management contracts can lead firms to reduce capital expenditures on fixed assets. Since fixed assets can be used as collateral for borrowing, naturally one would expect leverage of hospitality firms to decrease over time. However, a recent study shows that hospitality firms still have significantly higher capital intensity and leverage than non-hospitality firms (Singal, 2015). While high leverage can reduce tax, it can also increase the costs of financial distress and firm risk (Gu, 2002; Kwansa & Cho, 1995), which in turn reduce firm performance. Despite the importance of capital structure decisions, research on capital structure in the hospitality industry is sparse. More studies are needed to better understand the determinants of capital structure of hospitality firms.

To that end, the purpose of this study is to examine how ALFO is employed in the hospitality industry and how it affects capital structure.

Methods
The sample of this study include U.S. publicly traded hotel and restaurant firms for the period of 2002-2015. We retrieve accounting data from Compustat and hand-collect ALFO data from company annual reports (10Ks). The final sample consists of 566 firm-years for 62 unique companies. The dependent variable is leverage. The independent variables are: asset tangibility, capital intensity, fee-income, and degree of franchising. The current study examines ALFO using univariate analysis and analyze the effect of ALFO on leverage using panel data estimation.

Results/Discussion/Implications
This study contributes to the literature by comprehensively examining the use of ALFO in the hospitality industry for the period of 2002-2015 in order to help researchers and practitioners better understand the dynamics of capital structure decisions in the hospitality industry. The findings suggest that other than asset tangibility, capital intensity, fee-income ratio, and degree of franchising do not display a consistent directional pattern. There are both sector-level and firm-level differences in terms of ALFO employment in the hospitality industry. This study also contributes to the hospitality literature by explicitly testing the effect of ALFO on capital structure. The findings suggest that measures of ALFO are valid determinants of leverage. Depending on the sector, some measures work better than others. Finally, researchers should continue to identify and include valid industry-specific factors that can help explain capital structure in the hospitality industry.
CEO STOCK OPTION PAY AND RISK-TAKING INVESTMENTS: MODERATING EFFECTS OF SITUATIONAL FACTORS

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Introduction
Many agency theorists advocate making stock options a large proportion of executive compensation because it rewards executives for generating shareholder value. However, little attention has been paid to the interactive effects of executive pay and situational factors on organizational strategic choices. Considering the characteristics of the restaurant industry such as a high level of managerial discretion, hospitality firms tend to exhibit weak shareholder rights and strong protections for executives, which can give rise to agency problems. The role of corporate governance is critical in this setting, and granting stock options to executives may effectively push them toward risky investments. Thus, in line with the agency theory, this study argues that stock option pay will increase CEOs’ willingness to make large investments on uncertain and thus risky projects.

However, according to the behavioral decision theory, the specific organizational situations in which stock options are present can play an important role in executives’ strategic decision-making. Therefore, drawing on the prospect theory and the concept of pay-person interactions, we suggest that the link between stock option pay and a firm’s risk-taking investment will be moderated by a firm’s prior performance, CEO age, and tenure.

Methods
This study employs a sample of publicly traded U.S. restaurant firms, identified by SIC code 5812 from the years 2000 to 2016. After removing observations with missing values and outliers, this study obtained 166 CEO-year observations. The dependent variable is risk-taking investments and the independent variable is CEOs’ stock-option pay. We also measured three moderators: prior performance using total shareholder returns, and CEO age and CEO tenure. Among various models appropriate for examining panel data, the fixed-effects model was not considered due to the time-invariance variable in our models. We used panel regressions with random-effects models and generalized estimating equations (GEE). Consequently, inferences from both models were qualitatively the same. Our estimations were also robust enough to use clustered standard errors.

Results/Discussion/Implication
The findings support the prediction that (1) restaurant CEOs who are heavily paid with stock options are likely to engage in risk-taking investments, and (2) a firm’s prior performance, CEO age and tenure negatively moderate the relationship between stock option pay and risk-taking. Supporting the behavioral decision theory, the findings contribute to behavioral theorists’ critical perspective toward agency theory due to its narrow horizon of maximizing shareholder wealth and lack of concern for other constituencies, and suggest that shareholders should consider these individual factors when contracting the executive pay structure.
DOES CEO POLITICAL IDEOLOGY AFFECT RESTAURANT FIRMS’ STRATEGIC RISK-TAKING ACTIVITIES?

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Introduction
Upper echelons theory posits that top executives interpret and perceive business situations and alternatives through highly personalized lenses, which are established by their cognitions, experiences, perspectives and values. Ever since Hambrick and Mason (1984) introduced upper echelons theory, many strategic management researchers have argued that top executives inject their characteristics, experiences, dispositions, values, etc. into their strategic decisions and behaviors. While many scholars have empirically tested upper echelons theory by studying the effects of top executives’ demographic characteristics on organizational outcomes, few have investigated the effects of CEOs’ personal values.

The restaurant industry is characterized as having a relatively high level of managerial discretion—that is, the latitude of top executives to make strategic choices and decisions. Thus, it is highly likely that they inject their personal values into strategic decisions more than CEOs in other industries. The restaurant industry is also characterized as having low profit margin and relatively high risk. Therefore, it could be interesting to investigate determinants of firms’ strategic risk-taking behaviors in this context because the outcomes of risk-taking activities can have huge impacts on financial status and long-term survival. While many potential forces may drive restaurant firms’ risk-taking behaviors, this study posits that CEOs’ political values (i.e., liberal-leaning vs. conservative-leaning) are associated with significant differences in restaurant firms’ level of participation in risky projects.

Methods
The sample consists of CEOs of publicly traded U.S. restaurant firms identified by SIC code 5812 during the period 2000 to 2014. After removing missing values and outliers, the final dataset included 221 CEO-year observations. The dependent variable is a firm’s strategic risk-taking and the main explanatory variable is CEOs’ political ideology. This study also included CEO’s founder-status as a moderator. Among various panel data analysis, we used generalized estimating equations (GEE) that are often used in studies examining the effects of CEO characteristics on organizational outcome over time.

Results/Discussion/Implication
The results of the GEE analyses show: (a) the political liberalism of restaurant CEOs is positively associated with firms’ strategic risk-taking activities; and (b) CEOs’ founder status negatively moderates the relationship between CEOs’ political liberalism and firms’ strategic risk-taking activities. The current study contributes to upper echelons theory and the hospitality literature by showing that the importance of executives’ values on organizational outcomes. Restaurant shareholders also need to consider that restaurant firms’ levels of engagement in strategic risk-taking activities can differ significantly depending on CEOs’ levels of risk tolerance, which are reflected in their political ideologies (liberal vs. conservative).
MANAGING REVENUE VOLATILITY IN OTAS
– AN EXAMPLE BASED ON FINANCIAL PORTFOLIO THEORY

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Introduction
The fact that Online Travel Agency (OTA)’s revenue largely relies on the commission from hotel properties makes OTA a hotel portfolio, a collection of revenue-producing assets (Cardoso & Lange, 2007). Modern Portfolio Theory (MPT) was initially created by Harry Markowitz with the purpose to identify the ideal portfolio with lowest risk and highest return. Like investors on stock market, OTA is inherent with main characteristics to apply MPT. Above all, OTAs target at leisure transients and unmanaged business customer whose purchasing patterns are more fluctuating and unpredictable (Verma, Stock, McCarthy, 2012); moreover, none or highly limited guestroom inventory can be managed by OTAs, which deprived OTAs of opportunities taking pricing and inventory strategies to cope with external market risks. Therefore, Application of Modern Portfolio Theory is both conceptually and practically appealing because it provides OTA management with an efficient criterion – risk and return - to construct the optimal hotel portfolios. Slightly different from selecting proportions of various assets, OTA could scientifically prioritize its “investment”, such as searching system and online marketing presentations, to the most-profitable or least-volatile hotel properties. This study primarily focuses on proposing a tentative approach to compose OTAs portfolio efficient frontier and identify the optimal hotel portfolio based on portfolio risk and return analysis and efficiently manage OTA’s “investment” accordingly.

Methods
Sanya is a dynamic tourist destination in China with customers mainly from transient travelers and small tour groups. That’s the reason why daily operational data of eleven Starwood hotels in Sanya is a viable alternative of OTA revenue data. The parallels between a financial portfolio and an OTA portfolio are as the followings: Each hotel in the market is like a stock in an investment portfolio. The revenue from a hotel property can be understood as the return from a stock. The total revenue from the Sanya market is equivalent to a financial portfolio return. The volatility of the total market revenue is equivalent to a financial portfolio risk.

Results/Discussion/Implications
By applying MPT to current data set, the “Efficient Frontier” of these 11 Starwood hotels is constructed, presenting a set of optimal portfolios which offers the lowest risk at given expected return. Based on the results, OTAs management can reorganize and reallocate OTAs’ “investment” based on their preference over low risk-low return, medium risk-medium return or high risk-high return mode. According to Cornell Hospitality report (Anderson, 2012), if hotel’s review score increase one point out of five-point scale, the hotel can increase 11.2% of its room price without impacting occupancy rate. Moreover, Judy Siguaw’s research paper (2003) identified that OTA websites are the first stop when searching travel plans. For any solution chosen, OTAs management can manage resource allocation corresponding to weights mix for each hotel in the portfolio. This study illustrates a feasible approach how OTAs could take advantage of hotel historical data to obtain the optimal resource allocation mixes and provide a suggestive perspective to OTAs management to stabilize revenue.
THE EFFECT OF CHOICE PRESENTATION ON
CONSUMERS’ WILLINGNESS TO PURCHASE

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Introduction
There are various types of choice architecture to present a choice to the decision-maker and what is chosen often depends upon how the choice is presented. Also consumers could differently perceive information costs affected by this choice architecture in the course of decision making since time and cognitive capacity are limited. However, there has been scarce research examining the influence of choice presentation and perceived information costs on willingness to purchase. Therefore, the proposed research intends to examine whether information costs will moderate the effect of the choice presentation on the willingness to purchase from a menu of choices.

Methods
This study collected data from a self-reported survey of respondents through Amazon Mechanical Turk and online survey questionnaire with scenarios was developed based on the literature. The experiment presented the respondents samples of menu items from a hypothetical casual-theme restaurant in the form of written display only, written and visual display, and visual display only. Independent variable is choice presentation, combination of visual and verbal information. There are three sets of choice presentations: first option of menu with description only versus menu with description and picture coded as 0, and second option of menu with description only versus menu with picture coded as 1, and menu with description and picture vs. menu with picture only coded as 2. The moderating variable is perceived information costs and is measured by 4-point Likert scale ranging from 1 (Strongly disagree) to 4 (Strongly agree). Dependent variable is the willingness to purchase a menu item which is a categorical variable.

Results/Discussion/Implications
This study found that choice presentation (menu sets) had a significant effect on willingness to purchase. In particular, visual choice presentation has a positive effect on willingness to purchase when information costs are lower. In terms of the theoretical implications, the findings of this study can provide broader view on consumers’ perception of information with suggestions on how to influence the consumer behavior by more effective integration of visual and verbal information. Managerial implication of this study would be that restaurant managers could gain a better understanding of their customers and reduce their perceived transaction costs. Therefore, presentation of appropriate information by restaurants could help customers make informed purchasing decisions and eventually make the restaurant industry more responsible for choice of its customers. Most of all, the findings described the consumers’ tendency to make decisions under certain medium of presentation. In conclusion, the study can contribute to our understanding of the relationship between information forms and purchase intention of consumers by re-examining the well-accepted theoretical arguments of transaction cost economics at the microeconomic level.
THE IMPACT OF ADVERTISING EXPENDITURES ON CAPITAL STRUCTURE DECISIONS IN THE HOSPITALITY AND TOURISM INDUSTRY

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Introduction
The hospitality and tourism industry is capital intensive and is dependent on heavy debt financing, particularly of long-term debt. Hospitality and tourism lenders are gradually becoming more conservative and interest rates are projected to rise since 2016, although there is still solid liquidity (JLL’s Hotels & Hospitality Group, 2016; Marcus & Millichap, 2017). Understanding factors that affect capital structure is important for better corporate financing decisions and better lending decisions. However, the inconsistent results about the relationship between capital structure and growth opportunities indicate the need of investigating the intangible investments in brand equity (Kizildag, 2015; Tsai, Pan, & Lee, 2011). The purpose of this study was to investigate the effect of advertising expenditures on financial leverage in the hospitality and tourism industry.

Methods
Financial data of public companies, from 2001 to 2016, within the hospitality and tourism industry in United States was collected. Three sub-sectors statistically represented US hospitality and tourism industry, including airlines, restaurants, and hotels. As a result, financial data of 276 firms across 16 years were collected. Longitudinal marginal model with unstructured correlation matrix assumption was employed.

Results/Discussion/Implications
Data was screened and outliers were identified based on scatter plots of individual variables and Cook’s D. In addition, list-wise deletion was used to deal with missing data. As a result, 252 firms with 16-year data remained in the sample. Based on Type 3 test of the marginal model, year, profitability, tangibility, firm size, advertising intensity were statistically significant at the 0.05 significance level. capital expenditures and SIC were not statistically significant, but they remained in the model as control variables.

Furthermore, results of the coefficient estimates were obtained. Year was significant across 16 years expect for 2014 and 2015. Profitability had a significant negative influence on financial leverage ($\beta=-0.3942, p<0.0001$). Tangibility and asset had a significant positive influence on financial leverage ($\beta=0.1550, p=0.0005; \beta=0.0283, p=0.0006$ respectively). Advertising intensity negatively affected financial leverage ($\beta=-0.9613, p=0.0057$).

This research provided significant insights into the reasons behind capital structure choices in the hospitality and tourism industry. This research concluded that hospitality and tourism firms with more advertising investments use less long-term debt. Advertising expenditures were found to be a detailed proxy of growth opportunities in the hospitality and tourism industry. In addition, this study linked product-market activity with capital-market decision by recognizing the impact of marketing decisions on financial leverage. Hospitality and tourism industry, as a marketing-intensive industry, should be aware of the cost of advertising investments on firms’ debt capacity.
THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE ON COST OF DEBT IN US RESTAURANT INDUSTRY

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Introduction
There has been a debate over the merits of CSR revolves around whether investing in social responsibility is value enhancing or value decreasing (Goss & Roberts, 2011). Opponents of CSR argued that CSR investments are costly diversions of scarce resources (Goss & Roberts, 2011). Proponents for CSR argued that it has a positive relationship with corporate financial performance (CFP). Although it is intuitive to connect CSR to value creation or reduction, this rationale does not take fully into account the risk management aspect of CSR (Oikonomou et al., 2014). It is crucial to capture the risk reduction value of CSR: such as CSR leads to lower financial risk (Orlitzky & Benjamin, 2001).

The purpose of this study is, therefore, to examine if high CSR performance reduces financial risk, measured by cost of debt. This study is based on the Petersen and Vredenburg (2009)’s conceptual framework of risk mitigation in CSR. According to the framework, CSR helps bolster an organization’s public relations and protect its reputation, which reduces a firm’s exposure of risk. Building upon Clarkson’s (1995) multidimensionality of CSR framework, this study further investigates how different CSR dimension would affect cost of debt within the restaurant industry.

Methods
To examine the impact of corporate social responsibility performance in the US restaurant industry (SIC classification 5812), this study utilized two sources: (1) KLD STATS for CSR data and (2) Compustat for annual financial data. The sample period is from 1998 through 2015. The sample panel consisted of 27 unique firms with 233 firm-year observations.

The proposed model is:

Model 1: \( \text{COD}_{it} = \alpha_0 + \alpha_1 \text{CSRSTR}_{it} + \alpha_2 \text{CSRCON}_{it} + \alpha_3 \text{OPRISK}_{it} + \alpha_4 \text{LEVERAGE}_{it} + \alpha_5 \text{SIZE}_{it} + \mu_{it} \)

Model 2: \( \text{COD}_{it} = \alpha_0 + \alpha_1 \text{COM}_{it} + \alpha_2 \text{GOV}_{it} + \alpha_3 \text{DIV}_{it} + \alpha_4 \text{EMP}_{it} + \alpha_5 \text{ENV}_{it} + \alpha_6 \text{PRO}_{it} + \alpha_7 \text{HUM}_{it} + \alpha_8 \text{OPRISK}_{it} + \alpha_9 \text{LEVERAGE}_{it} + \alpha_{10} \text{SIZE}_{it} + \mu_{it} \)

Results/Discussion/Implications
This study found that lenders responds to negative CSR more sensitive to restaurant firms, which results in higher cost of debt. Positive CSR is found not to have significant impact on restaurants’ cost of debt. This study then found that employee relations and corporate governance have more influences in reducing cost of debt compared to other CSR activities.

These findings may assist executives and managers with their strategic development of CSR. If firms intend to build better relationship with creditors, to access easier to finance, and to receive favorable term in debt contract, executives and managers can implement employee relation and corporate governance as priority in their CSR development to obtain such benefits.
THE VALUE OF HOTEL PROPERTY SALES TO SELLERS
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Introduction
This study aims to estimate the value of hotel property divestitures and identify conditions under which sellers can generate premiums from those transactions. By selling hotel properties, hotel firms may lighten the balance sheet, use the proceeds to expand into fast-growing markets, or lower financial risk by reducing debt and asset ownership level. Those positive effects of divestitures could help to increase shareholder value that can be explained by the extended pie model and pecking order theory of capital structure (Myers, 1988; Ross, Westerfield, & Jordan, 2008). Also, in resource-based theory, divestitures also can be seen as an improvement in business efficiency (John & Ofek, 1995). When hotel firms divest some or their hotels, they can pay more attention to the remaining hotels using the same of fewer resources (Matsusaka, 2001). We therefore suggest that asset divestitures create value for hotel firms (H1).

With long-term fee contracts such as management contract or franchise agreement, sellers can maintain their market presence without additional fixed asset investments (DeRoos, 2010). Therefore, long-term fee contracts are an assurance that sellers will continue to receive cash flows from the sold properties. Also, the effect of long-term fee contracts on the property value is moderated by buyer’s expertise in hotel investment since the buyer becomes a business partner whose asset management decisions would affect the future cash flows of the seller. Therefore, we suggest the following hypotheses: Asset divestitures with long-term fee contracts generate greater value for sellers than transactions without such contracts (H2). The value of long-term fee contracts to sellers is higher in transactions that involve buyers with expertise in hotel investment than those that involve buyers without hotel investment expertise (H3).

Methods
To test H1, we employ the event study methodology and calculate absolute returns (ARs) and cumulative abnormal returns (CARs) of the transactions from sellers during the ±5day window around the announcement of transactions (Brown & Warner, 1985; Fama, 1991). Then we use the multivariate regression models to assess the impact of contractual terms of long-term fees (H2) and their interaction effect with buyers’ expertise (H3) on CARs. We control for other variables that could affect sellers’ performance, including the relative size of the deal, scales of the sold property, and sellers’ market value and profitability.

Results/Discussion/Implications
We find that the mean CAR is 1.0%, which is consistent with H1 that hotel asset divestitures create value for hotel firms. We also find that the long-term fee contracts can create value for shareholders only when buyers have expertise in hotel investment. Theoretically, this study extends the understanding of divestiture performance by identifying preferable divestiture conditions in the lodging industry. The results also have managerial implications, particularly for sellers’ financial decision makers. The results support that the asset-light strategy of selling properties create value for shareholders. Particularly when long-term fee contracts are attached, selling to buyers without hotel investment expertise could destroy shareholder value.
Completed Research – HR & Leadership
A MULTI-LEVEL DYADIC RESTAURANT EMPLOYEE-CUSTOMER MODEL OF ORIENTATION, INCIVILITY, AND SATISFACTION: AN IDENTITY-BASED EXTENSION OF BELONGINGNESS THEORY

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Introduction
This study aims at (1) developing and empirically testing a theoretical path that explains how employee orientation diminishes employee satisfaction through the elicitation of employee incivility toward customers; (2) examining the role of employee-company identification as a boundary condition to change the impact of employee orientation on employee and customer satisfaction.

This study mainly contributes to the literature in two aspects. First, the current study adds to incivility literature by drawing attention to the underexplored perpetrator’s view of incivility. Second, examining the moderating role of employee-company identification inferred by social identity research allows us to expand the emphasis of belongingness theory from victim- to perpetrator-focused outcomes resulting from social exclusion events.

This study mainly benefits an organization’s practice by suggesting the necessity to foster company identification among employees in order to enhance the effectiveness of employee orientation strategies.

Methods
This study adopted a descriptive and causal research design with questionnaire surveys. Based on a convenience, non-probability sampling approach, a multi-source research design was adopted with data being collected from both restaurant frontline employees and customers in large main cities in China. During the onsite data collection, each participating employee received a survey packet that included a cover letter, an employee questionnaire, and three customer questionnaires. Each packet contained a special code that connected a participating employee, his or her customers, and restaurant together. According to the instructions, the employee firstly asked three customers to fill out three customer questionnaires when they were about to finish their meal, and then the employee completed an employee questionnaire. The data collection was completed with 873 usable employee responses and 2,619 usable customer responses from 44 restaurants.

Results/Discussion/Implications
Our theoretical model attempts to explore a paradoxical phenomenon whether, how, and when employee orientation can reduce employee satisfaction. The overall test results show that the majority of the significant relationships come from the moderating effects. Most of the main and mediating effects do not reach the significance level. This highlights the value added by the social identity approach to belongingness theory. Employee-company identification, a moderator stemming from social identity theory, activates the insignificant linkages of employee incivility-employee satisfaction and employee incivility-customer satisfaction. The establishment of the identity-based boundary conditions for the belongingness-based main effects represents a theoretical synergy between the two theories.
A QUANTITATIVE REVIEW OF RESEARCH ON LEADERSHIP IN HOSPITALITY AND TOURISM

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Introduction

Due to the complexity of the leadership studies, numerous leadership review articles on different aspects of leadership research were published in the management literature in the past two decades (Ashkanasy & Tese, 2000; Graeff, 1997, etc.). In the context of hospitality and tourism, leadership related research is also popular, because of the labor-intensive nature in the hospitality and tourism industry. However, after four decades’ study, no effort has been given to a holistic review on the leadership literature in hospitality and tourism.

The aim of this article is to advance the current research on leadership in hospitality and tourism by providing a quantitative, systematic and holistic review of the literature. Through the application of descriptive analysis, bibliometric analysis and content analysis, this study identifies the key themes and theoretical foundations that underpins the core of leadership research in hospitality and tourism. Besides, a trend analysis provides additional suggestions to future research in this area.

Methods

The data was collected via the database of Social Sciences Citation Index (SSCI) within the last decade (2007-2016). In total, 21 journals were included. The key words, “leadership,” “leader,” “supervisor,” “followership,” and “follower”, were searched from titles, key words, and abstracts. The initial search generated 346 articles between 2007 and 2016. After the selection process, 102 articles were identified.

The collected data were analyzed in three steps. The descriptive statistics were performed to show the overall status quo of leadership studies published in SSCI journals. Followed by bibliometric analysis, which depicts the co-citation networks. Finally, the titles of 102 articles were analyzed to detect the topic trend of leadership studies. The content analysis was conducted using 1,340 words form these 102 titles.

Results/Discussion/Implications

The descriptive analysis revealed that first, there is very limited conceptual or qualitative studies in the field, indicating that there is a lack of original theory development and/or exploration in hospitality and tourism related to leadership. Second, the dominant statistical methods used were modeling related algorithm, suggesting opportunities for other research design, such as experimental design using ANOVA related techniques. The results of the bibliometric analysis indicated that among all of the citations analyzed, the most cited journal is Journal of Applied Psychology. The co-citation analysis discovered three clusters establishing the theoretical structure of leadership research in tourism and hospitality including methodology; leaders and followers’ relationship; and leadership styles and behaviors. Finally, the topic trends in leadership shifted from leader competencies and follower behaviors to new leadership styles, LMX and management, providing researchers new focus areas to study.

Given the complexity of leadership studies in tourism and hospitality, this study provides a holistic and systematic review of the themes, theoretical foundations and topic trends. Moreover, an enhanced knowledge about leadership and its related concepts would ensure the formation of more precise human resources management strategies.
EMPLOYEE COMPENSATION AND ITS EFFECT ON FIRM PERFORMANCE: AN EXPLORATION OF RESTAURANT FIRMS

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Introduction
CEO succession has been a critical concern in organization theory (Friedman & Singh, 1989), especially on the effect of outsider vs. insider succession on firm performance (Karaevli, 2007). However, it remains unclear whether outside or inside CEO makes difference in firm performance (Friedman & Singh, 1989) because previous research has not addressed the importance of the strategic context in assessing the effect of CEO origin. That corporate strategy defines the long-term action plans to achieve its goals (Zahra & Covin, 1993) means that strategic context is more proximate for managers (Carpenter, 2002). Thus, strategic context is critical in understanding the effect of CEO origin on firm performance.

To address this concern, this study intended to examine the relationship between outside CEOs and firm performance with consideration of franchising as a continuous strategic context in the restaurant industry. To be more specific, the objectives of this study are: (1) to investigate the effect of outside CEOs on restaurant performance in terms of sales growth, profitability, stock returns, and growth potential and (2) to identify how effect of outside CEO functions on firm performance under the context of franchising.

Methods
This study proposed the following basic model for the estimation:

\[ \text{Performance}_{it} = \beta_0 + \beta_1 \text{Outside CEO}_{it-1} + \beta_2 \text{Franchise}_{it-1} + \beta_3 (\text{Outside CEO}_{it-1} \times \text{Franchise}_{it-1}) + \delta X + \text{Dummy}_\text{YEAR}_{it} + \epsilon_{it} \]

where Performance\(_{it}\) indicates firm performance measured in three ways: sales growth; return on assets; and stock return, Outside CEO is the CEO origin indicator, Franchise is franchise rate, \(X\) is a set of control variables, and Dummy\_YEAR is a set of year.

This study used panel data covering 20 years with multiple observations per firm, and this may create an issue when ordinary least square regression is applied (Kukalis, 2008). As both fixed and random effect models are often considered for panel data, this study conducted the Hausman test (Hausman, 1978) and used both fixed-effects and random-effects estimation dependent upon the hypotheses and the result of the Hausman test (Hausman, 1978).

Results/Discussion/Implication
This study revealed that outside CEOs have a greater impact on firm growth and market returns than inside CEOs as franchising increases. However, it was also found that outside CEOs play no statistically significant role in terms of firm profitability and adversely influences a firm’s growth potential as franchising increases.

The results of this study provide important theoretical and empirical implications. First, this study provides empirical evidence that strategic context is critical in assessing the effect of CEO origin on firm performance. Moreover, this study also provides empirical evidence that outside CEOs are more appropriate for growing sales as well as increasing stock returns than inside CEOs when firms pursue growth via franchising. Therefore, owners and shareholders of franchised restaurant firms should consider hiring external candidates as their CEOs over incumbent executives if the firm is pursuing growth via franchising.
EVENT VOLUNTEER EXCHANGE: ITS RELATIONSHIP WITH VOLUNTEER ATTITUDES

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Introduction
Volunteers provide their labor, skills, time, knowledge, and experience at no wage cost to events and contribute a lot to the success of many events. As a result, volunteering has received increasing attention by researchers and practitioners who try to manage the volunteers better. Most of the research focused on the motivations and attitudes of volunteers, and little is known about the exchange experienced by volunteers during events. Volunteers have much exchange with event organizers and other volunteers. These exchange relationships may play an important role in influencing volunteers’ attitudes towards events.

The purpose of this study is to investigate volunteers’ exchange with both event organizer and coworkers, and to explore their relationships with volunteers’ attitudes including satisfaction, affective commitment towards intention to continue volunteering.

Methods
A questionnaire was used as the instrument in this study. The measurements of the constructs were adapted from previous studies. The target population of this study was the people who have volunteered at events in the United States in the past six months by the time of the survey. The questionnaires were distributed through Amazon Mechanical Turk (MTurk) and a total of 775 responses were received. After data cleaning, 749 responses were used for the data analysis.

Mplus 7.2 was used to the data analysis. Confirmatory factor analysis (CFA) was performed to validate the dimensionality of the variables and path analysis was used to determine the relationships among the constructs.

Results
The results indicate that both organization-member exchange and coworker exchange positively influence volunteers’ satisfaction and affective commitment. Volunteers’ intention to engage in future event volunteering is predicted by their satisfaction and affective commitment.

This study contributes to an extension of the knowledge base of event volunteerism. The study fills the gap in the research of event volunteerism by investigating the function of exchange on forming volunteers’ attitudes towards intention to stay. Practically, the results of this study provide valuable information to event organizers who are trying to manage volunteers better. In order to maintain experienced volunteers, event organizers should pay attention to the exchange with volunteers and make sure that peers are supportive and that volunteers’ contributions can be recognized.
HOTEL LEARNING CURVES FOR ONLINE CUSTOMER COMPLAINTS: DIFFERENCES AND THE MODERATING ROLE OF PERFORMANCE GAP

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Introduction
Within the intense competition in the hotel industry, hotels’ performance are increasingly subject to public evaluation. Customers can publish their complaints online, which, in turn, can affect future firms’ performance through influencing others who read previous customers evaluations and complaints. Therefore, how hotels learn from online complaints and improve their services can impact their position in a competitive market.

There is an increasing evidence of the impact of customers online evaluation of firms’ performance in different industries (Kim et al. 2015; Lu et al 2014; Anderson, 2012, Fattach, 2011); however, there is few studies that address such an impact on competition and firms’ performance. Drawing upon both the organizational learning literature and behavioral theory of the firm, this study, first, demonstrates the relationship between firms experience and performance based on customers complaint rates. Secondly, it is shown that firms make social comparison regarding their own performance and their competitors to set target ‘performance aspiration level’ (Greve, 1998) and their relative performance between own and the competitors influences their learning curves. Thirdly, this study found differences among hotels in terms of their learning curves.

Methods
To model organizational learning curve from customers complaint, this study used monthly online complaint for 61 hotels in Manhattan from January 2013 to June 2015, collected from Tripadvisor. Consequently, experience is proxied based on the number of customer feedbacks as a proxy for sales (Ye et al, 2011; Ye et al. 2009). Also, control variables including size, seasonal dummies, and chain affiliations entered the model. The next step involved testing the moderating role of aspiration level (performance gap) which was measured as difference in compliant rate between a firm and its best competitor (Moliterno et al. 2014). Dummy variables for each star-level class of hotels signify the differences in learning curves among hotels. Least square regression with error correction for autocorrelation and heteroskedasticity was used to estimate the coefficients of interest.

Results/Discussion/Implications
In the final model, significant estimates of variables experience with minutes sign and squared experience with positive signs showed that the learning curve is U-shaped. This finding implies as hotels gain more experience, they reduce their compliant rates. However, further increase in experience does not lead to better performance and complaint rates increases eventually. But, including aspiration level as moderator smooth the learning curves. In other words, with an increase in aspiration level, firms become more cognizant about their relative performance and consequently reduce their complaint rate to be in line with their competitors.

The main implication of this finding involves the important role of online platforms such as Tripadvisor in increasing the competition among hotels to reduce customers complaints. As customers are enabled to voice out the complaints about hotels on such platform, hotels can also evaluate their own performance relative to their competitor. Hence, the learning curves form complaints can be modified accordingly.
IMPACT OF THE NATIONAL MINIMUM WAGE POLICY ON MALAYSIAN HOTEL EMPLOYEES

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Introduction
The Malaysian government implemented a minimum wage policy in 2013 to improve the standard of living for employees (Central Bank of Malaysia, 2013). The first minimum wage policy set monthly base salary at RM900 (USD211) for Peninsular Malaysia and RM800 (USD188) for other parts of Malaysia (Attorney General’s Chambers of Malaysia, 2012). Later, the Malaysian government increased the monthly base salary to RM1,000 (USD235) for Peninsular Malaysia and RM920 (USD216) for other parts of Malaysia (Attorney General’s Chambers of Malaysia, 2016).

Hotel operators reported that their labor costs increased after the minimum wage policy was implemented whereas hotel employees were dissatisfied with how management executed the policy (MAH 2013a, 2013b). This study examined what impact the minimum wage policy had on Malaysian hotel employees. The research questions were as follows: 1) what is the relationship between employee perception of the minimum wage policy and employee satisfaction with compensation? and 2) what is the relationship between employee satisfaction with compensation and employee work behaviors (i.e., work motivation, work engagement, job satisfaction, and turnover intention)?

Methods
A bilingual, on-line questionnaire was developed to measure the variables of interest. Two pilot tests were conducted prior to final questionnaire distribution. The final questionnaire was distributed to an alumni email list as well as social networking sites. Employees working at three-, four, and five-star hotels in Malaysia participated in this study. A RM20 (USD4.50) voucher was awarded to one out of every 50 participants. Institutional Review Board approval was obtained prior to recruitment. Using Statistical Program for Social Science version 20, analyses were conducted including descriptive statistics, Cronbach’s alpha internal consistency test, and correlation.

Results and Discussion
A total of 150 responses with complete data on all six measurement scales were used in the analyses. More females (n=93, 62%) participated than males (n=57, 38%). The majority of the respondents worked more than 40 hours per week at their current hotel (n=125, 83.3%) and most respondents earned between RM1,000 to RM3,000 per month (n=110, 73.3%).

Correlational analysis show a significant interrelationship among the variables. Additionally, respondents were slightly dissatisfied with the compensation system designed by their employer (M=2.75, SD=0.76) and sometimes considered leaving their job (M=3.61, SD=0.88). Interestingly, respondents were motivated at work (M=4.55, SD=1.28) and often engaged with their work (M=4.21, SD=1.09). Overall, this study found that employee perception of the minimum wage policy influenced their satisfaction with compensation and the minimum wage increases appeared to enhance employees’ work behaviors.
IMPROVING REVENUE MANAGEMENT EDUCATION

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Introduction
Revenue management (RM) applications are relevant strategies for service industries because of perishability, inelasticity of supply and fluctuating demand. In the 1980s, the lodging industry took RM principles from airlines and applied it by selling time sensitive products to various market segments and hotels significantly benefited from RM practices.

Most professional hotels employ RM staff to manage their inventory at optimum prices since RM becomes more strategic (Demirçiftçi, Akova, & Mamadi, 2016). Many revenue professionals work either corporate level or individual property (Upchurch, Ellis, & Seo, 2004).

RM applications and tasks are related with many disciplines. These subjects include marketing, consumer behavior, statistics, data mining, economics and statistics. It was discussed that changes in digital marketing, rate parity issues, new business models such as Airbnb accelerates the evolution of RM (Cetin et al., 2016; McGuire, 2016).

Wang et. al (2015) states that in most of the universities RM is supplied as a single course. Most of the hospitality and hotel schools in the US have mandatory RM class in their curriculums (Demirciftci et al., 2017; Grant, 2016). For instance, UNLV, FIU and UMASS offer mandatory RM courses in their undergraduate programs (Demirciftci et al., 2017)

Methods
A questionnaire was designed and conducted on 212 revenue managers. Respondents’ contacts have been obtained from HSMAI intranet from member search section. In the first phase, Knowledge, skills and abilities (KSA) of revenue managers has been explored in relevant literature (Cetin et al. 2016). During the second stage, a total of 14 in depth interviews have been conducted with revenue managers who work in international five-star hotels in Istanbul.

212 responses was uploaded to the SPSS. Descriptive statistics was utilized. First descriptive statistics and frequencies were explored to identify the profile of the respondents. Then mean values of the RM KSAs were measured.

Results/Discussion/Implications
Revenue staff participated in this study agreed that analytical thinking, decision making, ability to see big picture, forecasting and ability to turn data into strategy are the most important KSAs. In addition to this, these KSAs correspond with the courses. Revenue managers rated data analytics, strategic management, pricing and statistics as the most important courses that needs to be taught in the hospitality schools.

However, in most of the universities, there is no separate course focusing on RM. The reason behind this might be attributed to the fact that the RM is evolving rapidly and there are few faculty members who are knowledgeable about RM. In order to solve this problem, RM as a research subject should be encouraged on graduate education. Revenue managers who work in the industry can be employed as part time instructors to teach RM courses.
LINKING ERROR MANAGEMENT CULTURE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN HOSPITALITY INDUSTRY: EXAMINING THE MEDIATION EFFECT OF SUPPORTIVE CLIMATE

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Introduction
Hospitality industry is highly people-oriented and service-oriented, greatly increasing the likelihood of error occurrence (Susskind, 2002). Brown et al. (1996) indicated that most factors distinguishing service products from tangible products make service products more error-prone. Front line employees play the central role in the service delivery process by coproducing the service products and interacting with customers, thus it’s more likely for them to confront error situations. Therefore, it is necessary to understand how organizational error management practices can affect frontline employees’ attitudes and behavioral intentions. Error Management Culture, one notion developed by Van Dyck et al.(2005), aims to promote the positive consequences of errors in the organization by adopting a different perspective towards errors and developing new organizational practices related to error occurrence. Considered as one recent facet-specific organizational culture (Gronewold et al., 2013), error management culture refers to both shared beliefs and practices related to communication about errors, learning from errors, sharing error knowledge, helping in error situations, and quickly detecting, analyzing, handling and resolving errors in the organization (Van Dyck et al., 2005).

At the same time, characteristics of hotel work setting make employee organizational citizenship behavior (OCB) critical. Researchers suggest that OCB is a complex behavior that can be influenced by contextual factors (Chonko & Hunt, 2000). The norm of reciprocity (Gouldner, 1960) explains that when employees find that the organization doesn’t blame the error occurrence and hold a more tolerant attitude towards errors, they feel the willingness to conduct OCBs.

This study 1) examined employee’s perception of error management culture as antecedent of supportive climate; and 2) examined the extent to which organizational error management culture affects employee OCBs through supportive climate.

Methods
Data were collected from 173 front line employees in hotels and analyzed using hierarchical linear regression analysis.

Results/Discussion/Implications
The results of the present research indicated that employees’ perception of error management culture is positively related to organization’s support climate, which in turn increased employees’ OCBs, the mediation effect is significant.

The present study has extended empirically the understanding as for the impacts of error management culture in organizations and their underlying mechanisms by linking it to important organizational outcomes.
MANAGERS FROM HEAVEN: CHARACTERISTICS OF GREAT MANAGERS FROM THE PERSPECTIVE OF HOSPITALITY EMPLOYEES

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Introduction
Research on managerial competencies in the hospitality industry has gained prominence over the last two decades (Jiang & Alexakis, 2017). Scholars have focused on essential managerial skills (Kay and Russette, 2000), views of scholar, practitioners, and hospitality graduates (Gross and Manoharan, 2016; Tesone and Ricci, 2006), and the involvement of managerial skills in hospitality curriculum (Gursoy and Swanger, 2005). Suh, West, and Shin (2012) highlight the necessity of continually updating important managerial skills and competencies due to the rapidly changing industry and work environment.

Additionally, there is lack of research on the core reasons at the root of effective management competencies. In other words, there is limited empirical evidence on what makes individual great managers or how people become great managers. It is crucial to investigate these factors to aid in developing a robust workforce in the hospitality industry. Hence, the purpose of this study is two-fold. Firstly, the aim is to analyze positive managerial competencies as identified by hospitality industry employees. Furthermore, the study seeks to investigate the core source for the development of these competencies among managers in the hospitality industry.

Methods
An exploratory qualitative research method was chosen for this study. The researchers collected data from 93 hospitality employees via online interviews. Interviewees were asked to describe their “best managers” based on their previous and/or current experiences and also how they became a good manager. Suh et al. (2012)’s six factors of managerial competencies necessary in the hospitality industry were utilized as a basis for a semi-deductive data analysis approach. The interview data was coded separately by two researchers and verified for consistency by performing members’ consensus (Yang, Wan, & Fu, 2012).

Results/Discussion/Implications
Five categories of management competencies comprising of interpersonal skills, communication skills, supervisory skills, leadership skills, and a managerial personality evolved through this study. A new category involving desirable personality traits was added as a result of this study. Interpersonal and communication skills were included in desired managerial competencies in addition to more technical and leadership skills.

The dichotomous idea of having worked under either a great manager or an awful manager themselves was highlighted by many respondents as a cause for creating a good manager. Extensive experience in the hospitality industry also led to an empathetic evolvement of an effective manager. Human resource administrators in the industry must be considerate of these findings in terms of recruitment, hiring, and training and development of employees in their companies.
SERVICE IMPROVISATION AS A DOUBLE-EDGED SWORD

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Introduction
Service improvisation is defined as “the systemic ability of service firm’s employees to deviate from established processes and routines in order to timely respond to unexpected events, using available resources” (Secchi, 2012, p. 6). Service improvisation is especially important in the hospitality industry because front-line employees’ improvisation ability to respond to a variety of unexpected requests from customers increases customers’ satisfaction (Secchi, Roth, & Verma, 2016). Although service improvisation was considered as a type of ability to help individuals enhance job performance, empirical research has shown inconsistent results. Thus, the main objective of this study was to develop a competing model examining effects of service improvisation on service recovery and emotional exhaustion in restaurant context. Moreover, drawing on the conservation of resource theory (Hobfall, 1989), this study examined the moderating effect of creative self-efficacy and support for creativity on the relation between service improvisation and emotional exhaustion.

Methods
Data were collected from 271 non-managerial front-line employees working at full-service restaurants in the U.S. through the Amazon Mechanical Turk. Previously validated measurement items were answered on a seven-point Likert-type scale. By using SPSS and AMOS, confirmatory factor analysis (CFA) was performed before testing direct and moderating effects in our conceptual model. In addition, control variables were included such as gender, age, and job tenure.

Results/Discussion/Implications
This study found that (1) service improvisation was positively related to service recovery performance, (2) service improvisation was positively related to emotional exhaustion, (3) emotional exhaustion was negatively related to service recovery performance, and (4) support for creativity and creative self-efficacy moderated the link between service improvisation and emotional exhaustion.

This study contributes to the literature by integrating a double-edged sword effect of service improvisation in the restaurant context. The findings extend the service improvisation literature by clarifying the boundary conditions of the service improvisation-service recovery performance link, which focuses on the importance of individual difference and organizational resources in the hospitality management area.

For practical implications, a double-edged sword effect of service improvisation suggests that restaurant operators should create working environment where frontline employees have full supports for creativity from their coworkers such that they can freely attempt to apply newer solutions in case of service failure. Otherwise, service improvisation may lead to increase emotional exhaustion, which, in turn, deteriorates service recovery performance. Furthermore, during the hiring process, management may need to pay close attention on whether applicants are confident enough for resolving service failures in a creative way, particularly when prompt actions are required with the available resources on hand.
SOCIAL MEDIA ENGAGEMENT: EXPLORATORY STUDY OF JOB SEEKERS’ ENGAGEMENT

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Introduction
A recent survey (Statista, 2017) found that the number of social media (SM) users worldwide is expected to be around 2.62 billion by 2018. SM has grown continually, becoming a major communication tool (Luchman, Bergstrom, & Krulikowski, 2014). The popularity of SM has led companies to utilize this new online community to not only promote their products and services, but also recruit future talents. Although we have a good understanding of how SM influence users’ attitude, little knowledge has been acquired about what makes SM users engage in this most popular community—probably because researchers perceive SM users as passive recipients of information rather than active participants (Ashley & Tuten, 2015).

SM engagement is more than the psychological status of users to understand how and why users engage in numerous ways that are relevant to organizations. The concept of engagement was originally studied to describe employees’ status of mind at work. Although employee engagement has been studied in terms of psychological status, engagement in SM is perceived as a behavioral construct to show how users react cognitively, emotionally, and behaviorally to SM contents. Despite the fact that employee engagement has been extensively studied, engagement in SM is still a noble idea in the scholarly community. We do not know much about what makes users interact with the contents posted by companies on social media. Moreover, it is not known how users react to companies’ posts on SM career sites.

Methods
We chose Facebook as a type of SM because Facebook is the most widely used SM site for finding and recruiting potential employees for hotels (Gibbs, MacDonald, & MacKay, 2015). We then chose the top five hotel companies most mentioned by the students: Marriott, Hilton, Hyatt, Intercontinental Hotel Group (IHG), and Starwood. We extracted data for three months from the five hotels’ Facebook career sites. A total of 378 posts were collected for further analysis.

Before we extracted SM career site post data, we labeled posts in eight categorizations. In order to understand job seekers’ engagement on the hotels’ Facebook career sites, we counted and categorized the posts as well as followers, likes, shares, and comments into the eight categories. In addition, we calculated the number of photos, videos, and links inserted into each type of post to understand the impact of media on user engagement.

Results/Discussion/Implications
This study advances our understanding of how SM career site posts affect job seekers’ engagement. The findings showed that most SM users were more passive than active. The users simply viewed SM content without interacting with it. In terms of the perception of each type of post, job opening and promotion of workplace/workforce posts were the most popular types.
THE IMPACT OF HOSPITALITY CONFERENCE MESSAGING ON EMPLOYEE ATTITUDES, ATTRIBUTES AND EMOTIONAL ATTACHMENT

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Introduction
Virtually every major hotel company hosts an annual leadership conference to communicate the vision, plan and objectives of the brand. The strategic significance of the conference centers on whether key messages are successfully received by employees. Messages sent by a corporate office during a leadership conference falls within the domain of internal branding. Successful internal branding is designed to influence organizational culture (Highhouse, Thornbury, & Little, 2007) and creates an emotional and informed connection to the brand (Mitchell, 2002). Internal branding was shown to have positive effects on employee engagement (Martin & Groen-In’t-Would, 2011), job satisfaction (Huang & Rundle-Thiele, 2014), service climate evaluation (Kelly & Barsade, 2001), and organizational commitment (Leivens, 2007). Signaling theory is used to explain how the strength of the internal branding messaging assists with balancing the information asymmetry between the sender and receiver (Connelly, Certo, Ireland, & Ruetzel, 2011). Information asymmetry is particularly important when the receiver is concerned about the sender’s behavioral intentions (Stiglitz, 2000; Elitzur & Gravious, 2003). This study examines the impact of conference internal branding messages on employee engagement, job satisfaction, service climate and organizational commitment as measured through the lens of signaling theory.

Methods
The population for this study were attendees of a well-known US-based limited-service hotel annual management conference launching a new employee and customer relationship strategy. Messaging strength (4-items) was developed through three 60-minute interviews with managers. These items used a sliding scale from 0 “not at all significant to you” to 100 “very significant to you” and reflected the conference messaging including building emotional connections with guests, emotional and authentic connections with team-members, consistent guest-employee experiences, and acceptance of management tools. Other constructs were measured with verified scales: employee engagement (Schaufeli et al., 2002), global service climate (Schneider et al., 1998), job satisfaction (Huang & Rundle-Thiele, 2014) and organizational commitment (Mowday et al., 1979). The survey was distributed through Qualtrics to 682 registered participants; 283 started the survey and 235 completed for a 34.5% response rate. Partial least squares structural equation modelling was used to analyze the data.

Results/Discussion/Implications
All paths in the model were significant with messaging strength the antecedent to the ultimate dependent variable, organizational commitment and stronger for first time attendees than returning attendees. The study advances signaling theory and internal branding research. Practical implications for hospitality managers on internal branding effectiveness and the importance of socialization for first time conference attendees are provided.
LEADERS’ BEHAVIORAL INTEGRITY AND FOLLOWER TRUST: THE MODERATING ROLES OF GENERATION AND GENDER

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Introduction
Hospitality is a relational context where a high premium is placed on truthfulness in leader-follower relationships (Lolli, 2013). Thus, it is important to understand that leadership behaviors can result in follower’s trust in leader. One possibility is the leader’s word-deed congruence, namely, the leader’s behavioral integrity (Simons, 2002) as the follower’s perception of a leader’s characteristic to “walk-the-talk” is the antecedent to trusting their leader (see Davis & Rothstein, 2006, for meta-analytical results). Behavioral integrity is subjective (Palanski & Yammarino, 2011). Followers’ characteristics alter the likelihood of a follower to trust a leader with high (or low) level of behavioral integrity (Simons, Friedman, Liu, & McLean Parks, 2007). Followers in the hospitality industry have grown in diversity in gender with 50.6% of the US hospitality industry workforce being female in 2016 (U.S. Department of Labor, 2017) and a three-generational workforce of Baby Boomers, Generation X and Generation Y (Barron, Maxwell, Broadbridge, & Ogden, 2007). As followers of different gender and generations bring different expectations of leader’s behaviors (Bellou, 2011; Maxwell, Ogden, & Broadbridge 2010; Lub, Nijie Bijvank, Bal, Blomme & Schalk, 2012), leaders are faced with the challenge to consider followers’ perceived sensitivity to behavioral integrity. This paper examines of the moderating roles of gender and generation on the relationship between leader’s behavioral integrity and follower’s trust in leader.

Methods
A scenario-based experiment was used to demonstrate the causality of the relationship (Schneider, Carnoy, Kilpatrick, Schmidt & Shavelson, 2007). Participants were recruited through Qualtrics with the requirement of working at supervisory level jobs in the food and beverage industry. We manipulated the actions of a nondescript fictional leader using a two-factor (high vs. low leader’s behavioral integrity) between-subject design and randomly assigned the participants who were requested to rate the restaurant general manager’s behavioral integrity and their trust in this manager after reading the scenario.

The final sample consisted of 263 supervisors working in the restaurant industry with 130 and 133 participants randomly assigned to high and low transparency condition, respectively. In term of the sample characteristics, 62.3% of them were male; 75.5% had an age between 25 to 40 years old; 62.2% were Caucasian. ANOVA and regression results provided support to the model.

Results/Discussion/Implications
This research reveals that the perceptual sensitivity to behavioral integrity appears to be strongest with female followers and followers who belong to the Baby Boomer generation. As the measure of a leader’s behavioral integrity is a combination of a leader’s words-deeds alignment and a follower’s perception, this study underscores the importance of leaders to be mindful of this sensitivity as they “walk-the talk” to these follower groups.
THREE-LEVEL LONGITUDINAL ANALYSIS ON THE ANTECEDENTS OF DISTRIBUTIVE FOOD SAFETY TRAINING

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Introduction
It is estimated that in the United States (U.S.), approximately 61% of foodborne illness outbreaks were attributed to lack of personal hygiene and improper food handling by employees in the food service industry (Angelo, et al., 2017). Although training and preventive actions have been carried out, they appear to be less effective when correlated with reported foodborne illness outbreaks over the same period (Nik Husain, et al., 2016). A large group of food safety training researchers have suggested that food safety training should be developed based on firm behavioral development and psychosocial theories (Zanin, et al., 2017). Therefore, the objectives of the current study were to examine the effects of factors in within-individual, between-individual, and between-organization levels on food safety training outcomes.

Methods
A food safety education program was delivered via augmented reality (AR) technology to introduce five critical food safety topics within a six-week span. The data was collected through a questionnaire from 25 foodservice operations including 14 chain restaurants and 11 independent restaurants. Overall, 39 managers and 394 food handlers were included in the study. Each participant was asked to complete the survey three times (i.e., pre-training, mid-training, and post-training survey) to obtain the change trajectories of employees’ training outcomes.

Results/Discussion/Implication
After examining and providing adequate construct validity of the measurement, a three-level longitudinal multilevel linear modeling (MLM) was conducted following the instruction of Peugh and Heck (2017). The results showed that the intraclass correlations (ICC) indicated that 61.25% of the variance in FSK growth occurred within participants, only 12.3% of the variance occurred between participants, and 26.8% of the variance was between each foodservice operation. In addition, the growth of food safety self-efficacy ($\pi_{300} = 0.63, p < 0.01$) and motivation to learn ($\pi_{200} = 0.39, p < 0.01$) (i.e., time-varying predictors) had positive impact on the FSK growth at the within-individual level. While only perceived enjoyment ($\beta_{130} = 0.39, p < 0.01$) and average learning motivation ($\beta_{150} = 0.39, p < 0.01$) were significantly related to growth rate of FSK at the between-individual level. The final model showed that both safety priority ($\gamma_{101} = 0.39, p < 0.01$) and monitoring behaviors ($\gamma_{102} = 0.19, p < 0.01$) were significantly related to the FSK growth. The results implied that managers and supervisors play a more important role than differences in employees’ attitude and reaction toward food safety knowledge in the food safety training context. In addition, the current study provided evidence that individuals’ affective factors (i.e., self-efficacy, motivation to learn) are not static, between-individual traits. Rather, these factors can vary meaningfully within-person overtime, leading to various learning trajectories for different trainees. Therefore, it is essential to improve leaders’ food safety consciousness and management skills to enhance the effectiveness of food safety training.
Completed Research – Lodging
AN EXPLORATORY INVESTIGATION OF INDOOR AIR QUALITY IN HOTEL GUESTROOMS

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Introduction
The term fine particles, or particulate matter (PM) refers to a mixture of solid particles or liquid droplets found in the air. Environmental Protection Agency regards Particulate Matters (PM$_{2.5}$ and PM$_{10}$) an air pollutant that is made up of hundreds of different chemicals such as sulfur dioxide and nitrogen oxides, which are primarily emitted from power plants, industries and automobiles. Hotels located by major highways, for instance, are more likely to have a higher level of PM$_{2.5}$ and PM$_{10}$ than hotels in a suburban area. PMs are also produced by common indoor activities as well; tobacco smoking, cooking (e.g., frying, sautéing, and broiling), burning candles or oil lamps, and operating fireplaces and fuel-burning space heaters. The purpose of the study, therefore, was to assess the levels of PMs as an indicator of indoor air quality (IAQ) in hotel guestrooms and to investigate the changes in PM levels as guests engage in usual regular activities such as setting a thermostat, working on a desk, taking a shower, sleeping, and finally cleaning operations by room attendants.

Methods
A monitoring program was undertaken in three different hotels where the researcher stayed in Miami and Seoul, South Korea. Fine air particles were monitored with a Lighthouse Handheld 3016, which is capable of measuring from PM$_{0.3}$ to PM$_{10}$. To measure the concentration of airborne particles, the equipment was placed on the desk in the guestroom. For outdoor measurements, the researchers took the device out of each hotel and measured ambient outdoor PMs by a main hotel door. The equipment was set to take samples for a consecutive of 300 seconds (5 minutes) and to hold a 10 second pause between samples. Measurements were performed for a period when average hotel guests would check-in, stay, and sleep in the guestroom from 4 PM and 8 AM to monitor the pattern of airborne particle concentrations. Room occupants were instructed to engage in routine guestroom activities such as unpacking luggage, watching TV, turning on the AC unit, taking a shower, using hair dryer, getting dressed, and packing up for checking-out. To examine a relationship between the types of PMs and activities in the room, a series of One-way ANOVA test was carried out. Post hoc test was also performed to investigate any statistical significant difference between the types of PMs and activities.

Results/Discussion/Implications
The results identified that room cleaning activity and bathing shower would generate a variety of PMs in size and compromise indoor air quality. The results also indicated that the levels of fine particles were dramatically escalated after room-cleaning activity and bathing shower. In particular, it was striking to learn that bathing shower would emit a massive number of fine particles although they go away in a few hours.
ANALYSING AIRBNB'S USE OF ANTI-CONSUMERIST LANGUAGE
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Introduction
This study compared Airbnb’s use of anti-consumerist and materialistic language on three social media (SM) platforms, Facebook, Instagram, and Twitter. P2P accommodations started as a response to the anti-consumerism desire for a sustainable and simplistic lifestyle (Ozanne & Ballantine, 2010). However, Airbnb now has a valuation comparable to Marriott (Kosof, 2017), possibly bringing it into conflict with anti-consumerist principles. This paper examined posts on three SM websites to measure Airbnb’s use of anti-consumerist language and its impact on the quantity of consumer reactions, hypothesizing that (1) the use of language will vary by website and that (2) anti-consumerist or materialistic language can have a significant impact on the quantity of consumer interaction. This study will contribute to sharing economy literature by examining the current role of anti-consumerism in P2P accommodations. For P2P accommodation owners and platforms, this study provides valuable information regarding customers’ reactions to SM posts.

Methodology
The paper used R 3.4.1 to scrape English language data from Airbnb’s Twitter and Facebook pages while Instagram data was gathered by hand. A total of 3,225 tweets were gathered. The date range was between March 16, 2016 and August 31, 2017. Facebook posts were scrapped from the same period for a total of 404. A total of 773 Instagram posts were gathered from the same period.

To examine the first hypothesis, a descriptive analysis was run. First, a set of anti-consumerism and materialistic words was created from previous literature. Then, posts containing these words were identified on each SM website and examined for a) count of anti-consumerist/materialistic words, b) frequency of these words per post, and c) mean of likes/favorites and comments/re-tweets relative to the total mean for each website.

For the second hypothesis, regression analyses were conducted to determine which factors influenced consumer reactions, specifically to test the impact of anti-consumerist language and materialistic language on the quantity of reactions. Two sets of analysis were run for each website, with favorites/likes as the dependent variable for the first set and number of comments/re-tweets as the dependent variable for the second set.

Results/Discussion/Implications
This study found that Airbnb still actively uses anti-consumerism language in their marketing on all three SM websites. Since both materialistic and anti-consumerist language are present in these posts, Airbnb is marketing to both types of consumers. Usage of such language results in significantly lower number of comments on Facebook, and significantly lower number of favorites and comments on Instagram. This study also found that neither anti-consumerism nor materialism had a significant impact on favorites or retweets on Twitter even though tweets with anti-consumerist language had a higher average of likes than other types of posts.
COMPETING WITH THE SHARING ECONOMY: 
A COLLECTIVE CASE STUDY

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Introduction
Travel-oriented peer-to-peer (P2P) websites are expanding rapidly, allowing travelers to rent cars, lodging, kitchens, sports equipment and more from other individuals. In recent years, consumer attitudes towards consumption have shifted from buying products and services to buying and even sharing experiences (Morgan, Lugosi, & Ritchie, 2010; Hamari, Sjöklint, & Ukkonen, 2015). Peer-to-peer accommodation platforms like Airbnb, for example, are significantly changing consumption patterns, with the social and economic appeals of this new phenomenon affecting expansion in destination selection, increase in travel frequency, length of stay, and the range of activities participated in in tourism destinations (Tussyadiah & Pesonen, 2015). Additionally, in the last few years, Airbnb has taken more and more market share from traditional accommodations, and those accommodations are finding it difficult to compete. Most of the sharing economy choices are less expensive, and often they are just more fun (Guttentag et al, 2017). There is no doubt that traditional accommodations cannot discount as much as Airbnb. As a result, traditional hotels cannot compete on price. If they can’t compete in price, can they seek other competitive advantages? Can traditional hotels rival Airbnb in terms of “fun”? This research extends the literature by proposing a collective case study to examine how traditional accommodations can compete with Airbnb.

Methods
A collective case study of six hotels in the United States was proposed. This study used several data collection techniques. The primary sources for this study were recorded interviews and available documentations such as reports, literature and hotel websites. Site selection was based on three criteria: access to the site and stakeholders; a hotel that offers social connection opportunities for customers; and hotels with good reputations based on brand recognition. All transcripts from recorded interviews and documents were analyzed by different coding techniques.

Results/Discussion/Implications
The results showed that hotels were competing with the sharing economy at different levels. More specifically, hotels were competing with the sharing economy at social connection, authentic experience, technology and “surprise” levels. Firstly, competing could be as simple as staff hosting a social hour for guests on arrival in order to encourage interaction with and between guests or developing a strong culture of social interaction and emotional engagement. In response to growing demand for authentic experiences on behalf of travelers, most of the hotels we looked at were introducing experiences and excursions that offer a sense of place and insight into their locality. Others were attempting to compete with the ‘surprise’ element of Airbnb – the surprise of random acts of kindness, for example. Finally, this study discovered that technology was playing an important role for hotels in staging these social and authentic experiences. The study can serve as a platform for further quantitative research and will provide a foundation for future investigations. The study also has important practical implications, and will assist those outside the sharing economy in attracting consumers and building consumer loyalty.
GO MODERATE! HOW HOTELS’ CANCELLATION POLICIES AFFECT THEIR FINANCIAL PERFORMANCE

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Presented by Krystyna Syska & Sribindu Valavala

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Introduction
Hotels such as Hilton (Boarding Area, 2014a, 2014b), and most recently, Marriott (Wiener-Bronner, 2017), experiment with stricter cancellation policies, tightening the free cancellation windows (Miller, 2017), and charging higher cancellation fees. This paradigm shift is, perhaps, an attempt to replicate the US airlines’ considerable financial success of $2.9 billion in annual (2016) reservation cancellation/change fees alone (Bureau of Transportation Statistics, 2017). For hotels though, a major dilemma exists:

How strict should a cancellation policy be to optimize its financial contribution?

This study’s major contribution is both theoretical and practical. From the theoretical perspective, this study is first to identify and describe the relationship between hotels’ cancellation policies and their financial performance. The practical contribution is in acknowledging the considerable size of the impact on performance, and the nonlinearity of the relations.

Methods
This study collected online information about the cancellation policies (time and window) of 600 hotels. The cancellation fees and windows of each of the hotels were obtained across four booking windows (same day, 7, 14 and 30 days ahead), three lengths of stay periods (1, 2, and 3 nights), and three rate categories: highest and lowest BAR (best available rate) and highest rate with AAA discount. STR Inc. anonymized the data to maintain client confidentiality and added the performance indicator of annual (2016) RevPAR Index, and the hotel’s characteristics.

Means were compared using ANOVA and the non-parametric Kruskal-Wallis test. The correlation between the hotels’ cancellation policies elements and their performance was assessed using the Spearman test and a Stepwise Multiple Linear Regression.

Results/Discussion/Implications
Initial analysis of the results revealed that the most common free cancellation window (i.e., the last day after which a canceled reservation is deemed non-refundable, or is subject to a cancellation fee) across the US hotel industry is “same day cancellation” (41.2%) followed by “1 day before check-in” (39.3%). It was also found that almost half of the hotels in the data set enforce a cancellation penalty of “1-night fee plus taxes” (i.e., the average nightly rate for the duration of stay) (48.5%).

Regression and correlation analyses revealed that moderate cancellation policies are mostly associated with higher levels of financial performance, when compared to more lenient, or to more strict policies. We conclude that hotels must recognize that optimality is somewhere within the spectrum between strict and lenient policies, and that a deviation from a “balanced approach” to the cancellation policy is likely to diminish the hotel’s performance.
IDENTIFYING ANTECEDENTS OF BOOKING INTENTIONS TOWARDS SHARED ROOMS THROUGH AIRBNB

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Introduction
Airbnb has been used by numerous travelers all over the world, and many scholars in various fields have investigated travelers’ motivations choosing Airbnb. However, one thing noted is that Airbnb is not one homogenous accommodation format. In other words, travelers’ motivations towards using shared rooms through Airbnb may not be the same as using entire homes or private, especially, in terms of sharing sleeping spaces. Thus, this study delved into the topic of booking intentions of shared rooms at Airbnb by exploring leisure travelers’ motivation factors (i.e., attitude, subjective norms, extroverted personality, perceived risk, and perceived price). Furthermore, we examined attitude’s mediating effects, and moderating effects of gender as well as past experiences.

Methods
Two pilot studies were conducted, and slightly modified the wordings of the questionnaire accordingly. We randomly collected 421 respondents through Amazon Mechanical Turk; 214 respondents had experienced booking shared rooms through Airbnb from August 2016 to August 2017, while the other 207 respondents had not yet experienced. The questionnaires included (1) screening questions; (2) attitude; (3) subjective norms; (4) extroverted personality; (5) perceived risk; (6) perceived price; (7) satisfaction; (8) booking intentions toward shared rooms through Airbnb; and (9) demographic questions. The main sections of the questionnaire were measured on a 7-point scale (1='strongly disagree'; 7='strongly agree'). Two-step analyses using the confirmatory factor analysis (CFA) and a follow-structural analysis using a structural equation modeling (SEM) were used to test the hypotheses. Cronbach's alphas, composite reliabilities, and average variance extracted (AVE) for the measurements were evaluated to check the reliabilities of the constructs for the proposed model. Moreover, convergent validity and discriminant validity of the model were checked using AVEs.

Results/Discussion/Implications
Some unique outcomes, which were different perspectives from prior study regarding Airbnb, were noted in this study. The results indicated that intentions to book shared rooms through Airbnb were significantly related to attitude, subjective norms, and perceived risk. It was interesting to note that personality and perceived price were not direct antecedents of shared room bookings through Airbnb. The results of mediating effects (attitude) were supported between motivation factors (i.e., subjective norms, extroverted personality, and perceived risk) and booking intentions of shared rooms at Airbnb. Moreover, past experiences and gender were tested as moderating effects. The both turned out to moderate. Past experiences supported the relationship between subjective norms and attitude. For the result of gender showed subjective norms were more important to female travelers. This study provides a new research direction, and the outcomes are meaningful for hosts of shared rooms at Airbnb. Based on the results, it may be distinctively important for hosts of shared rooms to enable to their guests have positive experiences, and make sure that the guests deliver their good experiences to their family or friends.
THE SHARING ECONOMY IN THE LODGING INDUSTRY: ASSESSING CUSTOMER WEBSITE EXPERIENCE QUALITY ON AIRBNB

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Introduction
Sharing accommodation platforms have disrupted the traditional hotel business model as increasing numbers of travelers prefer to stay in local neighborhoods rather than in hotels (Guttentag, 2015). Because of its innovative, internet-based business model and its unique appeal to tourists, Airbnb has proven to be highly popular among these sharing economy platforms (Clampet, 2016). Previous studies (e.g., Lamb, 2011; Jung et al., 2016) failed to consider that Airbnb users can be segmented in order to achieve greater insight into their different experiences with the site. Therefore, customer experience on the Airbnb website pertains to a specific aspect of the service transaction process and can include human contact that contributes to the total experience (Chan & Baum, 2007), which is regarded as a fundamental aspect of experience quality.

The purpose of this research was to identify the relationship between customer experience quality, satisfaction, and customer loyalty in Airbnb website usage. Specifically, customer experience quality was assessed via four elements as suggested by Ross et al. (1996) and Chang et al. (2014): relationship resources, technology infrastructure resources, knowledge resources, and human resources.

Methods
The finalized questionnaire included four sections including (experience quality, satisfaction, and loyalty adapted from Chan et al. (2014) and Bilgihan et al. (2015), and demographic characteristics. Only Airbnb users who were older than 18 years of age and who had previously booked and stayed at accommodations offered by Airbnb were qualified to participate in the survey. To ensure the validity of the study, a pilot test was conducted. Data collection was completed with the assistance of Question Pro, an online marketing company. A total of 531 surveys were collected. Among them, 444 surveys with a usable format were coded for data analysis. Confirmatory factor analysis and structural equation analysis were employed.

Results/Discussion/Implications
Among the 444 respondents, 35.8% were male and 64.2% were female. The largest group of respondents was between 30-41 years of age (45.5%), 48.9% held college degrees and almost 60% of the respondents had stayed in a private rental. The structural equation modeling estimation produced appropriate goodness-of-fit indices ($\chi^2 = 367.254$, df = 113, $p < .001$, $\chi^2$/df = 3.250, RMSEA = .071, CFI = .953, GFI = .911, TLI = .944, IFI = .953).

The results indicated that three determinants are highly correlated with overall experience quality: technology infrastructure, knowledge resources, and human resources. Experience quality is the antecedent of Airbnb users’ e-satisfaction, which in turn impacts e-loyalty. The present study provides a theoretical foundation for future studies about travel e-commerce sites, especially sharing economy platforms like Airbnb. The results can assist industry practitioners to precisely understand what aspects of website customer experience are most critical and how
travel e-commerce sites can improve customer loyalty and convey more effective marketing messages to tourists.

Completed Research – Marketing
CHINESE TOURISM TO THE UNITED STATES: THE ROLE OF PERCEIVED CULTURAL SIMILARITY AND TRAVELER PERSONALITY

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Introduction

China is the largest outbound tourism market in the world, and the United States is the most popular non-Asian destination for Chinese travelers. Despite the cultural differences between the two countries, tourism scholars and practitioners have yet to address the influence of individual perceived cultural similarity on travel intentions in this market. To bridge this gap, this study investigated the cultural background of independent Chinese tourists and their intentions to visit the United States, and examined the relationships of perceived cultural similarity, perceived cultural travel risk, traveler personality, and travel intentions.

This research advances the literature on tourism and culture beyond the descriptive to explore psychological mechanisms affecting the travel intentions of an understudied tourist segment— independent Chinese travelers. It also offers practical insights for tourism marketers for how to position the United States as a destination brand (culturally similar or distant country) to China.

Methods

This study collected data from 593 Chinese potential outbound travelers, who completed an online survey through Qualtrics. Quotas were set for age level and residence area to ensure the representativeness of the sample. To compare Chinese tourists with strong intentions to visit the United States with those tourists with weaker travel intentions, independent sample t tests were conducted. Using PROCESS (Hayes, 2013), moderated mediation models were built to test the impact of perceived cultural similarity on travel intention, the mediation role of perceived cultural travel risk, and the moderation effect of traveler personality.

Results/Discussion/Implications

This study found that, although on the country level, China typically is considered culturally distant to the United States, individual respondents on average perceived only moderate cultural distance with the U.S. culture. They showed some concern about the language barriers when traveling to the United States, but were not as worried about food problems or cultural misunderstanding.

Results of independent sample t tests indicated that travelers with strong willingness to travel to the United States perceived higher cultural similarity and lower cultural travel risk. They are more extraverted, agreeable, conscientious, and open, but are less neurotic than those with weaker willingness to travel to the United States.

The moderated mediation models found that (1) Chinese tourists who perceive more cultural similarity with the American culture expressed higher willingness to visit the United States; (2) Chinese tourists who perceive more cultural similarity perceive less travel risk aroused by cultural differences (i.e., in terms of food, language, and customs), which is then associated with higher travel intentions; (3) for Chinese tourists who are extraverted, open, and not neurotic, this indirect impact is stronger.
Does the Destination Really Know How the Travelers Know Them?

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Introduction
Travelers from Hong Kong and Macau to the Mainland China have received much less attention compared with Chinese tourists travelling to Hong Kong and Macau in relation to understanding the information channels and destination marketing. This study explores the actual use by travelers and perceived use by destination marketing practitioners (DMPs) on information channels. Prominent characteristics of usage pattern are demonstrated in the findings. Moreover, results indicated a gap between travelers and DMPs, which was presented by a comparison analysis via interviews. In the context of destination marketing, tourism marketers can adopt and adjust their marketing strategies and information channels to enhance the marketing effectiveness based on the research findings.

Methods
Qualitative research approach was applied to this study by conducting both 13 focus group interviews with 131 Hong Kong and Macau residents and 22 one-on-one in-depth interviews with DMPs to achieve research objectives. All interviews were conducted in Mandarin and Cantonese to ensure the interviewees could assert without any restraint. After transcribing by professionals, coding and analyzing were used with Nvivo software to measure the interview data from all of the interviewees.

Results/Discussion/Implications
This study is the first attempt to explore Hong Kong and Macau residents’ utilization of marketing information channels to the Mainland China comparing with the perceived use by destination marketing organizations (DMOs) and industry companies. According to the content analysis on demographic groups and comparison analysis on text units between the actual use by Hong Kong and Macau residents and perceived use by DMPs, some significances were found. First, multiple information channels were highly deployed when travelling. Hong Kong and Macau residents had taken advantage of various information channels together to support the travel decision-making. Second, almost 45% of Hong Kong and Macau residents had adopted the Internet as their channel. However, comparing with the perceived use by DMPs, there were some significant differences that DMPs constantly invested more effort into traditional promotion campaigns. Third, interestingly, DMPs paid less attention to art related tourism events, but more attention to tourism exhibition. In contrast, Hong Kong and Macau residents relied more on art events than tourism exhibition. Both Hong Kong and Macau have diverse cultural and economic backgrounds, marketers could readjust their marketing strategies to map the usage pattern of information channels by both citizens. Future studies can be conducted to rectify the above issues. It also can be done as the next stage of the project to evaluate the perceived usefulness of selected information channels.
EFFECTS OF AUTHENTIC HOTEL CONFERENCE MESSAGING ON EMPLOYEE WORD-OF-MOUTH INTENTION AND COMPETITIVE SERVICE ADVANTAGE
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Introduction
Internal marketing has been a major approach for service organizations to communicate their values to employees and build workplace expectations (Rafiq & Ahmet, 2000). This in turn, might lead employees to share positive information about their workplace (Chang & Busser, 2017), and enhance motivation (Kong, Wang, & Fu, 2015). Hotel companies use annual conferences as one communication channel with employees (Ali, 2013). Hotel employees play an important role in delivering brand value to customers (Punjaisri, Evanschitzky, & Wilson, 2009). Although the importance of communication with employees to co-create value and enhance competitive advantage (Becker & Gerhart, 1996) has been emphasized in the literature (Pfeffer, 1994), the effect of message strength during a leadership conference has drawn little attention in the hotel context. To address this gap, this study examines the effect of corporate messages on employee word-of-mouth (WOM) intention and brand competitive service advantage. The proposed conceptual model draws from signaling theory (Connelly, Certo, Ireland, & Reutzel, 2011) to understand leaders’ messages to employees to obtain positive organizational outcomes.

Methods
This study employed an online survey distributed to participants (hotel managers and employees) of the 2017 annual leadership conference organized by a US-based limited-service hotel chain. In total, 235 questionnaires were completed, resulting in 34.5% response rate. Most respondents were female (52.3 %), 38.4% between 35 and 49 years old, and 65.95% white; 117 attendees were general managers, 118 corporate employees, including 42 regional and 45 corporate managers. Also, there were 65 first- time (27.7%) and 170 returning attendees (72.3%). Message strength was rated on a sliding scale from 0 “not at all significant to you” to 100 “very significant to you”. All other constructs were adapted from previous research and used a 7-point Likert response scale (strongly disagree= 1, strongly agree=7). Partial least squares structural equation modeling with multi group analysis was used to test the relationships in the model and to examine differences between first-time and repeat attendees.

Results/Discussion/Implications
Results indicated that perceptions of leadership authenticity uniqueness positively and significantly influenced message strength, whereas the main effect of perceptions of leadership authenticity continuity on message strength was not significant. Also, message strength had a positive significant influence on perceptions of co-created of value for the conference. Furthermore, co-created value positively and significantly affected attendees’ WOM intention and brand competitive advantage. Also, WOM intentions positively and significantly influenced employees’ competitive advantage. These findings suggest that leadership conference is a favorable environment for communicating organizational values. Hotel managers should evaluate these conferences strategically by communicating important message to employees and look for alternative ways to communicate with first-time and return attendees. Management should focus on unique leadership aspects to encourage favorable employee behaviors and enhance competitive advantage.
FACTORS AFFECTING INCOMING TOURIST ATTRACTION FROM TOUR AND TRAVEL AGENCIES MANAGERS’ VIEW: AN EMPIRICAL INVESTIGATION ON IRANIAN PRACTITIONERS IN OUTGOING AND DOMESTIC TOURS

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Introduction
Tourism has gained great significance in developing countries; however, developmental challenges and barriers exist in various forms in these countries. Few studies have been carried out to investigate the barriers to tourist attraction in developing countries. Iran, as a developing country that is considerably rich in terms of tourist attractions, suffers a lot from malfunctions in both public and private sectors. The aim of this study is to investigate the affecting factors and barriers to incoming tourist attraction to Iran from the tour and travel agencies managers’ view. For this purpose, the model proposed by ITEIA (Iran Tourism Educational Institutions’ Association) was adopted for the study. However, as experts believed, some other significant factors needed to be included in the model.

Methods
12 discussion sessions were conducted with scholars and experts (Delphi method) over indexes that resulted in choosing 30 factors to be included in the model to analyze the incoming tourism barriers. The survey data has been obtained through questionnaires. To assess the factors of research model, a five-scale Likert questionnaire was designed. 306 questionnaires were distributed among managers, technical managers of Article B (trained certified managers by ICHTO for tour practicing) and tour managers who had at least five years or more of experience. 277 questionnaires were filled out and returned. The information related to the descriptive statistics of their attitudes was obtained using statistical software SPSS and PLS.

Results/Discussion/Implications
Among external factors only the advertising in satellite channels broadcasting propagandas against Iran was found to be a significant factor. Internal factors include nine other sub-factors all of which were found to be significant according the results.

According to the results outgoing and domestic practitioners have counted the religious codes as the most important barriers and lawful and judicial infrastructures as the least important barriers ones. Managers’ lack of knowledge and information results in the weakness in negotiation with international companies to absorb incoming tourists preventing them to enter to international markets. In addition, establishing the tourism products of Iran incoming tours on clubs, casinos, pubs or non-segregated seaside means ignoring the cultural and historical attractions.

As the results shows almost all the tourism firms’ managers have emphasized on tourism marketing expertise, promotion, scientific knowledge, related academic studies, and knowing one foreign language as necessary tools for success in tourist attraction. In the research framework model, it has been shown that these items help the country to neutralize the political-social propagandas. It is recommended to Iran state organizations, especially ICHTO, and tourism firms, to recruit the graduated tourism marketing students.
GRANULARITY EFFECTS OF TIME SPENT WAITING ON NUMERICAL COGNITION AND BALKING BEHAVIOR
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Introduction
Waiting for service is inevitable. Service cannot be easily supplied to match fluctuating peaks of demand, and its pre-production is limited. Further, most people do not tolerate waiting well. Therefore, finding ways to manage customer perceptions of waiting is an essential part of providing quality service. To effectively deal with the inevitable waiting, service organizations endeavor to minimize the actual waiting time and make customers perceive the waiting shorter, less wasteful and uncomfortable. To encourage customers to join in line and helping them to remain being patient, service operations provide estimated waiting time. However, information on estimated waiting time may lead to undesirable customer behaviors such as balking (i.e., refusal to wait in line). That is, customers’ understanding of quantitative meanings often deviates from the objective value. Thus, how service providers structure information cause customers to differ in the estimated time to be waitlisted and eventually determine their behaviors. However, existing research has overlooked how customer experience of waiting is altered by the way time is communicated as part of strategies for managing waiting such as either in a fine-grained granularity (i.e., large number with small unit, 30 minutes) or in a coarse-grained granularity (small number with large unit, ½ hour) as well as in an interval or at a single point. The current study provides better understanding of how to present quantitative (i.e., time of being waitlisted) information clearly or how the time presented influences the best- or the worst-estimate about the duration of waiting for service and behavior to join the queue.

Methods
To understand the role of granularity effect of time spent waiting on cognition and balking behavior, this study used a ×restaurant context in which customers wait in line is prevalent. Information on the waitlist were manipulated: 2 (a single point vs. interval) × 2 (fine-grained vs. coarse-grained). After receiving a given scenario, participants were asked to response their perceived level of estimate for being waitlisted which was measured by asking participants to report their shortest- and longest-estimate (as the best- and the worst-situation respectively). Balking behavior was measured using two items as a behavioral consequence.

Results/Discussion/Implication
The results showed that granularities and types of information on the expected waiting time interacted to predict balking behavior. A fine-grained unit (i.e., minutes) decrease balking behavior when the information was presented in a point estimate, but not in intervals. That is, the format of time being waitlisted was a significant factor to explain customers’ balking behavior. Moreover, the best-estimation of time on waitlisted only significantly mediated the relationship between the format of information and balking behavior, but not the worst-estimation. That is, information on the expected waiting time as a single form increased the best-estimation for being waitlisted and decreased to balk. Although, the granularity effect of information on waiting time is an important factor in determining whether customers enter the queue or not, the best- or the worst estimations based on numerical cognition are necessary to understand the underline psychological mechanisms of the relationship between information on time spent waiting and balking behavior.
TESTING MULTIGROUP MEDIATION USING HIERARCHICAL COMPONENT MODELS: A COMPARISON BETWEEN NEW AND REPEAT VISITORS

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Introduction

Many tourism management scholars have noted the importance of testing the extent to which research results generalize across meaningful idiosyncrasies such as psychological and sociological factors (Roberts & Shea, 2017). However, marketing strategies aimed at attracting potential new visitors can be difficult to develop when considering the dimensions of destination perceptions (Kruger, Botha, & Saayman, 2012; Ryan & Ninov, 2011). Buil, Chernatony, and Martinez (2013) noted that to understand the destination equity creation process better, researchers could examine direct and indirect relationships of antecedents. Using the classic Destination Marketing Theory (Konecnik & Gartner, 2007), the current study aims to examine the differences between new/repeat visitors with dimensions of destination equity using destination awareness, quality, value as indicators.

Methods/Results

This study collected a sample of 222 tourists who visited Kansas at least once. To control for common method variances, the questionnaire was pilot tested for clarity, and participants were recruited from multiple states during two different months. A standard two-step approach was conducted using SPSS V.22 and SmartPLS 3.0 (Ringle et al., 2015).

A formative model with bootstrapping method validated a higher-order destination equity model using destination awareness, quality and value as indicators with acceptable internal consistency (Cronbach’s α >0.7), composite reliability (CR>0.8), and good convergent and discriminant validity (all AVE>0.7; Hair et al., 2017). Further analysis using partial-least square algorithms demonstrated robust predictability in destination loyalty (Adjusted $R^2$=0.69) and revisit intention (Adjusted $R^2$=0.57). Multigroup structural equation modeling (MSEM) confirmed a full mediation effect with new visitors from destination equity to revisit intention through destination loyalty. However, no significant indirect effect was found with repeat visitors. A post-hoc Henseler’s method showed the difference between the original indirect effect path coefficients was not substantial ($f^2=0.17, p=0.15$).

Discussion/Implications

Overall, our study conducted a sequential set of MSEM procedures by presenting destination equity as a multi-dimension construct with different indirect relationships between the first and repeat visitors group. Our results indicate tourists who are new to Kansas destinations consider more of the branding/reputation of the destination, compared to quality and price. Specifically, new visitors rationalize their intention to revisit the destination by justifying their comparison of destination awareness, quality, and value through their loyalty to the destination. Conversely, a full mediation relationship did not exist within the repeat visitors group. Repeat visitors tend not to be influenced by their loyalty, but more directly concerned with the quality and value of the visit. Furthermore, the post-hoc comparison between new and repeat visitors was not significant, indicating the future potential to investigate across heterogeneous nature of tourists.
THE OVERALL PERCEPTION OF TELEMEDICINE AND INTENTION TO USE TELEMEDICINE SERVICES: A COMPARISON BETWEEN FREQUENT TRAVELERS AND NON-FREQUENT TRAVELERS

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Introduction
With the development of information technology and mobile devices, tourists seek better access to quality medical services, ability to keep track of their health status and manage their health efficiently. One possible way to achieve this goal is through telemedicine. Frequent travelers are more likely to get exposure to health-related risks (Wynberg, Toner, Wendt, Visser, Breederveld, & Berg, 2013), and they have been demonstrated to have quite different characteristics (Mowlana & Smith, 1993), and hence behaviors. Therefore, the major contribution of this study is to compare the differences on telemedicine service perceptions and intention to use across frequent traveler and non-frequent traveler groups. With the factors identified, we can have a better sense of the barriers and opportunities in further developing telemedicine and fully utilize telemedicine in traveling. From previous studies of new technology-based services, understanding the formation of overall service perception can be a better approach to measure intention (Kim, Chan, & Gupta, 2007). Therefore, the second contribution of this paper is to identify all the potential first level factors and form a second level perception measurement, and then propose an integrated model of telemedicine perception and intention to use.

Methods
An experimental survey was conducted to collect data in China and the participants were asked to fully imagine themselves in two particular scenarios of using telemedicine services, which are at home and in traveling. Then, eight attitudinal measurements were developed for efficiency, financial cost, reliability, perceived ease of use, perceived usefulness, interaction, and intention to use. A total of 776 questionnaires were randomly distributed online in two weeks, and 411 were considered valid. T tests and multi-group SEM are main tools used to analyze the results.

Results/Discussion/Implications
The positive relationships between each factor and overall perception and the relationship between overall perception on telemedicine services and intention to use confirmed by the structural regression model. Second, the mechanism of forming overall perception and the relationship between overall perception and intention to use are the same for frequent and non-frequent travelers groups based on multi-group SEM results. However, for frequent traveler, the intention to use telemedicine is stronger, which is resulted by higher perceptions on all influential factors.

As for the managerial implications of the findings, the paper provides guidance mainly for telemedicine service providers, such hospital and App developers, to focus on characteristics such as efficiency, financial cost, reliability, ease of use, usefulness and interaction frequency in order to make users satisfied and increase their intention to use. Another implication is that since frequent travelers have higher intention to accept this new technology, hotels can consider working with healthcare firms to offer such telemedicine service as a value-added service.
"WHEN TO WRITE ONLINE REVIEW” MATTERS: THE INTERACTIVE EFFECTS OF PRIOR ONLINE REVIEWS AND REVIEW TEMPORAL DISTANCE ON CONSUMERS’ PRODUCT EVALUATION

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Introduction
Most previous literature assumes that these online consumer-generated review ratings are unbiased reflection of consumers’ product experience (Hu, Liu, & Sambamurthy, 2011). In contrast, Moe and Schweidel (2012) argue that an individual tends to observe the expressed opinions posted by past consumers, and then adjust his or her own evaluation accordingly.

This study aims to investigate whether prior reviews posted by other consumers affect a subsequent consumer’s product evaluation for experience-oriented product. This study also goes further to examine the extent to which the review temporal distance (i.e., writing a review after a lengthy delay or immediately after consumption) can reduce (or increase) the social influence coming from past consumer reviews.

Methods
The study collected data from a leading restaurant reservation website in China, Xiaomishu (www.xiaomishu.com). The website records consumer dining information (e.g., dining time and date) in the process of reservation, and append dining information to a posted review for a dining experience. We gathered all consumer reviews for restaurants in Shanghai from January 2011 to March 2017.

Restaurant ratings are ordinal, ranging from 1 to 5. Consistent with the prior literature on online product ratings (Godes & Silva, 2012), we apply the ordered logit model to test the hypotheses.

Results/Discussion/Implications
The empirical results indicate that (1) consumer product evaluation is socially influence by prior average review rating and number of prior reviews; (2) review temporal distance has a negative direct effect on consumer evaluation and reduces the social influence of prior reviews. Therefore, both hospitality firms and the online review platforms should encourage consumers to share their experiences and post online reviews immediately after their consumption.
Completed Research – Restaurant & Food Service
A PILOT STUDY TO INVESTIGATE CONSUMER’S PURCHASING INTENTION TO USE MEAL-KIT DELIVERY SERVICE

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Introduction
In this growing trend of online shopping, Meal-kit delivery (MKD) service is attracting more attention. According to Susskind (2017), one in four U.S. adults experienced MKD in 2016. However, the average purchase in a major meal-kit company dropped significantly from initial amount after several quarters (Weinstein, 2017). Currently, no research has been conducted to investigate the cause, especially regarding the customer’s purchasing intention of MKD. Although numerous theories with different factors have been proposed to predict purchasing intention, no theory has been established to predict the customer’s purchasing intention regarding MKD service. Therefore, the aim of the current study was to investigate potential factors affecting customer’s purchasing intention.

Methods
Participants were recruited using the flyer and department emails. Individual interviews were conducted with ten participants. Questions were asked to investigate their purchasing intentions to use MKD. The interviews were audio recorded upon the agreement of participants and then transcribed verbatim. Answers from participants were coded under common themes.

Results and Discussion
Ten individual interviews were conducted in the study. Six participants have over three residents in their household. The majority of participants (n=6, 60%) have no kid in their household. A half (n=5) participants claimed to cook over 4 times per week. Six out of ten participants (60%) were the primary cook in their household. Among all participants, five dine out two to three times per week.

Consistent with previous research, awareness was identified as one factor related to the purchasing intention (Russ & Kirkpatrick, 1982). The result of this study indicated that although most of participants (n=7, 70%) were aware of MKD, none of them had an accurate understanding of the price and function. Another four factors influencing purchasing intention were also identified from the interview responses, including convenience, cost, opinions from families and/or friends, affordability, and perceived risk. Convenience (16 times) and cost (10 times) were the most frequently mentioned by participants. Seven among ten participants (70%) suggested that affordability would be a concern when considering MKD. Economic risk (n=7), delivery risk (n=5), and functional or performance risk (n=4) were on the top perceived risks mentioned by participants.

Limitations and future recommendations
Due to the limited number of participants, none of the participants have actually experienced MKD. Therefore, the result may not be generalized to all consumers in the U.S. Further quantitative study should be conducted with a larger population.
ANTECEDENTS AND BEHAVIORS OF SERVICE SABOTAGE IN TAIWAN: THE FULL-TIME FOODSERVICE EMPLOYEE’S PERSPECTIVE

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Introduction
In the foodservice industry, every “moment of truth” is unique and affected by multiple factors. Of those, the attitude and behaviors of frontline service employees may be the most critical factor in determining customer perceived service quality. In other words, preventing negative employee behaviors is of the priority for foodservice organizations. Previous research indicated that 85% of employees have engaged in service sabotage, and it costs firms more than $800,000 per year, resulting enormous negative impact on the customers, employees, and foodservice organizations. Therefore, it is imperative to gain a better understanding of service sabotage.

Previous studies exploring the antecedents and behaviors of service sabotage recruited both full- and part-time employees, overlooking the varied motivations for undertaking service sabotage due to levels of job status and/or job security. Moreover, most studies in service sabotage were conducted in the western context. The antecedents and behaviors of service sabotage may be distinct due to cultural differences. Thus, the purpose of this study was to identify the antecedents and specific behaviors of service sabotage from the full-time employees' perspective in the eastern context.

Methods
Full-time servers with working experience of six months or more in full-service restaurants in Taiwan were recruited for focus-group interviews. Snowball sampling was applied to recruit eligible interviewees due to the sensitive essence of the research. The interview script was developed, pilot-tested, and revised to explore antecedents and specific service sabotage behaviors prior to formal data collection.

Data collection and data analyses were performed concurrently, and the interview process ceased when data saturation occurred, totaling seven focus-group interviews with 32 interviewees. To avoid subjective ideology and deviated interpretations, the study adopted researcher triangulation by having two additional collaborative researchers analyzing the data. Subsequently, 100 incidents that fit the operational definition of service sabotage were identified and used for further analyses.

Results
Antecedents of service sabotage were classified into three types: individual, organizational, and customer factors. Seven major service sabotage behaviors were identified, including refusing customers, disregarding customers, hinting customers, interrupting customers, making a fool of customers, treating customers badly, and simplifying service standards. These service sabotage behaviors were further illustrated on the service blueprint to provide a holistic view.

The study explored antecedents and explicit types of service sabotage behaviors in the eastern context. Future studies may utilize this research as a foundation and adapt the behavioral items for scale development to dig deeper into the connotation of service sabotage.
ATTITUDES AND BEHAVIORS TOWARD RESTAURANT MENU LABELING AMONG NCAA ATHLETES, RECREATIONAL ATHLETES, AND NON-ATHLETES

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Introduction
College students eat the majority of their meals outside of the home, which likely means that college students are impacted by calories consumed in restaurants, including campus dining halls. The Affordable Care Act, while not fully operationalized, requires calorie content labels be included on menus and menu boards in restaurants so that consumers are aware of the calories of menu items selected. Therefore, it is important to explore college students, including athletes, attitudes and behaviors toward menu labeling in an on-campus dining facility setting. The objectives of this study were to determine NCAA athletes, recreational athletes, and non-athlete’s attitudes toward nutrition labeling and food consumption behavior before and after menu labeling was implemented in a campus dining facility.

Methods
This study utilized a 2 × 3 between subjects factorial design, and a series of two-way factorial ANOVAs, as well as descriptive statistics. A pre- and post-intervention survey of students after eating lunch at a university dining facility was conducted to obtain students’ attitude towards menu labeling. The pre-intervention surveys were conducted 30 days prior to the menu labeling implementation and 30 days after the restaurant menu labels were posted. A total of 216 respondents participated in the pre-survey and 171 respondents participated in the post survey; total participation of 95 NCAA athletes, 88 recreational athletes, and 204 non-athletes.

Results/Discussion/Implications
In regard to all the students attitudes toward viewing menu labeling, the main effect of menu labeling information was non-significant, $F(1, 379) = 0.32, p = 0.57$. The main effect of athletic classification on attitudes toward viewing restaurant menu labeling, however, yielded an $F$ ratio of $F(2, 379) = 3.83, p < .05$. When comparing the three athletic classifications with each other, NCAA athletes were significantly less likely to report that they viewed nutrition information on the university dining facility’s menu. The university employs Registered Sports Dietitians who provide dietary recommendations to NCAA student athletes which could be a contributing factor to the athlete’s disinterest in seeing the calorie information. Additionally, it was found that differences in pre- and post-intervention food consumption did not change for any of the athletic classifications. For the NCAA athletes, this is possibly due to their high physical activity each day, so their caloric needs may be much greater than the other athletic classifications. More recreational athletes and non-athletes viewed the nutrition information once the restaurant menu labeling was implemented in the university dining facility. However, the results were surprising since one would postulate that these two classifications would have attitudes more like Generation Y’s positive attitudes toward health and nutrition. While this study did not support this, other studies show this group is interested in health and nutrition. However, this study was similar to other studies that Gen Ys are likely to not decrease their calorie consumption when presented with restaurant menu labeling.
CLEAN FOOD LABELS: CONSUMER PERCEPTION AND MOTIVES TO PURCHASE

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Introduction
The enhanced health consciousness and the need for the public to understand the ingredients has necessitated the advent of a new type of “clean” food label. Such clean label trend penetrates nearly every realm of the food industry from processing to marketing and from ingredients to final product (Kvidahl, 2017). With clean-label products moving toward the mainstream, interest in clean-label food has been on the rise.

Clean-label food products have been broadly defined as devoid of any artificial additives, less-processed and with simpler and shorter ingredients that are “chemically” recognizable and “originally” traceable to consumers (Hutt & Sloan, 2015). Although ample research towards front-of-package (FOP) labels have probed into the transition from the regulated nutritional panels to the simplified ethical claims, such as “organic” and “natural”, there is a paucity of research about clean-label food. To this end, the purpose of this study is to identify the benefits and motives that are perceived by consumers. Specifically, the objectives of the present research are (a) to identify specific attributes of clean label that are perceived by consumers as important to their food product expectations; (b) to examine the dimensionality of benefits with respect to clean-label food as perceived by consumers, and (c) to investigate the association between the attributes and the benefits that clean-label food products will bring about.

Methods
An online survey was conducted to examine consumers’ clean-label product perceptions, attribute preference, and behavioral intention. It was a questionnaire developed through Qualtrics and the data was collected through Amazon Mechanical Turk (MTurk) in April 2017. The responses were analyzed with the help of SPSS 23.0. Factor analysis was performed to analyze the benefits of clean-label. Canonical correlation analysis was conducted to test the association between clean-label attributes and different dimensionalities of consumer perceived benefits.

Results/Discussion/Implications
The present study extended the food label literature by examining clean label as a distinctive label type. Two types of attributes (i.e., manufacturer-based attributes and consumer-derived attributes) and five dimensionalities of benefits (i.e., healthiness, sensory appeal, reliable product, social responsibility, and low calorie) were identified. The study also identified the associations between the attributes and the corresponding benefits consumers may perceive.

This study further implies that explanatory information is supposed to print on the package along with the unfamiliar ingredients. In addition, in conjunction with other types of labels, a more dynamic labeling system is recommended for the food industry and marketers in order to promote consumers’ healthy choice.
COMPARISON OF FOOD SAFETY PERCEPTIONS, OBSERVED PRACTICES, AND MICROBIAL STATUS AT UNIVERSITY FOOD COURTS

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Introduction

Food courts are characterized by different food vendors organized within the same venue with joint dining areas. These food courts are a popular dining platform in universities (Kim et al., 2006; Kolodinsky et al., 2008). However, university food courts (UFC) present unique food safety challenges in both food handler (Lin & Sneed, 2005) and consumer aspects (Her et al., 2017) and the pathogen distribution particularly in the setting is lacking in the literature (Laksanalamai et al., 2012). This cross-sectional mixed method study captured the food safety status in UFC using three different methods: surveys of food handlers and consumers, observations of food handlers and consumers, and microbial testing of surfaces in UFC.

Methods

Three UFC on a large Midwestern university campus were recruited. Paper-based surveys examined food safety perceptions, self-reported practices, and culture of 100 food handlers and 295 consumers in UFC. Direct concealed observations were conducted using smartphone instruments (Her et al., 2017) and recorded thirty sequential behaviors of food handling and hand hygiene practices of 34 food handlers and 149 consumers in UFC, yielding 1,027 and 4,486 transactions for each party. Microbial analysis was performed collecting 391 surface swabs in common dining areas and of 60 consumer cell phones. The testing included indicator bacteria (coliforms, E.coli) and pathogens (Salmonella, Listeria monocytogenes, E.coli O157:H7).

Results/Discussion/Implications

In survey, both food handlers and consumers indicated that cleanliness of surfaces and food handler practices are very important for food safety in UFC and are highly likely sources of microbial contamination ($M_s \geq 4.0$ on a 5-point scale). While food handlers reported practicing surface sanitation and handwashing very often ($M_s \geq 4.1$), consumers reported rare practices of hand and table sanitizations ($M_s \leq 3.3$). In observations, food handlers frequently touched serving utensils (20.6% of all transactions) and surfaces/tables (14.5%) but actual hand sanitation was followed less than 1% actions; consumers frequently touched eating utensils (13.6%), cell phones (10.5%), and bottled/cup beverage (8.0%) while dining, in which hand sanitation followed less than 2%. Microbial results showed that coliform bacteria (and E.coli) were present on 62.1% (3.4%) of all beverage machine/counters, 56.1% (9.8%) food serving counters, 52.6% (11.9%) salad bar/serving utensils, 25.9% (1.4%) tables, and 13.3% (3.3%) consumer cell phones with concentrations up to 4.2 log CFU/cm² (> 10,000 CFU/cm²); pathogens were not detected. Findings provide a better understanding in food safety risks in university food courts.

This study was funded by Human Sciences Seed Grant at Ohio State University.
DOES EARNINGS MANAGEMENT TRULY MATTER IN FRANCHISE RESTAURANT FIRMS?

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Introduction

Earnings Management is “the alteration of financial reports through discretionary accruals to mislead stakeholders about the organization's underlying performance” (Healy et al., 1999). In fact, Earnings Management has become a widespread practice (Chan et al., 2004), but despite this little attention has been paid to understanding Earnings Management in the hospitality academia.

Normally, for Earnings Management to occur two conditions should be met. The first condition is the motive to manipulate earnings by managers. The incentive to raise capital has been recognized as the most important among several different motives to engage in Earnings Management (Dechow et al., 1996; Scott, 1997; Healy and Wahlen, 1999). The second condition is the existence of information asymmetry between management and stakeholders (Trueman and Titman, 1988; Dye, 1988). For example, there are distinct differences between franchise restaurant firms and non-franchise restaurant firms in terms of capital raising strategies and information asymmetry. Accordingly, different Earnings Management phenomena should exist between franchise restaurant firms and non-franchise restaurant firms. Thus, the objective of this study is to examine whether or not franchising as a firm characteristic has any impact on Earnings Management practices in the restaurant industry.

Methods

In the previous literature, various models have been employed to measure the level of Earnings Management, with the majority based on accruals analysis (Healy, 1985; Jones, 1991; Dechow et al., 1995; Kothari, Leone, & Wasley, 2005). This study employs the technique used by Jones (1991) for the estimation of non-discretionary accruals. It estimates nondiscretionary accruals by regressing total accruals on the change in sales (a proxy for level of activity) and on the fixed asset balance. To investigate the impact of franchising as a firm characteristic on Earnings Management practice, reflecting the data structure in this study, the panel regressions is used.

Results/Discussion/Implications

Overall, our propositions state that due to the innate differences in capital raising structures and information asymmetry between franchise restaurant firms and non-franchise restaurant firms, different Earnings Management phenomena should exist between the two groups. In particular, this study proposes that Earnings Management practices are more prevalent in franchise restaurant firms than non-franchise restaurant firms. This study further insists that growth rate serves as a compounding factor in the impact of franchising on Earnings Management practices.

This study offers valuable information to stakeholders who wish to avoid investing in a company where accounting shenanigans occur. In particular, for many years prospective franchisees have been the victims of franchising agreements due to the misleading information they received. This study could encourage prospective restaurant franchisees to access franchisors’ current status more carefully and, accordingly, protect their assets before joining the franchise system.
EFFECTS OF COLOR BRIGHTNESS ON CONSUMERS’ FOOD EVALUATION AND WILLINGNESS TO PURCHASE

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Introduction
In foods, the appearance is a primary criterion in purchasing decisions (Kays, 1991). With the development of technology, many consumers order food online or from other digital devices. In fact, 46% of smartphone users use their phones at least once a month to order restaurant food (National Restaurant Association, 2017). When ordering food from those digital menus, consumers' decision-making process mainly dependent upon the pictures.

Compared to the large attention given to the verbal cues, less attention has been given to the visual cues like the pictures in promoting healthy eating (e.g., Hou et al., 2017). One of the salient components of a food picture is color (Garber, Hyatt, & Starr, 2000). The color of food can influence individuals' visual judgment in sourness, sweetness, bitterness, flavor strength and freshness (Wei, Ou, Luo, & Hutchings, 2012) and consumers use the imagery to predict the food quality. Specifically, as one of the primates using trichromacy, the red brightness and green brightness have the potential to guide human visual evaluation of nutritional and appetitive properties of natural food (Foroni, Pergola, & Rumiati, 2016).

To bridge the research gap to the extant literature, the present study explores the role of the color brightness of food picture in relations with consumers' affective and cognitive evaluations of the food, and their willingness to purchase the food item from an evolutionary.

Methods
A group of. After a series of manipulation check, attention check, and screening questions, a total of 258 responses U.S. based consumers recruited from Amazon MTurk were retained. A picture-based quasi experiment was conducted.

This study used multilevel modeling analysis which allows the incorporation of substantive theory about such individual and group process into the clustered sampling schemes (Heck & Thomas, 2015). The micro level of the present study included variables relating to individuals (e.g., gender, age, health awareness, BMI), and variables relating to the picture were examined at the macro level (e.g., red brightness, green brightness, type of food, the real calorie of the food item).

Results/Discussion/Implications
The results revealed that red and green brightness of a food picture influences consumers’ affective and cognitive evaluation of the food regardless of the presence of nutrition label, which in turn influence consumers’ purchase intention.

Findings have implications for consumer welfare by contributing to an understanding of what color brightness in the food picture may drive consumer healthy consumption or overconsumption of high-calorie food and for marketers to encourage responsible food consumption.
FIRST-TIME AND REPEAT TOURISTS’ PERCEPTIONS OF ARUBAN RESTAURANTS: AN IMPORTANCE-PERFORMANCE COMPETITOR ANALYSIS

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Introduction
Tourists spend approximately one-third of their budget dining out (Ridderstaat, Croes, & Nijkamp, 2014). This figure is exceptionally high, as on average, Americans spend 9.7% of their budget on food (USDA, 2017). Because tourists spend a large portion of their travel budget dining out, their expectations and perceptions likely differ from individuals dining in their hometowns (Baldacchino, 2015). Thus, there is a need to assess tourists’ restaurant perceptions.

Aruba, a major tourist destination, has potential issues with its restaurant industry. Currently, the majority of its restaurants serve cuisine familiar to American tourists, which are the majority of its visitors (U.S. Department of State, 2016). Yet, these restaurants may not be meeting tourists’ demands, as many have interest in local cuisine (UNWTO, 2012).

One unique aspect of Aruba’s tourism industry is they have many repeat tourists (Aruba Tourism Authority, 2016). This is important because beyond tourists representing a unique market segment for restaurants, first-time and repeat visitors may represent further distinct segments (Yau et al., 2004). Further inquiry is required to assess these potentially different segments with the following research questions: (1) What are American tourists’ perceptions of key restaurant attributes at authentic Aruban restaurants as compared to traditional steakhouses in terms of importance and performance? (2) To what extent do perceptions of various restaurant attributes differ between American first-time and repeat visitors to Aruba?

Methods
A self-administered questionnaire was utilized. Data for this study was collected over 11 days at five full-service restaurants on Aruba during lunches and dinners in August 2016. Two of the restaurants were Aruban; three were steakhouses. Overall 429 completed questionnaires from American tourists were obtained. Respondents were then categorized into first-time and repeat groups. An IPCA was then carried out for each of these groups with the Aruban restaurants serving as the referent businesses and the steakhouse serving as the control.

Results/Discussion/Implications
For both first-time visitors and repeat visitors, nine attributes fell in the urgent action quadrant. For first-time visitors, these attributes related to cleanliness, service quality and food quality. For repeat visitors, they related to cleanliness, service quality, food quality, and sustainability. Six items required urgent action for both groups. These attributes are where the Aruban restaurants should focus their attention as both groups feel they are trailing the competition. It is important to note though that there were some differences in the IPCA matrices, indicating that first-time and repeat visitors constitute two different market segments for Aruban restaurants.
FOOD QUALITY VERSUS QUANTITY: RESTAURANT CONSUMER’S VALUE PERCEPTION

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Introduction
Few studies have investigated the importance of food portions in customers’ value perception (Ha & Jang, 2010a, 2010b; Josiam et al., 2014), particularly in relation to product quality, which also affects consumers’ value perception (Zeithaml, 1988). This study assesses the relative importance of food quality versus quantity in value creation and explores whether restaurants could create more value by providing higher quality food in a moderate portion size. This study focuses on two aspects of food quality: the sensory quality, and the use of organic, local, and natural food ingredients.

Methods
A K-Means Cluster Analysis was conducted using IBM SPSS Statistics 23.0 to classify a sample of 613 participants recruited through Amazon’s Mechanical Turk, based on their preference for various food quality attributes in relation to quantity and price. Participants’ valuation of seven food quality attributes (taste, aroma, texture, color/appearance, local ingredients, organic ingredients, and natural ingredients) in relation to quantity was measured using ten items from a previously tested scale.

Results/Discussion/Implications
Five consumer segments were identified through cluster analysis based on participants’ value orientation towards food quality versus quantity: 1) sensory-oriented consumers who preferred a smaller portion of food with better sensory quality over a large portion of food with lower sensory quality; 2) local & natural food consumers who valued the use of local and natural ingredients; 3) taste-oriented, organic/natural food consumers who valued food with good taste as well as the use of natural and organic ingredients in restaurant foods; 4) value-oriented consumers who wanted a larger portion of food in order to get their money’s worth instead of a smaller portion of food with higher quality; and 5) quality-oriented consumers who preferred a smaller meal with higher quality over a larger meal, and valued all aspects of food quality including taste, texture, aroma, appearance, and the use of natural, local, and organic ingredients.

Contrary to conventional belief, results of the study suggest that portion size may not be so important in creating more value for money, at least not for all consumers. Overall, participants in this study would prefer a smaller portion of higher quality food over a larger portion of food that has lower quality, although differences existed among groups of consumers in terms of what “quality” means. These findings suggest the possibility for foodservice establishments to reduce excessive portion sizes, food costs, and plate waste while maintaining (or creating more) value for consumers through improved quality.
FOOD TRACEABILITY IN SCHOOL FOODSERVICE OPERATIONS: ISSUES, CHALLENGES, AND BENEFITS

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Introduction
The United States Department of Agriculture distributes between 15% to 20% of the food served in school nutrition programs through the USDA Food Distribution Program (USDA, 2016). Because of the amount of food donated, the USDA has implemented procedures to track recall information. However, there are no similar requirements in place for local food authorities who procure the remaining 80% to 85% of the food commodities independently through commercial vendors. No previous research has explored food traceability systems in the school setting. Due to the potential magnitude and negative impact that a food safety or bioterrorism incident could have on children, local communities, and the National School Lunch Program, it is important to explore the completeness of traceability systems in schools, and the benefits or challenges to implementing such systems. Therefore, the purpose of this study is to evaluate food traceability systems in school foodservice programs. Specific objectives are to (1) identify the current status of food traceability in schools, (2) investigate the perceived benefits of implementing a traceability system in schools, and (3) determine challenges to implementing a traceability system in schools.

Methods
Data were collected using a self-administered online questionnaire that was adopted and developed from previous studies (Mai, Bogason, Arason, Arnason, & Matthiasson, 2010; Miao, 2010; X. Zhang, J. Zhang, Liu, Fu, & Mu, 2010). Additional questions were added to align with the school foodservice environment and study objectives. The questionnaire was pilot-tested online and the finalized version was used to collect data from a convenience sample of 546 child nutrition professionals in the United States including school foodservice directors, assistant foodservice directors, and cafeteria managers. Data were analyzed using SPSS (version 23). Frequencies, means, and standard deviations were computed to summarize and screen the data. Factor analysis with varimax rotation was used to help categorize and identify the benefits of and challenges to implementing food traceability systems in school foodservice.

Results/Discussion/Implications
The main findings showed that food traceability systems in the investigated schools are paper-based systems (38.3%), manually entered data systems (27.1%), or barcodes (25.2%), while only 4.7% use radio frequency identification systems. The current food traceability systems in the investigated schools tend to be partially complete (54.3%), incomplete (8.8%), and complete (36.2%) respectively. Two factors were retained regarding the benefits of food traceability and represented improved food safety and recall and cost reduction respectively. Two factors were retained regarding potential challenges and represented operational, standards, training, and financial challenges. The results support that traceability systems could be used as tools to improve food safety by facilitating trace-back and trace-forward capabilities.
HEALTHY FOOD AS PART OF THE CORPORATE SOCIAL RESPONSIBILITY OF RESTAURANTS. AN ANALYSIS OF COLOMBIAN CASES

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Introduction
Unhealthy restaurant meals have been identified as a contributing factor to the global obesity epidemic (Newson, Van Der Maas, Beijersbergen, Carlson, & Rosenbloom, 2015; Hyun Kim, Lee, & Han, 2014; Zlatevska, Dubelaar, & Holden, 2014). However, based on our research exploration, Colombia has not published studies showing the role of restaurants in topics related to their population’s nutritional status. Therefore, the study’s objective was to examine whether Colombian restaurants consider the promotion of healthy food as a social responsibility for their businesses according to their marketing communications on the web. Specifically, we wanted to know how the most successful restaurants in Colombia communicate initiatives related to healthy eating habits on the web, as well as how they frame these in terms of corporate social responsibility (CSR).

Methods
The study used a qualitative and exploratory approach. It included 71 restaurants in Bogota, Colombia, which were listed among 2015’s top 100 most successful restaurants. The restaurants’ official websites were examined, along with any available web-published CSR reports and official social network accounts. Not all restaurants had CSR reports or social network accounts; a total of 4 CSR reports, 71 web pages, 36 Facebook accounts, 22 Twitter accounts, and 15 Instagram accounts were reviewed.

Analysis involved posts where the words “health,” “healthy,” “light,” and “nutritious” were used; additionally, statements related to the 2015 Colombian population’s dietary guidelines were analyzed. In total, 236 posts were selected for content analysis through Nvivo 11.0 software.

Results/Discussion/Implications
More than half of the restaurants did not communicate any initiative related to healthy eating promotion and only two of them mentioned healthy eating as part of their social responsibility. For those what developed initiatives, principally, they encouraged consuming healthy meals included in their offer. In the Colombian restaurants studied, no evidence of campaigns to promote healthy choices nor nutritional information availability were found.

In general, the restaurants included in the study neither consider the promotion of healthy eating in their marketing communications nor express it in terms of corporate social responsibility. Given that one of two Colombians has some degree of excess weight (Instituto Colombiano de Bienestar Familiar, 2011), and restaurants create opportunities for making healthy or unhealthy choices, it is recommended that restaurants being part of the answer to this issue. These findings suggest an opportunity to work with restaurants in promotion of healthy eating to reduce the impact of conditions that encourage unhealthy options, while integrating them into public health awareness.
WHAT DO BURNED-OUT MOMS THINK OF EATING OUT? THEIR REWARDS AND LIFE SATISFACTION

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Introduction
Many married women experience fatigue due to domestic demands and especially the tasks surrounding cooking meals regularly (Elek, Hudson, & Fleck, 2002). Despite the growing trend of dining out in the culture, many married women continue to provide homemade meals for emotional (e.g., a sign of devotional love) and health reasons (Madden and Chamberlain, 2010). These health- and diet-related responsibilities cause many married women to feel morally obligated to cook and guilty, frustrated, and defeated when they are unable to prepare regular meals for their families (Carrigan, Szmigin, & Leek, 2006). Therefore, families with children eat more of their meals at home and dine out less frequently (Douthitt & Fedyk, 1988). Scholars of family studies have posited that perceived control plays a vital role in dealing with stressful home demands (Kushnir & Melamed, 2006). As a reward for mothers, having meals away from home may be a strategy of perceived control to offset stress at home related to meal preparation.

Although understanding what prevents married women from visiting restaurants more often is important, there has been limited research regarding the constraints of eating out. This study focuses on the positive effects of eating out that can potentially reduce the stress of homemaking demands and increase satisfaction with family life. Specifically, this study aims to examine the relationship between burnout, the moral obligation to provide homemade meals, and the frequency of dining out. This study also investigates the effects of eating out and subjective stress on life satisfaction.

Methods
We collected data from mothers with at least one child under 18 years of age living in the household in the United States via an online survey company. The variables were burnout, a sense of moral obligation to cook, frequency of eating out, subjective daily stress at home, and life satisfaction. With a total of 131 married women, simple linear regression was used to predict a moral obligation to cook from burnout related to housework, eating out frequency from a moral obligation to cook, life satisfaction from eating out frequency, and subjective general stress at home from eating out frequency. This study also conducted multiple regression analysis to predict life satisfaction from subjective stress and eating out frequency.

Results/Discussion/Implications
This study found that respondents with high burnout related to housework and meal preparation reported a higher moral obligation to cook. Also, respondents who had a high moral obligation to cook reported eating dinner out less frequently. However, the results did not find significant positive effects of eating-out frequency on life satisfaction or a mediation effect of stress on the relationship between eating-out frequency and life satisfaction. The results of the study can contribute to the restaurant industry, which might identify new marketing strategies aimed at married women who bear the heavy burden of housework and a moral obligation to cook for their families.
Introduction

Developing new meanings together with data via storytelling should be one of the priorities in marketing research (Marketing Science Institute, 2015). In various domains including marketing, storytelling has proved to be an effective tool to transfer and share information (Greene, Koh, Bonnici, & Chase, 2015) because “human memory is story based” (Schank, 1999, p. 12). A story creates implicit or explicit awareness, emotional connection, and deeper understanding in the minds and of listeners (Woodside, 2010) because stories follow a cognitive process (Manthiou, Kang, & Hyun, 2017). From a cognitive perspective, based on Information Processing Theory and Dynamic Systems Theory, storytelling involves the integration of attention, memory, emotions, and actions (De Bot & Makoni, 2005; Tybout, Calder, & Sternthal, 1981). Creating visibility and demand is often a challenge to local eating and drinking places where developing relationships with customers, and influencing their way of thinking are key drivers for their success. Web sites can serve as tools for companies to transmit information and culture with new, different, appealing, and faster ways (Miller, 2005). The trend of the era is online communication since technology lowers the costs by enabling usage of web to share information (Pulizzi, 2012). However, how small businesses utilize this low-cost tool to communicate effectively is an underdeveloped topic. Thus, this study aims to explore current practices of storytelling by local restaurants by analyzing the content of local restaurants’ stories and their content (e.g. values, history) on their web pages.

Methods

This study utilizes content analysis to obtain an understanding about stories presented online on the webpages of local eating and drinking places in a state in the Midwest. Narrative information in both written and visual format on the first page, about us link, home link or our story link was collected from the websites of 114 local brands. The initial coding started with a theory or relevant research findings. Then, two persons viewed the text and came up with themes/categories from the data in order to extend and validate the components in a story made by local restaurants. Later on, the frequencies of the key words of each category and the visibility of the information were quantified.

Results/Discussion/Implications

The results reveal that storytelling through an online channel is not very common for local eating and drinking places in the studied area. The analysis shows that the stories of local hospitality businesses consist of values, history, culture, community engagement, product information, local sourcing and local connections of the business as well as visuals such as pictures. This study shows that the local and small businesses do not actively utilize storytelling in marketing; even so, it is not done in an organized or visible way. While the first page of a website is important since it gives the first impression and makes a visitor decide to navigate more, most stories (about 92%) are hidden under submenus. We also found that visual storytelling such as pictures and videos seem to be emerging in small local restaurants to better connect with customers emotionally and personally. Companies should provide a story in a more effective way since online storytelling will give a great opportunity to local hospitality business to connect customers, emotionally engage them, educate them, and eventually motivate them to choose the brand.
PRICE SEGMENTS AND AGGLOMERATION PATTERNS: A RESTAURANT LOCATIONS ANALYSIS

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Introduction
The success of a restaurant strongly depends on its location selection and firms clustering together has been known as one strategy to increase profit. For retails in particular, demand related agglomeration are important where the assumption is that consumers have to travel to the location (Marshall, 1890; Mccann & Folta, 2009). In such situations, agglomeration reduces consumer search cost which high priced luxurious items are known to agglomerate to represent quality (Arrigo, 2015). Moreover, due to the bid-rent competition as a city matures, the rent in the central business district (CBD) increases which leave only specialty retailing in the center (Brown, 1993; Shearmur, 2007). Through this process, housings are located within the suburban areas which arranges convenience stores to locate near these locations (Brown, 1993).

Within the restaurant industry, there are several different segments that vary depending on price range. The different segments have been known to have different utilitarian and hedonic values in portion to consumers. High priced restaurants contain higher hedonic value than lower priced restaurants whereas high priced restaurants have less utilitarian value than lower priced restaurants (Crowley et al., 1992; Ryu et al., 2010).

Following the analogy, this research hypothesizes two main points. First, agglomeration is stronger as restaurant price increase as a representation of segment. Second, higher priced restaurants should agglomerate stronger than mid-priced and lower-priced restaurants within the CBD due to its specialization. By using multiple regression and Ripley’s K function, the empirical results support both hypothesis which have the potential to inform restaurant practitioners which segment benefits the greatest when clustering together.

Methods
The study uses Yelp database to identify a total of 1161 restaurant listed within the city of Clevland Ohio. Longitude and latitude of restaurant \( i \) and its price range was gathered through the database.

Two different models were constructed for this research to confirm the hypotheses. The first model gathers the number of same restaurant segment by price within a \( x \)-mile bound and compares the different degree of agglomeration after controlling for external factors such as hotels using Ordinary least square (OLS). The second model uses Ripley’s K function (Ripley, 1976) to show that clustering is denser for higher priced restaurants and the difference of segment agglomeration between the CBD and non-CBD.

Results/Discussion/Implications
Results of the first model show that agglomeration differs among price segments where higher priced restaurants show stronger agglomeration than lower priced restaurants across most bound of \( x \)-miles. Moreover, the effect is stronger within the CBD. Using the Ripley’s K function, the study confirms that the density increases as price increases and the effect is stronger within the CBD. The implications of the results explain that high priced restaurants benefit greater by agglomerating together than low priced restaurants.
RELATIONSHIP BETWEEN MCDONALD’S USERS PERCEPTIONS OF FOOD ATTRIBUTES AND USAGE FREQUENCY

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Introduction
The wide acceptance of fast food among Americans continues to grow and is evidenced by the large amount of the United States (U.S.) food dollar spent at Quick Service Restaurants (QSRs) (Hamrick & Okrent, 2014). It is crucial to delve deeper into U.S. consumers’ perceptions of fast food attributes to better understand why consumers frequent fast food establishments. While several studies (e.g., Dave et al., 2009; Lassen et al., 2016; Wei & Miao, 2013) have looked at attributes such as value, food quality, and health and nutrition, the association of such attributes on visit frequency is often not included. Therefore, the objective of this study was to determine the relationship between McDonald’s users’ perceptions of McDonald’s food attributes as it relates to visit frequency.

Methods
An online survey was employed through Amazon Mechanical Turk (MTurk) to effectively reach McDonald’s consumers across the U.S. A total of 605 responses was included in the data analysis. Descriptive statistics were computed on the respondents’ demographics, and multiple regression analysis was used to test if the customers’ perceptions of McDonald’s menu predicted customers’ visit frequency.

Results/Discussion/Implications
The results of the multiple regression analysis showed that only 6 out of 21 menu attributes significantly predicted consumers visit frequency to McDonald’s ($R^2=.19$, adjusted $R^2=.16$, $F(21, 548)=6.00$, $p<.001$). Positive significant items included tasty food, innovative menu items, and healthy products. Negative significant items included adequate helpings, product quality control, and low calorie meals. With increased consumer interest and consumers relying on their own perceptions of healthfulness of QSR menu items (Wei & Miao, 2013), it appears from this study that McDonald’s is receiving a positive impact on visit frequency for its healthy products from their self-imposed menu labeling; however, because consumers now view the actual amount of calories, it is causing a negative relationship on frequency and perception of low-calorie meals. Competing QSRs are perceived as healthier (like Subway’s under 500-calorie menu items) and may be out-competing McDonald’s image of low-calorie menu items. Current menu trends in QSRs also include healthy and new/varied menu items (Kwun, 2011), supporting this study’s positive association between healthy, tasty and innovative products and visit frequency. In contrast to other studies on QSRs (e.g., Namkung & Jang, 2007; Ponnam & Balaji, 2014; Qin, Prybutok, & Zhao, 2010; Soriano, 2002), McDonald’s customer frequency did not have a positive correlation to product quality. This is possibly due to negative publicity regarding the quality of McDonald’s chicken nuggets and hamburger meat. The most surprising finding of the present study was the negative correlation between adequate helpings and visit frequency since the size of U.S. QSR menu items have increased over the years through larger products and supersizing.
THE IMPACT OF CELEBRITY ENDORSER CREDIBILITY CHARACTERISTICS ON RESTAURANT PURCHASE INTENTION

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Introduction
Celebrity endorsements are a globally utilized marketing tool in the foodservice industry (Barnes, 2017). Hovland and Weiss (1952) first established that the persuasiveness of a message is strongly influenced by its source. Subsequent research found that highly credible sources increase behavioral compliance (Ross, 1973; Van der Veen, 2008), but are not necessarily more effective than less credible sources (Amos, Holmes and Strutton, 2008). As celebrity chef restaurants have been sufficiently researched, this study focuses on the effectiveness of non-chef celebrity endorsement in restaurants. This pioneer investigation explores which celebrity credibility characteristics are most effective in endorsements while incorporating restaurant attributes on diner purchase intention in a celebrity endorsed restaurant.

Methods
A Qualtrics survey involving three non-chef celebrity owned restaurants was used to collect data from 251 respondents. Subsequent to performing exploratory factor analysis on restaurant attribute variables, regression analysis was conducted on independent measures of restaurant attributes, attractiveness, expertise and trustworthiness to test the effect on purchase intention.

Results/Discussion/Implications
Exploratory factor analysis revealed two dimensions of restaurant attributes: “internal qualities and reviews” and “food and external perceptions.” The multiple regression model reported an adjusted R^2 value of 0.552. Significant and positive relationships exist between each celebrity/restaurant characteristic and purchase intention. The order of influence, from most to least, of each independent variable is as follows: “expertise” (t = 5.330, p < 0.05), “food and external perceptions” (t = 4.899, p < 0.05), “trustworthiness” (t = 3.189, p < 0.05), “internal qualities and reviews” (t = 2.793, p < 0.05) and “attractiveness” (t = 2.115, p < 0.05).

By focusing, for the first time, on non-chef celebrity endorsements in restaurants, this study contributes to theory and practice by confirming previous findings that perceived expertise of endorsers is important and positively correlated to purchase intentions (Ohanian, 1991). Although the celebrities in the survey were not chefs, respondents perceived these celebrities to be restaurant experts possibly indicating that celebrity endorsements are effective because celebrities are perceived to be experts in most endeavors they attempt. This study also verified previous research that endorser attractiveness and trustworthiness significantly influence consumer persuasion (Amos et al., 2008; Pornpitakpan, 2003). Finally, this research contributes to the development of effective marketing strategies for celebrity endorsement restaurants by identifying celebrity credibility attributes and restaurant attributes important for celebrity-owned restaurants. As this study is exploratory, future research could investigate differences between celebrity chef and non-chef celebrity characteristics and the impact on behavioral intentions.
THE RAINBOW EFFECT:
THE EFFECT OF COLOR VARIETY ON FOOD CONSUMPTION EXPERIENCE

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Introduction
With the popularity of social media, the visual presentation, especially color, of food items is weighted importantly together with their flavors. However, the effect of colorful food on customer consumption experience has not well understood yet. To address this gap, the present study focuses on how color variety of a food item can increase consumption experience. We propose that colorful food increases customer consumption experience by increasing liking of each additional bite of the food (hedonic escalation), and customers’ prior experiences of the product moderates this effect. More specifically, we propose that people with prior experience of the food item may recognize the color cues more sensitively and thus, experience more hedonic escalation than people without prior experience.

Methods
The study design was a 2 (color variation: uni-color vs. mixed color) X 2 (prior product experience: yes, no). A total of 62 participants were randomly assigned to one of the two conditions (color variation: uni-color vs. mixed color), and prior product experience was measured at the end of the test. Participants in the uni-color condition received ten pieces of brown M&M’s pretzel chocolate candies in a transparent plastic container. Participants in the mixed color condition received ten different colors of M&M’s pretzel chocolate candies (a mix of yellow, red, green, blue, and orange) in a plastic container. Participants sat at a private booth that contains a tablet computer and a plastic container of chocolate candies. Then, they were instructed to repeatedly taste chocolate candy pieces and to answer questions after eating each piece. From the second piece, participants were asked to answer if the piece is better or worse than the previous piece. This procedure will be repeated while eating eight more pieces of chocolate candy. The number of consecutive times a person stated the current taste experience was better than the prior taste trial was counted as our dependent variable.

Results and Discussion
The results show that the positive effect of colorful food is significant only for the customers with prior experience with the product, while the customers without prior experience show no difference in their hedonic escalation level between colorful food and uni-color food. This might be because the flavor is core attribute while the color can be considered as a peripheral cue of the food product. Having experience or knowledge of the food item enables to process the peripheral cues. Thus, people who have prior experience with the chocolate candies may pay more attention to the color, and this makes the differences of colors are more salient to people with prior experience than to people with no prior experience.

Theoretically, adopting the concept of hedonic escalation as a dependent variable, this study adopted fairly less investigated concept to understand the influence of color. We expect that the concept of hedonic escalation can also be applied to customer dining experience since dining experience is a series of consumption episodes by its nature. Managerially, this study may have implications for restaurant managers interested in preventing their customer satiation. Restaurant practitioners may design colorful presentation of food to enhance customer dining experience.

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USE OF SELF-CONTROL AND TEMPORAL CONSTRUAL THEORIES TO EXPLAIN SOLO VS. GROUP DINING MENU CHOICES

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Introduction
While traditional households are shrinking, the proportion of one-person households is dramatically increasing in most developed countries (OECD IFP, 2011). In parallel, a growing number of solo diners are found in restaurants (“OpenTable study”, 2015; McLynn, 2014). Surprisingly, however, little research has been conducted about solo dining (Danesi, 2012; Heimtun, 2010; Her & Seo, 2017). Considering the long-term potential of the solo dining population for dominating market change and increasing sales in the hospitality industry, a better understanding in the unique characteristics of solo diners and their behavioral patterns is needed.

To address the gap, this study answers to following questions using the self-control and temporal construal theories as bases: (1) Do solo diners make different menu decisions compared to typical group diners, specifically in terms of healthiness of menu items? (2) If so, does consumption orientation serve as the underlying mechanism? (3) Are the effects contingent upon the amount of menu nutrition information?

Methods
A scenario-based survey was developed based on a 2 (dining social context: solo vs. group) × 3 (amount of nutrition information: none vs. calories vs. calories/fat/sodium) between-subjects, experimental design. Data were collected from 224 participants at an online survey platform. Participants were randomly assigned to one of the six conditions and instructed to imagine an ordinary lunch at a casual dining restaurant by oneself or with a couple of others. Then, one of the three virtual entrée menus with three healthy and three indulgent items were presented. After two favorite items from each of the healthy and less healthy item sets were selected, participants’ intentions to order the selected healthy and less healthy menu items were measured.

Results/Discussion/Implications
The multivariate analyses of covariance (MANCOVA), analyses of covariances (ANCOVA), t-test, and moderated mediation analyses (Hayes, 2013) results showed that: solo (vs. group) diners were oriented to a more utilitarian (vs. hedonic) consumption (p < .001), through which solo (vs. group) diners less intended to order unhealthier, indulgent menu items (95% CI = .06 to .39); and solo (vs. group) diners more intended to order healthy items when the menu disclosure calories, fat, and sodium information (p = .018).

Findings benefit hospitality research by showing the different menu decision making and consumption orientations of solo versus group diners in restaurants, and healthy eating research by showing that the mechanism leading to decisions of healthy and indulgent menu items and the moderation of these effects are different than being merely dichotomous or opposite (e.g., Fedorikhin & Patrick, 2010). Further, restauranteurs can get a marketing insight into the characteristics of increasing solo diners compared with typical group diners, such as their stronger utilitarian orientations and preferences for healthier menu items, and the potential impact of menu nutrition labelling (U.S. FDA, 2016) on the diners’ decision-making processes.
WHAT EFFECT DOES WINE CLOSURE TYPE HAVE ON PERCEPTIONS OF A WINE’S APPEARANCE, BOUQUET, TASTE, AND OVERALL QUALITY?

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Introduction
As wine research continues to expand in breadth and depth, there is much work needed to develop measures that make it possible to predict specific consumer behaviors (Barber, 2009). Many studies focus on consumer attitudes and purchase intentions as well as price expectations and perceptions of wine quality (Bleibaum et al., 2005; Marin et al., 2007), but, particularly as alternatives to traditional cork enclosures spread across the industry, few studies have investigated the association between wine bottle closure type and consumer perceptions of intrinsic wine attributes (Lopes et al., 2012).

To address the need for such research, this study compares the effects of an extrinsic attribute of wine (closure type) on perceptions of intrinsic attributes of wine (appearance, taste, bouquet, and overall quality) among two separate samples of tasters to determine whether differences between and within the means of the two factors exist. With the wine industry changing very rapidly, the results of this study will provide hospitality marketing professionals, restaurateurs, and other food and beverage operators with findings that should help them market their wine products and services more effectively to consumers.

Methods
To collect primary data for this inquiry, we invited participants from a college town in the northwestern United States, forming a sample consisting of students, parents, faculty, staff, and community members, to fill out a survey and take part in sensory evaluation of wines.

Testing procedure
For the tasting portion of the survey, each participant was placed at an individual testing station that was equipped with a placemat, which identified the wines simply with the labels “A,” “B,” “C,” and “D,” and that displayed a picture of the particular bottle closure associated with each of the wines (see Figure 1). In fact, however, none of the wines was poured from a bottle with the pictured closure. For both groups wines A and C were the same product as were wines B and D. For group 1 wine A was associated with a synthetic cork closure, wine B screw cap, wine C glass cap, and wine D natural cork. For group 2, wine A was associated with a screw cap, wine B synthetic cork, wine C natural cork, and wine D glass cap. Both of the wines used in our experiment were dispensed from nitrogen-equipped kegs to control for any real effects of wine closure type.

Results/Discussion/Implications
Our study confirmed the positive halo effect for natural cork closures when compared with screw cap and synthetic cork closures. This suggests that restaurants, bars, wineries, and cellars can better please customers by serving house wines with natural corks instead of screw caps or synthetic corks. We found that closure type can also influence consumers’ perceptions of taste, bouquet, appearance and overall consumer preferences. Also, our findings showed promise for glass cap closures as a potential replacement product for natural corks.
WHAT MAKES A SUCCESSFUL INDEPENDENT RESTAURANT OWNER? –
EXAMINING THE BIG-FIVE PERSONALITY TRAITS AND EDUCATIONAL
BACKGROUND

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Introduction
Parsa, Self, Njite, and King (2005) indicated that 30% of restaurants fail in their first year, and
60% fail during the third year. Moreover, the viability rate of independent restaurants (35%) is
lower than the success rate of franchise restaurants (62%) (bluemaumau.org, 2006).

Moreover, the major reasons for restaurant failure from economic, marketing, and
managerial perspectives (Parsa et al., 2005). They found that while a competitive management
environment and marketing perspective are critical factors affecting restaurant management,
managerial issues could directly cause independent restaurant failure. The competence of the
independent business owner is considered to be one of the most significant criteria in the success
or failure of a business (Agarwal & Dahm, 2015). Thus, examining how owners’ personality
traits impact their strategic postures is important for independent restaurants due to their limited
capabilities and resources.

Adopting the Big-Five personality model, the major purpose of this study was to
investigate influential factors of independent restaurant owners’ strategic postures for successful
restaurant performance. This study proposed five variables (Emotional stability, Agreeableness,
Extraversion, Conscientiousness, and Openness to experience) and their educational background
that could affect restaurant owners’ entrepreneurial activities.

Methods
For the purpose of this study, a purposive sampling method was applied. The sample population
was current independent restaurant owners from across the U.S. who are currently involved their
restaurant operations for at least 3 years because one or two years is not a long enough period to
figure out the business cycle of a restaurant operation. IBM SPSS 22 was utilized in conducting
the data analysis. SmartPLS 3.0 was utilized for structural equation modeling to test proposed
hypotheses. Nine-hundred and thirty-eight questionnaires were distributed and a total of one-
hundred and twenty-three usable responses were collected (response rate: 13%).

Results/Discussion/Implications
The results show that Emotional stability, Extraversion, and Openness to experience have
substantial impacts on restaurant owners’ strategic postures in their management styles. The results
provide empirical evidence on the specified influential role of the Big Five Personality traits on
shaping small restaurant owners’ strategic postures. For managerial implications, hospitality
educators may use Big Five personality as a guideline to identify the student’s managerial or
entrepreneurial propensity; hence to help them to find their career path. Moreover, professional
restaurant organization may use this result to develop supportive materials to help current
restaurant owners or potential restaurant owners.
Completed Research – Technology
A STUDY ON PROCESSED FOOD CONSUMERS’ SWITCHING BEHAVIOR FROM TRADITIONAL TO ONLINE SHOPPING CHANNELS: A PUSH-PULL-MOORING PERSPECTIVE

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Introduction
Recently, online shoppers have started buying not only clothing and books but also a variety of food products, and there are more people ordering food online than ever. Even though scholars have conducted studies to understand behavior online, research that explains the intention of switching channels (from off to on) is rare. Therefore, this study aim to explain the switching operation, using the transaction theory and push-pull-mooring (PPM) model.

When processed food consumers purchase food, the decision of whether to use offline stores or to use online malls depends on which channel provides the greater value. Value is determined by comparing the costs and the benefits incurred in the transaction; hence, whether processed food consumers switch channels depends on which channel offers lower transaction costs. This study consider previous studies to determine many types of online and offline benefits and costs.

The push factor (in this research, offline dissatisfaction) is a negative factor of the existing environment; The pull factor (in this research, online satisfaction) is a positive factor of the new environment; The mooring factor is a disturbance factor displayed when people move to a new environment from an existing environment.

Methods
This study suggest four concepts of offline shopping costs (time and effort cost in shopping experience time and effort cost in moving, and mental fatigue) affect offline dissatisfaction. Furthermore, we suggest four concepts of online shopping benefits (product variety, ease of navigation, trust of delivery, and perceived price) influence online satisfaction. Also, we suggest online shopping cost (complexity and heterogeneity) and offline shopping benefit (need for touch and receiving now) have impact on switching cost. Moreover, we investigate the relationship of PPM factors and purchase intention online.

This study performed the survey using quota sampling to match the percentage of gender and age. The samples included buyers of processed food products, and the participants were required to consider the food-purchasing experience. Overall, 165 samples were collected, and the data was coded. We used partial least square regression analysis to test the proposed model.

Results/Discussion/Implications
This study found that offline shopping dissatisfaction, online shopping satisfaction and online switching cost were predictors of purchase intention in online. Mental fatigue and time/effort consuming in offline shopping each had a significant effect on offline dissatisfaction. Furthermore, product variety, ease of navigation, trust of delivery, and perceived price were found to be a positive predictor of online satisfaction. Complexity affect the switching cost.

This study explains the individual-level intention to change channel in food shopping, using a unified theoretical framework. This study confirms the relationships among offline dissatisfaction, online satisfaction, switching cost and purchase intention in online shopping.
APPLYING MACHINE LEARNING AND TRADITIONAL STATISTICS TO EXPLORE THE TOPICAL STRUCTURE OF THE HOSPITALITY AND TOURISM LITERATURE

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Introduction
The advancement of hospitality and tourism research over 40 years is remarkable with the continuous increase in the number of publications, journals, and researchers devoted to the discipline (Gursoy & Sandstrom, 2016). In order to reflect the maturation of the knowledge established in the field, many researchers have examined the trends and evolution of hospitality research topics (e.g., Law, Leung, & Cheung, 2012; Nunkoo, Gursoy, & Ramkissoon, 2013). Review studies based on content analysis have provided in-depth insights into specific topics or journals, but traditional content analysis may not be suitable for analyzing large amounts of textual data accumulated over 40 years. Automated text mining methods, such as topic modeling, are suitable for efficiently discovering hidden research topics in unstructured data. Therefore, this study aims to uncover the topical structure of four top hospitality journals over four decades by combining advanced text mining methods with traditional statistical analyses.

Methods
The sample consisted of abstracts of all academic papers (n = 4,139) published between 1976 and the end of 2016 in four leading hospitality-oriented journals. After retrieving abstracts and the metadata (i.e. the name of the journal, year of publication) from Scopus, the structured topic modeling (STM) and traditional statistics, such as regression analysis and one-way ANOVA were conducted. To examine the properties of the topic structures, correlation among topics and subgroups of topics were identified. The effects of article metadata on topic proportions were explored and visualized using STM. The inferential statistics were applied to assess the effects of metadata on topic proportions.

Results/Discussion/Implications
To our knowledge, this is the first study that applied machine learning technique, topic modeling, to academic papers and examined the influence of article metadata on the topical structures of hospitality literature. By applying the novel and advanced approaches, 50 research topics and eight subgroups were found in the hospitality-oriented journals. Based on the similarity in the evolutionary patterns in topic proportion over time, we categorized 50 research topics as hot, cold, or steady topics to provide the insights about the evolution of research topics. We also identified different topic proportions across the four hospitality journals, thereby suggesting authors to consider different foci in terms of research topics that are frequently published in each of top-tier journals. The mixed method, applying both machine learning and traditional statistics, provided means to uncover profound insights from large amount of data in the hospitality contexts. Practically, this study provided guidance to researchers and authors to consider when submitting manuscripts for publication.
AUGMENTED REALITY IN MUSEUM TOURISM EXPERIENCE
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Introduction
As augmented reality (AR) technology has increasingly been adopted by many industries as a marketing tool, tourism practitioners have recognized its great potential in staging experiences. Despite some discussions around AR’s managerial implications, academic inquiries on how to adopt AR technology in tourism contexts remain rare. Building on this emerging stream of literature, this research examines the role of key AR design elements in enhancing museum visitors’ experiences. Specifically, this proposed study attempts to examine the effect of information type (dynamic verbal vs. dynamic visual cues) and virtual presence level (high vs. low) on visitors’ experience value and their subsequent purchase intentions. Following an experimental approach, this research also aims to understand the mechanism underlying the proposed effects.

Methods
An experimental approach is adopted to test the effect of AR design elements in this research with a 2 (dynamic visual vs. dynamic verbal cues) ×2 (high vs. low virtual presence) between-subject design. Participants had access to the stimuli and the survey questionnaire through an online link. In the video scenarios, the participants were asked to imagine that they were visiting an art museum using an augmented reality device for painting appreciation with a video portraying the AR-enhanced museum experience from the egocentric perspective. Specifically, the video experience showcases Vincent Van Gogh’s painting in AR display with various combinations of design elements. After exposed to the stimuli, participants were requested to answer questions about their experiential value, willingness to pay more (WTPmore), imagery vividness, virtual presence level, demographics and etc.

Results/Discussion/Implications
The results indicate a verbal-superiority effect on visitor’s WTPmore. This is because verbal cues fit better in the top-down mental imagery processes in the visitors’ aesthetic appreciation (Winston & Cupchik, 1992; Starr 2013). This study also revealed a boundary condition of the verbal-superiority effect: virtual presence. The effect is salient only when virtual presence is high (vs. low), because virtual environment can function as a contextual cue that facilitates mental imagery (Blascovich et al., 2002) and the heightened level of imagery vividness enhances participants’ aesthetic experience, which further increases visitor’s WTPmore.

This research provides specific insights for AR adoption and display design in tourism industry. As AR’s unique feature lies in the ability to blend virtual reality with reality, museum practitioners may attempt to use AR to directly portray imagined scenes to bring exhibits alive. In addition, although many cases of visual animation design in AR seem eye-catching, our research findings suggest they may not necessarily result in a better visitor experience. Because aesthetic appreciation is a highly personal experience, which requires individual’s own self-directed comprehension and discovery, directly portray imagined scenes may very likely impede visitors’ own imagery in the aesthetic appreciations.
AUTHENTICITY AND TECHNOLOGY ADOPTION FOR MODERNIZATION IN A WORLD HERITAGE SITE

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Introduction
Within the paradigm of heritage tourism, recognition of a place as the World Heritage Site (WHS) by United Nations Educational, Scientific and Cultural Organization (UNESCO) represents significance with its authenticity and historic importance. Tourism becomes an unavoidable part in this regard accompanying authentic and history excellence of a WHS. These sites typically render historical importance, and the maintenance of authenticity in these sites may be challenging if technology application is involved for modernization. In many cases, technology application is seen as a threat against authenticity. In particular, WHS management expects from tourists who visit such sites to contribute and involve in the development of the site (Hassan & Iankova, 2012). Such involvement of tourists means that technology application for modernization deserves more attention with technology support.

This becomes an evident on the theoretical ground, where ‘authenticity seeking modern tourists, typically view modernity and tourism as an intertwined with each other (MacCannell, 1973). On the other side, the process of technology application for modernization to offer pleasant and memorable experience, cannot be disregarded as long as tourism is involved. Still, modernization initiatives in a historic and heritage sites can become a conflict ground (Cohen, 2001). The purpose of this study is to explore the relationships between the concepts of authenticity and technology applications for modernization in WHS perspective, this research is conducted with tourists visiting the Maritime Greenwich World Heritage Site (MGWHS), UK.

Methods
The Maritime Greenwich World Heritage Site (WHS) is chosen as the study setting. The Maritime Greenwich WHS is located in the Royal Greenwich Borough of London. This study is designed with the qualitative methods of research. Face-to-face interview was the main way to generate data and information. In-depth interviews were conducted with 28 tourists in the study site. All of the interviews were recorded on the mini tape recorder; self-transcribed and then contents and themes were analyzed and elaborated. The interviews did not rely on any sophisticated or modern version of qualitative data analysis software. All of the interviews with the tourists were conducted in situ with no preferred specific spot of the case study site. Sample respondents were selected randomly with no preference on facts like age, nationality or gender.

Results/Discussion/Implications
The results and findings of this study is divided into four sections: The Maritime Greenwich World Heritage Site, Authenticity and Tourism, Authenticity Seeking Modern Tourists and Modernization. The findings and results of the study illustrate that all of the respondents argued that this site is novel and can fascinate tourists from almost every part of the world that supports that MGWHS is becoming a key tourist destination (Hassan & Iankova, 2012; Hassan & Rahman, 2015a). In addition, results and findings outline evidently and clearly that most of the tourists in the Maritime Greenwich were seeking historical excellence and authenticity with the help of modernized facilities as supported by technology.
CHARACTERISTICS OF USER-GENERATED PHOTOS IN ONLINE HOTEL REVIEW
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Introduction
With the development of technology, especially the smartphone and social media, the means by which people create photos and share with others have been improved. In the hospitality industry, the benefits of understanding these user-generated photos (UGPs) are considerable due to the characteristics of products. Therefore, the purpose of this study is to examine how these photos reflect the hotel products and are associated with important variables such as review sentiment and review helpfulness score that represent the consumers’ experiences of hotel product.

Regarding the goal of this paper, three research questions are deployed. First, given the online review context, how do user-generated photos represent the hotel product? Second, under what circumstances do people share these photos? Consumers share their reviews driven by either a positive or negative experience and, in many cases, they tend to do so with a positive sentiment (Xiang et al., 2017). Therefore, how are user-generated photos related to the sentiment conveyed in the textual reviews? Third, an online review is intended not only for sharing the experience and the evaluation of the products but also as a message to convince and persuade others (Sparks & Browning, 2011; Sparks, Perkins & Buckley, 2013). Therefore, to what extent do user-generated photos contribute to the communicative effect of online text reviews?

Methods
The methods that used to answer these research questions is descriptive analysis and sentiment analysis. 538k online reviews for New York City was collected from TripAdvisor.com in late 2016. A number of key metrics were developed.

Sentiment analysis was conducted by following the procedure outlined in Abrahams et al. (2015) initially, and then by following the procedure described in Xiang et al. (2017) to assign a sentiment score that between 0 and 1 for each review, with 0 representing the extreme of being negative and 1 the extreme of being positive, respectively.

Results/Discussion/Implications
Considering the results, these UGPs predominantly captured the core component of the hotel product. Interestingly, there were proportionately more photos posted along with reviews for upscale and luxury hotels, which may suggest that the reviewer wanted to project a positive image about him/herself. The results also showed that UGPs contributed to the communicative effects of online hotel reviews. The large difference in review helpfulness score between review with and without photos clearly indicated this effect. In addition, UGPs were generally associated with positive review sentiment, which suggested that consumers tend to share these photos as result of satisfactory experiences staying at the hotel. However, there were more photos associated with negative reviews for hotels at low service level, which indicated that photos were shared as part of the complaint about the inferior quality of the product. Practically, this is very interesting because hotel managers can use this type of information to pinpoint what guests like and dislike during their stays at a hotel.
CONSUMER ADOPTION OF THE UBER MOBILE APPLICATION: INTEGRATING THE TECHNOLOGY ACCEPTANCE MODEL AND TECHNOLOGY READINESS

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Introduction
As the use of mobile technologies is becoming a norm in the hospitality and tourism industry, the importance of understanding consumers’ adoption of mobile technologies has been widely recognized. Some companies, such as Uber, are established mainly based on the use of a mobile application. Uber is efficiently playing a similar role to that of traditional taxi by mainly using a mobile application and increasingly gaining consumer popularity. Traditionally, the Technology Acceptance Model (TAM) has been extensively used as conceptual framework to understand the adoption of a new technology and to examine the determinants of technology adoption (Kim, 2016; Morosan & DeFranco, 2014). Yet, consumers’ technology adoption behavior could vary according to their individual personalities (Lin & Hsieh, 2006). One of the most conceptually relevant personality traits in technology adoption settings is technology readiness (TR). However, very few studies have simultaneously incorporated both the individual’s own characteristics (i.e., TR) and the characteristics of the technology (i.e., TAM) to understand technology adoption. To fill this gap, this study examines factors affecting the adoption of the Uber mobile application by combining TAM and TR factors. In addition, it formally examines the moderating effects of TR factors on the relationships between perceived usefulness (PU) and attitude, and perceived ease of use (PEOU) and attitude.

Methods
Amazon’s Mechanical Turk (MTurk) was utilized to access the required research data and an online survey was developed on Qualtrics in January 2017. Given that the survey questionnaire included scale items relating to PU and PEOU, only consumers who had used the Uber mobile application for requesting transportation in the past 12 months were qualified to participate in this study. A total of 59 questions were asked, including demographic characteristics, PU, PEOU, the four TR dimensions, attitude, and intention to use the Uber mobile application. The scales used in this study were adapted from the existing literature.

Results/Discussion/Implications
Partial Least Squares Path Modeling (PLS-PM) was used to analyze the data. The results showed that both PU and PEOU had a strong and significant influence on attitude, suggesting that strengthening PU and PEOU of the Uber mobile application can attract more users to have positive attitude toward the application. Also, optimism had a positive influence on attitude, suggesting that believing that one’s life or tasks will be enhanced by the technology generates positive attitude toward using the application. However, in contrast to previous research (Chen et al., 2009), other TR factors were not significant in determining attitude, implying that among the technology-related personality traits, the inhibiting factors (discomfort and insecurity) may be less relevant to users’ adoption behavior than the driving factors (optimism). Also, unlike prior research (Wang et al., 2017), the findings indicate that all four TR factors have no moderating effect on the relationship between PU/PEOU and attitude, and consumers’ attitude and adoption behaviors are fundamentally driven by the technology itself as captured by PU and PEOU.
**PROGRESS IN SOCIAL MEDIA ANALYTICS RESEARCH IN HOSPITALITY AND TOURISM: A METHODOLOGICAL PERSPECTIVE**

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**Introduction**

In the last ten years or so, there has been tremendous growth in the realm of social media, which yields huge amounts of user-generated content for researchers to understand many socio-economic problems. This gives rise to the so-called “social media analytics” (SMA), which can be generally characterized as the applications of web crawling, text/data mining and machine learning in combination with other statistical techniques with the aim to discover, describe and interpret patterns in usually large quantities of observations (Fan & Gordon, 2014; Lazer et al., 2009). The development of SMA has been gaining momentum in numerous fields, and hospitality and tourism is no exception. However, in recent years there have been growing concerns about the data-driven approach. For example, a number of commentators (e.g., Ekbia et al., 2015; Frické, 2015) question the epistemological nature of inductive reasoning in SMA. As an emerging research paradigm, SMA research in hospitality and tourism will likely face similar challenges. For example, there is a growing awareness of potential pitfalls and biases in SMA research in our field (e.g., Xiang et al., 2017). As such, this study critically examines this literature in order to 1) assess the development of SMA as a new methodological approach and 2) understand methodological challenges pertaining to the hospitality and tourism context.

**Methods**

For our literature review study we found and analyzed 84 articles from top ten journals in hospitality and tourism (Gursoy and Sandstrom, 2016) from Jan 2007-Jun 2017 that utilized extracted online reviews from social media sites. Being one of the most influential types of user-generated content, online reviews have been extensively studied in hospitality and tourism to understand concepts in a new and different way (Schuckert, Liu, & Law, 2015; Sparks & Browning, 2011). To examine the literature and extract information related to methodology used in the studies conducted, we developed and applied an analytical framework based on a general definition of big data analytics and social media analytics (Fan and Gordon, 2014). For each study we primarily focused on: data collection methods (e.g. data source, size, type); data organization (e.g. data cleaning, pre-processing, measures); and data presentation (e.g. statistical tools, software). We then conducted a descriptive analysis of the 84 articles.

**Results/Discussion/Implications**

Overall, our results reveal a significant growth of literature and a diversity in methods in SMA research in hospitality and tourism. The methodology is dominated by quantitative research and researchers are applying a wide range of methods to analyzing social media data. We found that 85.7% of studies utilized only a single data source and, of those, 58.3% of studies used TripAdvisor, which is likely due to its popularity. Furthermore, in some studies details such as data source, size, and time range, were not included, making those studies lack transparency. The fact that this information was not always reported leads us to question the epistemological nature of SMA research in our field. As a result, we propose a guideline that includes several key methodological considerations for conducting SMA research in hospitality and tourism.
THE KNOWLEDGE STRUCTURE OF SELF-SERVICE TECHNOLOGY: A BIBLIOMETRIC CO-CITATION VISUALIZATION ANALYSIS

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Introduction
Self-service technology (SST) is an increasingly critical strategy in the hospitality industry (Hotel News Resource, 2017; Lema and Agrusa, 2009). However, unlike the broader management and business literature (Want et al., 2012), SST has received only limited academic attention in the hospitality and tourism literature. Given the growing importance of hospitality SST, it is important to develop a program of research which comprehensively examines the foundations, progress, and effectiveness of SST.

With the goal of learning from the broader management and business literature, the purpose of this research was to conduct a bibliometric analysis of SST research in business, management, hospitality and tourism, and to examine how hospitality SST research has evolved compared to the business and management research. Furthermore, this research will provide future hospitality and tourism SST research directions.

Method
To examine the intellectual structure of SST research, bibliometric article co-citation analysis was conducted using Citespace, a freely available software package developed by Chen (2006), as a tool for the analysis. The ISI Web of Science, one of the most reputable academic databases with important citation information for a wide coverage of articles (Fetscherin & Heinrich, 2015), was selected as the bibliographic database for this analysis. After conducting several pilot data collections, keywords - “self-service” and “self-services” were chosen for their high accuracy in results. A total of 207 journal articles (185 articles in business and management, 22 articles in hospitality and tourism) were identified and included in the analysis.

Results/Discussion/Implications
The results of article co-citation analysis reveal customers’ attitude and behavior toward SST as the foundational topic. Most hospitality and tourism SST research has adopted this topic using essentially the same constructs or theories (i.e., technology readiness or TAM) (Kaushik et al., 2015; Kim and Qu, 2014; Oh et al., 2016; Victorino et al., 2009).

In terms of the evolution of SST research, recent research focuses more heavily on the quality of SST experience (Kim and Qu, 2014; Wang et al., 2017). Furthermore, customers using SST are understood as a method of value co-creation for both customers and suppliers. Given limited attention paid to value co-creation in hospitality and tourism SST research, more theoretical and empirical approaches need to be made to understand value co-creation process in adopting SST and how the created values are associated with the nature of hospitality service experience.

Although most SST research has focused on the view of customers, it will be fruitful to examine the impact of SST on employees, such as job stability, role conflict, and education for adopting SST, especially in the domain of hospitality and tourism (Chan et al., 2010; Davis et al., 2011; Verhoeof et al., 2009; Zhao et al., 2008). Furthermore, given increasing operating costs of the hospitality industry (Hotel News Resources, 2015), future research needs to focus on operational aspects in SST.
THE POWER OF A HEADLINE: HOTEL SERVICE FAILURE ON SINA WEIBO

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Introduction
On April 3, 2016, a woman was attacked in a public corridor of 798 Yitel hotel in Beijing. The victim’s post of the incident and complaints on Chinese social network Sina Weibo generated a heated public discussion. The post had accumulated 2.79 billion views and generated 2.84 million messages with the hashtag “Woman assaulted in Yitel hotel” by September 2017 (Legal Evening News, 2016). The incident raised a nationwide critique of the hotel, its parent company Home Inns Group, and the law enforcement authorities for handling the incident. The public outcry had not subsided for several weeks, damaging the company’s image and reputation.

Coverage of service failure by social media erodes public trust. Management of a public relationship crisis requires the organization to develop effective communication activities that are closely planned, coordinated, and aimed at maintaining a favorable reputation in the public eye (Benoit, 1997). Monitoring social networks and engaging on them with the public are the components that companies increasingly employ in their image restoration strategies (Jeong & Lee, 2017). However, how helpful large volumes of unstructured user-generated content posted online can be for formulating image recovery strategies requires investigation.

This exploratory study applies computer-assisted content analysis and spatial analysis technology to investigate public response to the attack incident at Yitel hotel. The specific objectives of this study are as follows: (1) to identify the spatial distribution of public response in China; (2) to identify the main topics of online discussions and their spatial, temporal, and gender distribution; and (3) to investigate how dynamics and differences in consumer responses can be utilized in mitigating the crisis and developing regionally tailored managerial recovery strategies.

Methods
This study collected a database of 10,245 related messages from Sina Weibo. Principle Component Analysis was conducted in SPSS to identify the optimal topics of public discussions. Spatial analysis was conducted in ArcGIS to detect the distribution patterns and hotspots over identified time periods of discussion development, topics, and gender.

Results/Discussion/Implications
The findings of the study indicate that incidents of service failure are remembered long after they occur, especially in the regions with higher proximity to the incident. In our case, these were the regions of Beijing and eastern China and specific image restoration efforts should be considered to recover hotspot markets. Hotspot discussion areas are likely the result of “relatedness” to the incident, regarding spatial proximity as well as with certain demographics. Besides, educated women employees who travel on business and for pleasure from eastern China, generate more involvements, specific on the discussion of alertness while traveling and violence toward women.
WHY DO CUSTOMERS CLICK A HOTEL’S LINK ON THE REVIEW SITES? AN UNDERSTANDING OF FACTORS AFFECTING CUSTOMERS’ CONSIDERATION OF A HOTEL

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Introduction
The customer’s decision-making process is analogous to a funnel, in which consumers exclude unmatched options from the “total set” to construct a “consideration set,” and further form a “choice set.” Regarding online hotel searches, when a user of review sites enters a keyword in the search box, a list of alternative hotels is returned by the platform (Pan et al., 2013). That set of hotels can be viewed as the “total set” (Pan et al., 2013). Once a customer clicks a specific hotel’s link in the search listings, this hotel can be an element of the consideration set. However, very little research has been done to examine how the attributes of the hotel’s aggregate reviews and other non-review attributes in the search result on the review site shapes a customer’s consideration. Accordingly, this study aims to identify the determinants of consumers’ consideration of the alternative hotels in the search result on the review sites by using a discrete choice model. Additionally, factors impacting customers’ final choice will be analyzed and compared with those influencers determining a customer’s consideration of a hotel (Jones and Chen, 2011).

Methods
A conjoint experiment was designed based on a 3*3*2*3*2*3 factorial design, in which price, overall rating, promotion, and booking times had three levels, while price differences and the volume of reviews had two levels. To avoid attribute multicollinearity, this study generated 22 hotel profiles in SPSS and then 22 unique TripAdvisor-like pictures were created to simulate the first page of search results. The experiment targeted the adult U.S. citizens and was conducted in July 2017 via Amazon Mechanical Turk. The hypothetical scenario was that participants needed to book a hotel for a trip to a tourist destination city A (400 hotels in total) in the U.S. They were asked to firstly select at least three hotels that they would click for consideration from the 22 alternative hotels. Then the participants were required to choose only one hotel they would decide to book from the consideration set yielded by the prior question. Ultimately, 310 valid cases were collected, yielding 6820 (22*310) observations. This study used an alternative-specific conditional logit model to analyze the data collected (Cameron and Trivedi, 2010).

Results/Implications
The results indicate that for a customer’s consideration of the alternative hotels, influential attributes include the overall rating, price, discount, review volume, and the booking times. In contrast, for consumers’ final choices, only price and review volume appeared to matter. In addition, leisure and business travelers weigh those factors differently. The findings from this article can produce some valuable implications for the search system design of travel websites and review sites and for hotels’ online marketing.
Completed Research – Tourism & Sustainability
A QUALITY OF LIFE FRAMEWORK FOR RURAL TOURISTS AND LOCALS

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Introduction
Quality of life (QOL) is defined interchangeable with well-being in tourism literature (Uysal, Sirgy, Woo, & Kim, 2016). Improving tourists’ and local residents’ QOL is considered the ultimate goal of tourism development (Yi, 2015). Rural tourism, as a unique form of tourism, takes place in a nonurban territory (Lane, 1994; Oppermann, 1996) and offers many features not found in other forms, which significantly influence the QOL for both groups. This conceptual study posits that not only tourists’ and but also local residents’ QOL should be considered at the same time in rural tourism development. The study proposes a framework that illustrates the relationship between rural tourism and QOL for both tourists and locals.

Literature and Framework
The framework proposed in this study presents that rural tourism positively influences tourists’ QOL in their leisure and recreational, intellectual, as well as social lives. Tourists’ leisure and recreational desires to escape from routine life, to have physical and mental rest, and to get overall life quality improvements (Kemperman & Timmermans, 2006; Park & Yoon, 2009) can be achieved by traveling to rural areas due to their proximity to nature, abundant natural resources, and relaxed atmosphere (Pesonen & Komppula, 2010). Their intellectual needs such as knowledge acquisition (Cai & Li, 2009) are likely to be satisfied by experiencing rural traditions and cultures. In addition, their social lives can be improved through engaging rural activities and communicating with local people (Shi, 2017; Yagüe Perales, 2002).

The framework also identifies the positive economic, social, and cultural impacts, as well as negative one on local residents’ QOL. The economic impact positively influences local residents’ QOL by increasing individual and community incomes, creating employment opportunities, and improving economic diversification. The social and culture impacts positively influence local residents’ QOL since interaction, valued by both groups in rural tourism (Shi, 2017), is likely to establish good relationships between various stakeholders; and rural tourism can contribute to culture preservation. Furthermore, because the development and overdevelopment of natural resources are irreversible and increasing numbers of tourists are more likely to cause environmental problems, the environmental impact negatively influences local residents’ QOL.

Conclusion
This study presents a framework that both tourists’ and locals’ QOL are taken into consideration and viewed equally important in rural tourism. Within the framework, rural tourism are beneficial to tourists’ QOL in social, intellectual, and leisure and recreational facets and improves locals’ QOL from increasing local economy, preserving local culture, and interacting with tourists. However, despite the positive impacts, the environmental impact negatively influences locals’ lives due to the issues of crowding and air, water, and noise pollution (Perdue, Long, & Allen, 1990; Perdue, Long, & Kang, 1995).
AN EXAMINATION OF VISITOR MOTIVATION AT A HERITAGE DESTINATION, SOUTH LUOGU ALLEY, CHINA

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Introduction
The influence of authentic cultural heritage on attracting visitors to destinations has been widely discussed. The motivations to travel, the attractiveness of heritage destinations, and, in particular, the importance of authenticity at those destinations, are each a complex phenomenon. Understanding the interactions between these factors is critical in understanding tourism at heritage destinations. There is a wide spectrum of ways destinations utilize heritage as a motivator to attract visitors, from detailed re-enactments and painstakingly accurate restorations to reconstruction that might best be described as “inspired by” an element of heritage. Hutong, a type of historical street where old local residents lived in Beijing, is a unique type of heritage destination in China. As China responds to increasing urbanization and significant cultural change, heritage-related projects are increasingly important. Hutong culture is seen as an important link to traditional Chinese—Beijing, in particular—cultural experiences. The current study examines the motivations of visitors to South Luogu Alley (SLA), a famous and popular Hutong, and seeks to determine the characteristics of market segments attracted to this location.

Methods
The current research used a self-administered questionnaire to collect the data. The researcher chose a number of different areas in the main street of SLA to approach the visitors randomly. A random sample of 602 visitors was approached and a total of 353 completed questionnaires were completed out of 358 given. The questionnaire contained four parts, including travel history at SLA, perceptions of authenticity, travel motivation, and socio-demographic characteristics. To measure the importance of authenticity regarding various types of visitors, participants were asked to describe how important it is that SLA provides an authentic Hutong experience. SPSS (Statistical Package for the Social Sciences) was used to analyze the data.

Results/Discussion/Implications
First, the current research found that motivations to visit SLA were mainly push factors, such as relaxation and tension release. Second, the present research found that visitors to Hutongs can be classified into four types based on motivations. The term “Huntonger” has been introduced and defined to describe this group of visitors. “Hutonger” can be segmented mainly by four motivations, including visitors who are motivated by relaxation, authenticity seekers who are driven by learning traditional history, escapees who are motivated by purely escaping from pressure, and entertainment seekers attracted by bars and different cultural activities. The new terminology in Hutong tourism can help marketers and community shareholders learn more about visitors to Hutongs and thus design different approaches to target each segment. It is important to note the different perspectives for various segments. For instance, the current research found that only authenticity seekers think it is important for the SLA to provide an authentic experience. Therefore, the reconstruction of some historical districts is not always seen as a negative thing that changes local traditions and culture. The influences of exotic culture elements can be regarded as positive and useful if they contribute to the development of local culture. High-quality, diverse products should be developed to satisfy those who pursue authentic cultural experience and those who want to relax and enjoy their time.
Introduction
A great natural calamity breaks out with significant economic, social, health, cultural and environmental impact in the short, medium and long term within a certain range, post-disaster reconstruction efforts therefore require optimize and adjust the industrial structure in order to accord with local natural resources endowment and socio-cultural characteristics (Kates et al., 2006). In the wake of the 2008 Wenchuan earthquake, as the worst natural disaster in China’s history, some rim-belt towns were compelled to shift the original industry orientation toward tourism due to potential geological hazards and environmental vulnerability. Thus, a prominent concern of our study is draw forth: what are key stages, characteristics and a feasible pathway for tourism sustainability? To echo this key point, this paper attempts to conduct an empirical research on post-tourism evolution process at Shuimo town. Moreover, it proposes an emerging creative destruction model of post-disaster tourism development aiming at providing with both a practical reference and theoretical insight for other tourism-led towns and communities.

Methods
It adopted mixed methods to elaborate its trajectory throughout nearly 10 years following a mega-quake. Data collection for text analysis of post-disaster tourism development was sourced from two segments: (1) annual statistics, work reports, and meeting records from local government and communities; (2) updated newsletters as well as travel blogs and individual memoirs via internet. The objectives of focus group were interviews with community governors, community elites and tourism practitioners as well. Purposive sampling was used to select 11 opinion leaders experienced post-disaster reconstruction from basic industrial stage into the rapid tourism development. Face-to-face, in-depth, semi-structured interviews are conducted to explore the evolutionary path and status-quo bias in small town from the micro perspective of multi-stakeholders. The subject of discussion is on five issues: (1) the development process since the earthquake; (2) the greatest advantage and negative impacts of tourism development to their community; (3) the major problems faced; (4) the key events during the reconstruction; (5) the relationships and interactions among government, enterprise and community.

Results/Discussion/Implications
Based on empirical research of post-disaster reconstruction and tourism development at Shuimo town, it extends Mitchell’s tourism creative destruction model and further explicates a creative destruction model of tourism development in post-disaster area. Post-disaster town is still placed in the transformation period of investment-driven economic growth model at present. China’s reconstruction model to some extend would not be confined to the restoration of the real capitals, at the same time need to gradually foci alternation of investment embracing a few more social capitals in forthcoming years (Jones, 2016). This represents a feasible tendency that an endogenous revitalization path centered on innovation-driven and human capital accumulation might become a great substitute for a simple exogenous reconstruction path by a period of smooth transition (Okuyama & Chang, 2004; Gignoux & Menéndez, 2016).
THE ROLE OF GOVERNMENT INVOLVEMENT IN COMMUNITY-BASED TOURISM RESEARCH: A SYSTEMATIC REVIEW

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Introduction

In many destinations, the government plays various roles in tourism activities. Governments act as enablers, policy developers or stakeholders in the decision-making process for tourism planning. A growing body of research has examined the role of government as tourism policymakers (Andriotis & Vaughan, 2004; Baggio, 2010; Bramwell & Sharman, 1999; Hare & Barrett, 1997) that has been recognized to be a valuable piece to Community-Based Tourism (CBT) literature. However, there has yet to be an in-depth examination on the extent of involvement of government in CBT, both in national and local governments. The complexity of the tourism system and, in particular, government’s role in the system, may result in difficulty aligning tourism efforts with local and domestic developmental goals. This relationship between government and nongovernment stakeholders has become an area of interest in the tourism literature.

The purpose of this study is to identify the type and level of government involvement in the CBT system, as well as finding new themes in government involvement through systematic review of CBT literature.

Methods

There are a variety of models to understand the relationship between government and community stakeholders (Getz & Jamal, 1994; C. L. Jenkins, 2000; Madrigal, 1995). One important model, developed by Carson L Jenkins and Henry (1982) explores the tourism involvement of government in developing countries. The model makes definitional distinctions between passive and active government involvement, which has been the two more recognized ends to measure involvement.

Thus, this study employed a thematic approach of government involvement to satisfy the initial stage of systematic review, using themes specific to the CBT literature and organizing them into the four categories based on the model created by Carson L Jenkins and Henry (1982). CBT articles that are selected are gathered from the top three databases before undergoing the systematic review.

Results

The result found that, out 41 CBT articles, the majority of government involvement belong in the “supportive passive” group. The study also found new emerging themes, such as “mentoring” and “network” was in government involvement in CBT. These new emerging themes fit with the trend of “independence” theme found in recent CBT articles and case studies. The emerging themes suggest that government can play an empowerment agent in CBT. Such role follows the premise of community capacity building in CBT that “is to support the expectation that community has more active governance roles in developing and facilitating the organic growth of its own tourism industry.
TOURISM DEVELOPMENT UNDER INDIA’S NEW CSR REGIME

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Introduction
Over the years, tourism development initiatives in India as a potential avenue for philanthropic investment have received scant attention by the private sector. While the tourism sector suffered from lack of funding, private sector traditionally focused its sporadic charitable efforts in the health and education sectors.

However, through the provisions under Section 135 of the new Companies Act 2013, government has initiated a structured reform on how companies should conduct their CSR activities. Clause 135 of the Companies Act is a first of its kind law in the world, wherein a statutory obligation has been imposed on companies to compulsorily spend on CSR (Balch, 2016). Recognizing the immense opportunity for action, the intention of this paper is to contribute to the emerging body of knowledge on tourism development through corporate funding under the new CSR regime in India.

Methods
A content analysis of philanthropic work being carried out by top companies in India, especially in the hospitality and tourism sector is conducted as part of this study. Through content analysis, the study looks at the popular CSR focus for companies, especially in the hospitality sectors and the role and effectiveness of NGOs and foundations towards tourism growth in India.

Discussion
There are just a handful of NGOs working to benefit tourism development in India, however their numbers are set to increase within a short period of time. This future increase could be credited to the increase in tourism, philanthropy and the impact of globalization in developing countries.

While reviewing the specific CSR activities being undertaken by organizations, Rajan (2014) states that most of the top companies prefer to invest in community welfare projects focusing on education and rural development-based programs such as sanitation etc. Focusing on the breadth of activities being undertaken as part of the CSR initiatives, Gautam & Singh (2013) reports that Schedule VII of the Companies’ Act, 2013 allows the corporate sector to invest in a wide variety of areas and the portfolio of activities needs to be expanded from time to time to encourage spending. However, as much as 73% of the CSR spending is focused only on education/skill development, health care/sanitation and rural development, leaving a huge scope for spreading to other areas such as tourism development.

Interestingly, top companies in the hospitality sector utilize their CSR budgets on health and education instead of developing tourism at the grassroots level, something which is supposedly their forte and should have been a natural choice for their philanthropic investment.

In sum, with the help of tourism-oriented NGOs, the hospitality chains falling within the purview of the new law are in a unique position of taking advantage of the CSR clause to move away from donating to traditional sectors and investing in tourism development initiatives.
Work-in-Progress – Consumer Behavior, Hospitality
ASSESSING UNIQUE SERVICE STYLE RESTAURANTS’ CONSUMER MOTIVATIONS FOR VISITING AND PAYING A PREMIUM PRICE

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Introduction
In the restaurant industry, although food quality and type are identified as significant variables in restaurant choice, the restaurant's atmosphere and its style can be differential elements in consumers’ ultimate decision to patronize one restaurant over another (Auty, 1992). In theme restaurants, customers typically spend at least a moderate amount of time in the facility hoping to enjoy the decor and the employees’ service (Kim & Moon, 2009). A few examples of such places are - a restaurant in China that has highly specialized autonomous robots as waiters who set and control tables in a controlled environment (Acosta et. al., 2006, Yau and Lau, 2016), a restaurant in Hyderabad, India where customers are guided and served by blind waiters in absolute darkness (Fabricant, 2011) or a futuristic restaurant ‘The Food’s on track’ in Germany where guests order food on a high-tech touch screen which is delivered on metallic roller coaster tracks straight to the table (Rosenberg, 2008).

Although several studies have been conducted on customers’ motivations and subsequent behaviors in the regular restaurants, scant research has focused on these unique service style restaurants. This paper provides the restaurant industry with insight and understanding as to what attracts patrons to fun experiment establishments and if these motivations influence their decisions to visit and to pay at these restaurants.

Methods
A web-based survey constructed through Qualtrics will be sent through Facebook and via email to collect a random sample of population across the globe who often dine or intend to dine in theme restaurants. The sample will be split into 2 populations - (1) an individual customer who does not wishes or desires to consider unique service style dining experience (2) an individual customer who strongly desires to consider unique service style dining experience. The study will be divided into four phases: (1) Screening question (2) Consumer intention to visit and pay (3) Consumer individual motivations of unique service style restaurants and (4) Demographics.

Results/Discussion/Implications
The objectives of this study are to identify consumer motivations of unique service style restaurants and to examine their behavioral intention to visit and pay in these restaurants. The results will have implications for scholars, marketers, and restaurateurs. The obtained results will help managers to develop strategies that place emphasis on achieving a unique service style rather than spending their complete resources on other factors of restaurants that are projected to have comparatively less real value to customers. Restaurateurs may want to invest in adding a unique service style to gain competitive advantage and increase consumer visit intention that gradually increases sales and greater return on investment in the long term.
CONNECTING THE DOTS BETWEEN BRAND PASSION AND BRAND LOVE: 
MEDIATING EFFECTS OF COGNITIVE ENGAGEMENT IN THE HOTEL INDUSTRY

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Introduction
With competition among hotel brands intensifying more than ever before (Mattila, 2006) and difficulties to differentiate hotel products and services from competitors increasing (Choi & Chu, 2001), hotel industry is recognizing the need to develop a stronger relationship with their customers than simply locking them through loyalty membership programs. Consequently, there has been a burgeoning interest in the hospitality industry on the topic of brand love, “the degree of passionate emotional attachment a satisfied consumer has for a particular trade name” (Carroll & Ahuvia, 2006, p.81). Despite its rising importance in the industry, however, academic research on brand love in the context of hotel setting is still lacking.

In addition, although various researchers have included passion in constructing the love scale (Albert et al., 2008; Batra et al., 2012), there is no specific conceptualization of mental processes indicating the link between brand love and brand passion. Moreover, when examining certain brand love consequences in relation to brand passion, the nomological framework of the construct lacks consistency (Swimberghe et al., 2014). These mixed findings may be due to majority of prior brand passion literatures operationalizing passion as a unidimensional construct, despite studies confirming the duality of the passion construct (Swimberghe et al., 2014; Vallerand et al., 2003). Finally, current brand love literature has mainly focused on affective components, while brand love is a multidimensional construct with affective, cognitive, and behavioral elements, rather than a specific and single aspect (Batra et al., 2012).

Therefore, the objective of this research is to develop a model illustrating the formation of brand love according to a new dualistic approach to passion with consideration of cognitive engagement and customer-brand identification.

Methods
To achieve above objective, empirical survey among hotel customers using Amazon MTurk will be conducted. In the survey, respondents will be asked to retrieve their actual hotel experiences and provide answers to questions of each construct scales regarding the focal brand; harmonious and obsessive passion scale (Vallerand et al., 2003), brand love scale (Carroll & Ahuvia, 2006), cognitive engagement and customer-brand identification scale (So et al., 2014) will be adopted. For statistical analysis, structural equation modeling with multi-group analysis will be performed.

Results/Discussion/Implications
The study results are expected to illustrate that there is a positive relationship between harmonious passion and brand love, but not between obsessive passion and brand love. In addition, the relationship between brand passion type and brand love are expected to be explained through the mediating effects of cognitive engagement and moderation effect of customer-brand identification. These results hold theoretical significance in better conceptualizing the link between brand passion and brand love, and practical implication for managers to generate harmonious passion in the first place and to provide customers with cognitively engaging opportunities to derive brand love.
CONSUMER EXPERIENCES THAT DEFINE THE EXPANSION OF LUXURY
BOUTIQUE HOTELS IN PERU

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Abstract
In recent years, there has been a shift in travelers’ perceptions of luxury travel. With modern societies’ fast-pace living, many travelers are seeking to get away from big cities. Travelers are exploring more secluded and exclusive destinations where they can be immersed in authentic and varied experiences. Boutique hotels have a distinct market advantage as they are considered fashionable by modern luxury travelers.

During 1990, a total of 7.7 million tourists arrived at South America, increasing by 400% in 2015 to 30.8 million visitors. By 2030, it is projected to reach 58 million visitors. This increase of tourism in the region positively affected Peru which reached 3.5 million tourists in 2015, accounting for an estimated income of $3.33 billion dollars (World Tourism Organization, 2016).

Many studies have explored the evolution of hotels in general, considering the factors most tourists take into consideration before traveling to a specific destination included hotel stay, restaurant options, and tours offered. The purpose of this study is to explore the reasoning behind travelers’ decisions to stay at luxury boutique hotels in a remote location in Peru.

Methods
A convenience sample of exclusive luxury boutique hotels representing two prestigious worldwide hotel travel association chains were selected, representing 18 properties out of almost 200 boutique hotels in Peru. Customers at these hotels spend from USD 250 up to USD 2,500 a day for exclusive experiences which include private butler service, private tours, spa services, and fine dining (Relais & Chateux, 2017; Virtuoso, 2017). Data for this study will be collected using a mixed method approach. A qualitative exploratory study will be conducted by interviewing focus groups with management teams of participating hotels, ideally reaching 10% of the boutique hotels in Peru. The qualitative data provided will be analyzed to generate the quantitative survey instrument.

The quantitative study will collect data from guests at participating hotels. Information regarding demographics, travel expectations, spending patterns, travel motivations, likes, and dislikes will be gathered and analyzed. Data will be collected directly from the guests of the participating hotels, as well as through an online survey sent to guests who have stayed at these properties over the past 12 months.

Implications
The research outcomes will provide valuable information for the development and progression of the luxury lodging industry in Peru. Additionally, this research could be replicated in other third world countries in South America as a tool for improving their lodging industry.
CUSTOMER’S PERCEPTION OF RESTAURANT EMPLOYEE’S EMOTIONAL COMPETENCY INFLUENCING CUSTOMER’S BRAND LOYALTY, REVISIT INTENTION AND OVERALL SERVICE SATISFACTION

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Introduction
Hospitality is a field that specializes in making people feel comfortable and welcomed while providing an environment of enjoyment for guests. This study will focus on the customer’s perception of restaurants’ employee emotional competency. A customer’s emotional memories about the service encounter may play a vital role in the customer’s decision to patronize a restaurant. The objectives of this study are to identify customer’s perception of restaurant’s front-line employee’s emotional competency and how this impacts the customer’s brand loyalty, revisit intention, and overall satisfaction toward the restaurant.

Methods
This study will utilize a quantitative research method to survey restaurant patrons. The questionnaire is designed to understand how front-line employees’ emotional competency and empathy influences restaurant patrons’ brand loyalty, revisit intention, and overall service satisfaction. The questionnaire will be developed in Qualtrics, an online survey website, and the survey questions will be designed based upon previous research: emotional competency will be measured by using 4 items adopted from Haygroup’s (2011) emotional and social competency inventory; employee empathy will be measured by using 5 items adopted from Ho and Gupta (2012); brand loyalty will be measured by 8 items adopted from Muqadas and Ali (2015); revisit intentions will be measured by 3 items based upon Pham, Do and Phung’s (2016) study; and finally, overall service satisfaction will be measured by 5 items from Parasuraman, Zeithaml and Berry’s study (1988). In order to enhance the reliability, validity, and generalizability of the study, 300 participants will be recruited. Data analysis will include a multiple regression to determine the relationships among the variables. Since the emotional competency has not been measured in the restaurant context, this study will provide insights for understanding how consumers’ attitudes will be influenced by front-line employees’ emotional competency.

Significance of this study
The study will measure the customers’ perceptions of restaurants’ front-line employees’ emotional competency and the way the customer’s judgment will positively influence their brand loyalty, revisit intentions and overall satisfaction of the restaurant. By studying the customer’s perception of employee emotional competency, restaurant managers will be able to measure how competency effects brand loyalty and revisit intention helping to uphold overall customer satisfaction of their restaurants. By providing overall customer satisfaction after each service encounter, managers can gain and maintain competitive advantage and a share of the marketplace. Thus, this study will provide managers with vital information about how to effectively influence customer brand loyalty, revisit intentions, and overall customer emotional satisfaction for a restaurant.
DETERMINANTS OF REVIEW HELPFULNESS ON YELP: DO REVIEW LENGTH AND EMOTIONAL INTENSITY MATTER?

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Introduction
With nearly 90 percent of its total population, the number of the Internet users in the U.S. has reached over 280 million by the end of 2016 Statista (2017). Exploring and searching the valuable reviews created by previous customers already have become a new shopping habit preferred by many customers. Therefore, helpful reviews are not only regarded by companies as valuable resources but also can make a difference in the customer decision-making process (Fang et al., 2016). The purpose of this study was to explore the determinants of customer review helpfulness in the restaurant domain.

Elaboration likelihood model of persuasion (ELM) was originally developed to explore the effective persuasive communication process (Petty and Caciopo, 1981). When customers refer to the online reviews, they are desired and motivated to follow the central route process in ELM if they are highly involved into elaborating the textual information (Peng et al., 2014). The review length is treated as a fundamental influential factor on the review helpfulness in many previous studies, influencing the time and efforts customers spend on the review (Fang et al., 2016; Korfiatis, Garcia-Bariocanal, and Sanchez-Alonso, 2012). At the same time, a variety of emotions behind the text that customers express along with their personal purchase experience also can influence the perceived helpfulness of customers, and the emotional intensity is another important factor which has a significant impact on the review (Ahmad and Laroche, 2015; Peng et al., 2014). Besides, customers are inclined to consider that reviews from users at higher trustworthiness level are more reliable and professional (Hu, Liu, and Zhang, 2008) and sometimes the review readability acts as a more important role on review helpfulness than the review length (Korfiatis, Garcia-Bariocanal, and Sanchez-Alonso, 2012).

Methods
Data of customer reviews were collected from www.yelp.com, which mainly focuses on helping people identify great local businesses such as restaurants. This study selected 30 restaurants each in ten of the most representative cities in the US, sorted reviews in each restaurant by “Newest First”, and collected the whole year review information of customers in 2016, so as to minimize the bias that some recent reviews may not be seen or evaluated by most of the customers.

The review helpfulness is counted by the number of “Help” customer clicked under each customer review, while both review length and review emotional intensity were calculated by LIWC, where the number of review words was used to measure the review length and either positive or negative attitude was used to infer customer emotional intensity. The review trustworthiness was judged by the Elite status of customers, and the review readability is measured by the score of the focal review calculated through www.readable.io.

Other restaurants related information such as restaurant type, product type, price range, reviewer network centrality, review elapsed days, customer rating, and restaurant average rating were extracted from the restaurant business page in Yelp.
DO WE CARE WHAT WE DON’T GET? NON-MEMBER CUSTOMERS’ REACTION TO EXCLUSIVE BENEFITS IN LOYALTY PROGRAM

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Introduction
This research investigates non-participating customers’ reactions to a loyalty program from which they do not receive benefits. For many businesses, loyalty programs are an important part of their marketing plan to cultivate and retain loyal customers and stimulate their return purchasing (Steinhoff & Palmatier, 2016; Kinard & Capella, 2006). However, previous studies suggest that loyalty programs might have negative impact on non-member customers’ perceptions and decisions when they experience exclusion from member benefits of loyalty programs (Liu et al., 2016; Steinhoff & Palmatier, 2016; Xia & Kukar-Kinney, 2014; Rodriguez et al., 2010; Feinberg et al., 2002). The purpose of this study is to investigate and propose effective solutions to help businesses retain their non-participating customer base.

Based on reactance theory, the present study suggests that customers’ psychological reactance will arouse when they perceive that they are not eligible for the exclusive benefits of a loyalty program. However, different barrier levels to join the loyalty program and the availability of an alternative choice of purchasing the benefits will influence customers’ reactance magnitude and affect customers’ attitude and their revisit intention.

Methods
In this study, we will conduct a 2 (barrier level: low, high) × 2 (alternative choice: yes, no) between-subjects experimental design. An online survey through Mturk will be randomly given to approximately 150 participants. The SPSS Process model will be used to examine the influence of barrier levels and alternative choice on customers’ attitude towards the loyalty program and towards the brand, and customers’ intention to revisit.

Expected Result/Implications
We expect that when there is no alternative choice, customers’ perception of high barrier (vs. low barrier) to join the loyalty program will have a more negative effect on customers’ attitude towards the loyalty program and the brand, and will lead to a lower intention to revisit. However, when the alternative choice of purchasing the benefits is given, high barrier customers’ attitude towards the loyalty program and the brand will be less negative, and customers’ intention to revisit will increase. Additionally, we expect that the interaction effect of the level of the barriers and the availability of an alternative choice on customer’s attitudes towards the loyalty program and the brand, as well as on customers’ intention to revisit, will be mediated by customers’ reactance towards the loyalty program.

This study provides companies with a solution to retain their non-member customers. One possible solution is to reduce barriers from joining the loyalty program for lower level tier customers. Another solution is to provide an alternative choice with opportunity to purchase the loyalty program benefits. These solutions will have a positive influence on consumers’ attitude towards the loyalty programs and the brand, and will enhance their the intention to revisit.
EXAMINING HOTEL LOYALTY MEMBERS’ SATISFACTION AND ACTIVE LOYALTY BASED ON INVOLVEMENT, ENGAGEMENT, AND VALUE CO-CREATION BEHAVIOR

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Introduction
Value co-creation has gained much attention since the proposal of service-dominant logic (S-D logic; Vargo & Lusch, 2004; 2008), a new customer-orientated paradigm for marketing management. Value co-creation refers to the integration and interaction of operant resources (e.g. skills or knowledge) for the mutual benefit (Lusch & Vargo, 2006). Customer value co-creation behavior (VCB) is a measurable construct describing how customers fulfill their role and their specific behavior as a co-creator in the value co-creation relationship (Laud & Karpen, 2017).

Past research claims that using active loyalty is a more effective way to measure customer loyalty with the hotel loyalty program (Xie, Xiong, Chen & Hu, 2015). Active loyalty is defined as customers’ behavioral intention of actively engaging with any loyalty program functions, including accumulating points, booking hotels, redeeming rewards, et cetera (Xie et al., 2015). The active loyalty, therefore, is different from the traditional loyalty which focuses on customer’s intention of retaining in the current loyalty program.

The purpose of this study is to examine hotel loyalty program members’ satisfaction and active loyalty based on involvement, engagement, and VCB, and to develop a structural model to test the relationships among six majored constructs. Specifically, this study proposes that 1) involvement and engagement are two major factors contributing to VCB to the hotel loyalty program; 2) customers is more satisfied with the hotel loyalty program when they are more active in their VCB, and the satisfaction leads to customer’s active loyalty toward the loyalty program; and 3) the company support moderates the relationship between involvement and VCB, and engagement and VCB.

Methods
A self-administrated online survey will be used to collect data from hotel loyalty program members in the United States and Canada. Respondents must have stayed at a hotel in the last 12 months, are holding at least one hotel loyalty program membership in the last 12 months, and are above 18 years old. All measurement items will be adopted from previous studies and modified to fit the study setting. Participants will be asked to indicate to what extent they agree with each statement on a seven-point Likert scale ranging from 1= “strongly disagree” to 7= “strongly agree”.

Implications
This study will fortify the understanding of VCB and resource integration among loyalty program members; develop the theoretical framework to facilitate the understanding of hotel loyalty program member’s active loyalty; and provide hotel industry operators with an in-depth understanding of VCB, and thereby they can practically utilize the knowledge for the loyalty program marketing.
EXPLORING INFORMATION CUES IN ONLINE HOTEL REVIEWS: AN EMPIRICAL STUDY FROM THE CUE UTILIZATION PERSPECTIVE

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Introduction
In evaluating the experiential nature of travel-related products through online reviews, consumers encounter two distinctive types of information cues (i.e., consumer-generated content and company-generated content), which have power to increase or decrease consumers' perception of product evaluation (Wang, Cui, Huang, & Dai, 2016). Cue utilization theory explains that a product provides an array of information cues and how consumers evaluate the quality of the product based on these information (Wang et al., 2016). This study thus attempts to provide a better understanding of consumers’ behavior in evaluating a hotel product through online reviews by analyzing how individuals use these two types of information differently in their assessment process toward a hotel product depending on contingent situations of disparate hotel types (i.e., hotel classification and brand). The present paper aims to examine consumers’ search behaviors of utilizing consumer-generated information and hotel types and how they impact on consumers’ intentions to trust in the target hotel and to book as evaluation outcomes.

Methods
To investigate how an individual utilizes an array of online information when they make a judgment on a hotel product quantity, we will implement an eye-tracking method with a 2 (hotel class: five-star or three-star) x 2 (hotel brand: brand or independent) factorial experiment design, holding four conditions. The domain that will be selected is TripAdvisor.com. The target sample will be 100 university students who use online hotel review platforms. The experimental HTML website will be devised using python flask programming. All participants will be randomly assigned to one of the four scenarios to evaluate the quality of the hotel product. The eye-tracking data of each participant on the sum of fixation time and viewing counts on the area of interests (AOIs) of consumer-generated content and company-provided information will be analyzed using the Scanpath software. To measure the dependent variables, trust in the target hotel and booking intentions indicating review evaluation, all participants will be asked to complete online questionnaire after the experiment with a seven-point Likert scale.

Results/Discussion/Implications
The main theoretical implication of this study relates to filling in the knowledge gap of the influence of consumers’ information utilization on hotel evaluation in the tourism industry by suggesting a research model that explains two types of information cues based on cue utilization theory. This present study has some valuable guidelines for tourism practitioners. With an analysis of how the two types of information cues are perceived and utilized by consumers in different conditions of hotel types, this study may explain how to effectively manage both reputation and information of the hotel, including the details of information and visual aspects on the web page, so that for some hotels, trying to raise and maintain better reputation would be more beneficial than investing more effort in providing detailed hotel information in order to entice more attention from customers, and vice versa.
EXPLORING THE IMPACT OF WINE IN MUSEUM RESTAURANTS

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Introduction
As more museum restaurants become a destination for museum patrons, the choices of wines and the perceptions that consumers have of those wines becomes a greater interest. As museums rely on donors, the wines associated with the museum’s restaurant must meet the expectations of these particular patrons. Moreover, as these restaurants attract more patrons through the use of celebrity chefs and the like, it seems intuitive that wine lists must befit these same expectations. This study aims to shed new light on what the current customer perceptions are when it comes to wine at museums.

The primary objective of this study is to investigate what motivates consumers to choose museum restaurants as a dining destination. The sub-objectives of this study are to 1) evaluate the effects museum restaurants and wine programs can make on museum visitation, 2) assess what factors customers consider while making wine choices at museum restaurants and 3) assess what factors affect customer satisfaction at museum restaurants.

Methods
The purpose of this study is to survey consumers to determine their level of interest in restaurants housed in museums, their perceptions of destination restaurants, and their perceptions of wine and wine programs in museums.

A data collection instrument in the form of a questionnaire will be developed to obtain an idea of the perceptions and interest levels about foodservice operations inside museums. A standard online survey will be created and then administered by the researchers through Qualtrics. Demographic information will be collected, including participants’ age, ethnicity, and level of education. All other questions will pertain directly to participants’ interest levels and perceptions about museum restaurants and wine in museum restaurants.

Subjects will consist of museum members as well as museum and art enthusiasts. The researchers will aim to collect a sample size of at least 1,000 participants from no less than three different museums. The participants will be obtained by gaining access to the participating museums member email list. Additionally, another 300 participants will be obtained by posting the survey link on each museums Facebook page. Since the decision to participate in the survey will be optional, self-selected convenience sampling will be the method of sampling that the researchers will use.

Implications
The results of this study will benefit museums as well as museum restaurant operators in a number of ways. Museums will see increased visitation, which will lead to increased revenues in the form of entrance fees, gift shop purchases, etc. Increased visitation will then lead to increased museum restaurant patronage. Museum restaurant operators will benefit by better meeting their patrons food and wine needs. Additionally, museum restaurant operators will be able to better design their wine menu and wine service type to better meet their patrons needs.
APPLYING THE FLEXIBLE CORRECTION MODEL TO HOTEL ONLINE BOOKING TROLLING COMMENTS

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Introduction
Social media has an important role for consumers to search for travel information (Xiang & Gretzel, 2010). An online trolling behavior entails purposefully initiating meaningless dialogues and arguments with other web-users (Turner et al., 2005). Online trolling behaviors, especially trolling comments, are a common occurrence on travel social media websites (Buckels, Trapnell, & Paulhus, 2014). However, there is limited research regarding travelers’ perceptions of trolling comments. Previous studies did not address if travelers are capable of distinguishing between genuinely negative and trolling comments. Additionally, the influence of trolling comments on travelers’ behavior, especially online booking decisions has not been examined. Thus, the proposed study has two objectives: (a) determine how trolling comments and negative comments are different from each other, and (b) examine methods that could minimize the negative effects of trolling comment.

Methods
To differentiate trolling comments and genuine negative comments and to address the necessity to manage trolling comments, the first study will employ a single 2-level factor (troll vs. negative) between-subject experimental design. Three hundred participants from the U.S. will be recruited from Amazon MTurk. They will be instructed to imagine that they are selecting a hotel on a travel website for their upcoming vacation. In the troll condition, they will receive a scenario with a hotel with a rating of three out of five stars, two positive comments and one trolling comment. In the negative condition, the trolling comment is substituted by a genuine negative comment. The tolling comment and the negative comment will be pre-tested so that they have the same magnitude of negativity as well as to ensure the ease of identification by participants. After that, felt-discomfort will be measured, followed by “intention to book” the hotel. The second study will adopt a 2 comment (troll vs. negative) × 3 replies (recognition vs. apology vs. no reply) between-subject experimental design. Four hundred participants from the U.S. will be recruited from Amazon MTurk. Participants will be randomly assigned to 6 experimental cells. The comments will be the same as those in study 1, and different pre-tested managerial replies will be shown to participants. Perceived hotel image will be measured after the scenario.

Results/Discussion/Implication
Theoretically, this study should provide empirical and quantitative analysis of the negative impact of trolling comments by differentiating trolling and genuine negative comments. One of the reasons why trolling might be perceived as more negative is because of the felt-discomfort by consumers. Practically, this study should provide solutions for hotel managers to deal with trolling comments, and specifically it will examine if it is worth to “feed the troll” or simply ignoring it.
HOW DO HOTELS EFFECTIVELY RESPOND TO ONLINE REVIEWS? THE ROLES OF SOURCE CREDIBILITY AND PERSONALIZATION

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Introduction
Online reviews have become increasingly important among hotel consumers because reviews have become essential sources of information for hotel seeking and booking, and significantly influenced both past and potential consumers’ purchase intentions (Cheng and Loi, 2014; Mauri and Minazzi, 2013; Sparks et al., 2013; Vermeulen and Seegers, 2009; Xiang and Gretzel, 2010; Xie et al., 2014). However, although a survey showed that 57% of consumers are more likely to book a hotel that has responded to online reviews (eMarketer, 2013), only 7% of negative reviews are responded by hotels (Bly, 2010). Therefore, online communication between hotels and reviewers is far from being satisfactory. The problems are, how can hotels effectively respond to online reviews? Who should respond? And what to respond?

So far, little can be found about online review responses in the academic literature (Park & Allen, 2013, Sparks & Bradley, 2016). While some literature on hotel responses to negative online reviews is emerging (Levy, Duan, & Boo, 2013; Mauri & Minazzi, 2013; Park & Allen, 2013; Sparks & Bradley, 2014), little of it has examined the effectiveness of different types of response (Sparks & Bradley, 2016). To fill this void, the research is planning to examine the effectiveness of hotels responses by investigating the impact of source credibility and personalization of hotels’ response on previous consumers’ satisfaction and behavioral intentions.

Methods
The research will use 2 (source credibility high vs. low) * 2 (personalization personalized vs. non-personalized) * 3 (valence of reviews, negative, positive, ambivalent) between-subjects design. Therefore, 12 scenarios will be created and treated to 12 groups. The research will examine both the independent and simultaneous effects of 3 treatment variables. Participants will be randomly selected by using Amazon’s Mechanical Turks. A total of 360 respondents with 30 participants in each of 12 groups will be randomly recruited online. Three-way ANNOVA will be used for analysis.

Possible Results
The effect of source credibility and personalization of hotels’ responses on consumers satisfaction and behavior will be examined. The findings may include what sources of responses could more effective in addressing positive, negative, or ambivalent reviews, and what type of personalization could be effective to respond to different valence of online reviews.
"LIKE" YOUR HOTEL REVIEW POSTING, SO WHAT? - SOCIAL MEDIA ENGAGEMENT AND BEHAVIORAL INTENTIONS

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Introduction
Consumers post reviews of products/service on social media, and this becomes an important information source for other consumers, especially for tourism products. Reviews can impact reader’s attitudes cognitively, affectively, and/or behaviorally in two aspects: attitude toward the review and attitude toward the product/service illustrated in the review. With social media, consumers' attitude toward postings are captured, as a form of social media engagement, by clicking the "like" button, sharing the posting, or commenting.

Researchers are actively trying to answer - how and to what extent can social media engagement be connected to the readers' attitude toward products? To answer this question, an experimental design is proposed and formulated using dual information processing models (Chaiken, 1980; Petty & Cacioppo, 1986; Zajone, 1980) with an emphasis on the involvement concept (Kapferer & Laurent, 1985; Zaichkowsky, 1994). Message impact characteristics influence on attitude (Islam, Rahman, & Hollebeek, 2017; Van Kleef, van den Berg, & Heerdink, 2015; Zhang, Gursoy, & Xu, 2017) will be examined.

Methods
This research will examine how characteristics (cognitive vs. affective) of a hotel review, posted on social media, impact readers' attitudes toward the review and attitudes toward the hotel among two groups - high and low involvement. The groups will be randomly formed, and different travel plan scenarios will be presented.

A two-by-two, between-subjects experimental design with equivalent groups will be applied. Participants will be recruited for an online experiment through an Internet panel (Qualtrics). Three components of attitude (affective, cognitive, behavioral) will be measured after expose to a social media review. Attitude toward the review and the hotel will be measured. The correlation between attitude toward the review and toward the hotel will be analyzed.

Results/Discussion/Implications
This research is an extension of previous research on the impact of characteristics of messages on readers (Andreu, Casado-Díaz, & Mattila, 2015; Hwang, Choi, & Mattila, 2018; Ludwig et al., 2013; Persson, 2017; Wu, Shen, Fan, & Mattila, 2017; Yin, Bond, & Zhang, 2017) and evidence of dual information processing adoption models over two situational contexts. In addition to confirming previous research, this research will be extended to investigate the relationship between attitude toward message and attitude toward products/service described in the message. The findings will contribute to practical implications for marketers in interpreting social media data for commercial uses.

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IMPACT OF MULTI-SENSORY EXPERIENCES ON CONSUMER CONSUMPTION BEHAVIOUR IN HOTEL SPA SETTING IN CHINA

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Introduction
In the current marketing and management literature, the concept of customer experience and customer experience management are increasingly gaining attention. Pine and Gilmore (1999) point out the significant of the customer in understanding what an experience is all about. Customer uses senses—sight, sound, smell, touch and taste to gather information day-to-day, and do contribute to the establishment of an experience and all senses interact together will form the foundation of sensory experience. Customer sensory experience can cause to what creators call ‘the experience logic’ so this experience logic posits the person’s personal in the brain and experience judgment that created from the personal sensory experience may enable the individual to develop behavioral, emotional, cognitive, rational and symbolic values toward the product or service offered (Krishna, 2010). However, the many of companies are not serious enough about turning their marketing toward human senses with a clear strategic direction, and also customers are unaware of the way senses interact with their day-to-day experience. Thus, it is important to investigate and explore customer sensory experience, in terms of how senses shape their behavior. Therefore, the aim of this study is to present and discuss the influence of multi-sensory experiences on consumer behavior, and what role of senses play in consumer consumption behavior.

Method
In order to achieve the aim and research objectives, this study adopted a qualitative multiple case studies approach based on in-depth interviews, non-participant observation and document review. The researcher has conducted 40 interviews of consumers and 12 interviews of staff from the selected hotels.

Results
The results of finding show that the sense of sight has no direct influence on consumers’ consumption behavior, because the sense of sight is cut off at this point. The sense of smell and sense of sound play a significant role and are highly influential in consumers’ spa experience. Such as “pleasant scent” is not only positively improve consumers’ feeling of pleasantness, also influence consumer purchase intention; “texture of fabrics, tangible elements and therapist’s hands “are highly influential in consumer’s feeling of trust, ultimately it can shape consumer’s behavior.
INFLUENCE OF MOTIVES FOR HEALTHY FOOD CHOICE ON CUSTOMER LOYALTY IN THE RESTAURANT INDUSTRY

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Introduction
Consumer demand for healthy food consumption has tremendously increased as individuals are becoming increasingly conscientious about their health (M.-J. Kim, Lee, Kim, & Kim, 2013). For instance, Brouwer and Mosack (2015) suggest that positive attitudes, intentions, and actions toward healthy eating behavior is driven by self and identity perceptions. Individuals who identify themselves as healthy prefer to select healthy items when dining out as anything deviating from that (i.e. selecting an unhealthy item) would cause them to experience severe guilt (Brouwer & Mosack, 2015). Experiential value refers to as how customers perceive value from products or services they purchase, and it includes perceptions of excellent, aesthetic service environment, and benefit to cost (Mathwick, Malhotra, & Rigdon, 2001). Given that customers more carefully choose foods to reduce risks on their health, their healthy food choice can affect experiential value in restaurants. In this vein, understanding mechanism of the relationships between attributes of the healthy food choice, experiential value, customer satisfaction, and customer loyalty is important for restaurants’ long-term success. Taken together, the current research proposes a fruitful avenue to investigate the interdependence among health concern, self-guilt, self-awareness, social efficacy, and restaurant familiarity in relation to how they impact consumer experiential value in the restaurant segment.

Methodology
Current study focuses on healthy food choices as perceived by general full-service restaurant consumers, so that present study encompasses family or casual dining customers. Using an Internet-based research company, a self-report questionnaire was distributed to panel members in all 50 states in the United States, and respondents were asked to choose the full-service restaurant at which they had most recently dined.

Results/Discussion/Implication
This study investigated if health concern, self-awareness, self-guilty, social efficacy, and restaurant familiarity are elements of healthy food choice that increase customers’ experiential value in restaurants. Overall, the present study provided further empirical evidence that experiential value directly impacts consumer satisfaction and consumer loyalty. This finding is consistent with previous studies (Jin, Line, & Goh, 2013; Yuan & Wu, 2008). Additionally, this study demonstrated that self-awareness and restaurant familiarity have a direct impact on experiential value. Restaurant managers should work diligently to ensure that consumers develop a warmth toward the restaurant; as familiarity has the ability to impact their overall experiential value. If consumers are to develop warmth of familiarity with a restaurant, the quality of services rendered will be the key to nurturing an intense emotional bond. Restaurant managers will do well to advance their businesses by taking into keen consideration (when training frontline employees) both the social and cognitive factors that work in unison to impact consumers overall experiential value as they create an atmosphere of acquaintance.

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PERCEIVED SERVICE QUALITY GENERATING CUSTOMER EMOTIONS AND ACHIEVING SATISFACTION IN THE FOOD TRUCK INDUSTRY

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Introduction
The food truck industry has grown consistently. According to Myrick (2016), there were a total of 4,130 food trucks in operation in the U.S in the year 2015, producing a total revenue of $1.2 billion, representing a 12.4% increase over the past five years (Myrick, 2016). One of the biggest advantages of food trucks is their mobility. Many local and franchise restaurants have also started operating their own food trucks to diversify the sales channel. In addition, a number of college dining services have started to operate their own food trucks on campus, which are often accessible to the general public. Despite the emerging trend, few consumer research studies have been done regarding the food truck industry in academia. Thus, there is a need for research concerning this topic. The purpose of the study is to examine the relative importance of DINESERV dimensions on food truck customers’ emotions and to investigate how their emotions influence their overall satisfaction.

Methods
Questionnaires will be distributed to customers of food trucks at various food truck sites in a city with an approximate population of 250,000. A self-administered questionnaire was developed to test the hypothesized model. All scales were adopted from the existing literature. The DINESERV instrument, a questionnaire to evaluate demographic information such as age, race, gender, income, and education level, will be asked, with minor modification to wording to make it specific to the food truck setting. Both positive and negative emotion measures will be adopted from Liu and Jang’s (2009) study. Satisfaction measures will be borrowed from Ryu, Han and Kim’s (2008) study. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) will be used to test the conceptual model. SPSS 23.0 and Mplus 7 will be used to perform the statistical analyses.

Results/Discussion/Implications
This study provides both theoretical and managerial implication. To our knowledge, this is the first study that attempts to apply the DINESERV model questions to the investigation of consumer behavior in the food truck context. In addition, food truck operators will be able to use our study findings to identify the criteria customers use to judge service quality (i.e. reliability, assurance, tangibles, empathy and responsiveness), and which criteria are most important to food truck customers. The recognition and execution of this criteria will help food truck operators achieve customer’s emotional satisfaction efficiently and effectively. Satisfied customers will most likely revisit the food truck and contribute to a reputable reputation for the food truck’s brand name. The findings from this paper will support food truck operators in accomplishing overall service satisfaction which will help them achieve competitive advantage over the increasing number of food trucks in operation in the food industry.
REGIONAL DIFFERENCES BETWEEN WINE CLUBS: AN EXPLORATORY STUDY

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Introduction
Wine clubs are an effective direct-to-consumer marketing channel that enables a winery to develop long-term relationships with their customers, and leads to recurring sales and revenues. Wine clubs are becoming increasingly utilized channels with smaller producers, as they are a way for smaller production wineries to become and remain financially viable. Wine clubs can be defined as a loyalty club program in which a club member provides the winery their credit card and agrees to purchase a set number of bottles of wine at an agreed upon frequency and price range, with shipments continuing until the club member decides to cancel the membership (Berglund, 2003).

The proliferation of wine clubs in the United States is due to several phenomena. The shift from focusing on transactional sales to recurring sales is one of the primary reasons for the development of wine clubs. Wine clubs allow wineries to complement the conventional three-tier distribution system and sell directly to the end consumer, resulting in greater profit margins (Root, 2004; Teaff, Thach, & Olsen, 2005).

Previous wine club literature pertains to established wine producing regions. For example, in the United States, this primarily involves California, and to a lesser degree, Oregon and Washington State. However, there is a lack of literature on this topic that focuses on other, less developed, wine regions.

The objective of this study is to investigate and delineate the similarities and differences between wine clubs in different geographical areas of the United States through the use of qualitative research.

Methods
The study will incorporate an exploratory qualitative research design that will investigate regional differences between wine clubs. The sample will comprise of wineries and wine club members from across the contiguous United States.

The qualitative research will be comprised of two parts: 1) individual interviews with wine club managers and winery owners, and 2) focus groups with wine club members. The researchers will aim to collect a minimum sample of at least 30 wineries for the interviews, and three sets of 10 participants for the focus groups. The purpose will be to analyze the wineries’ wine club structure to delineate similarities and differences as well as gauge the level of importance of the four wine club attributes as identified in previous literature (White & Thompson, 2009). The discussion guide will incorporate both the management and consumer perspective due to the potential disconnect between the two.

Implications
The results will add to the body of knowledge as well as lead to an increased understanding of the general wine club model. Additionally, the results will shed light on consumers’ perceptions of both the winery’s wine club structure and the importance of the four wine club attributes.
RISKY BUSINESS: MEDIA CONTENT & MILLENNIALS’ PROTECTION MOTIVATION FACTORS FOR NOROVIRUS OUTBREAKS ON COLLEGE CAMPUSES

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Introduction
Over the last few years Norovirus (NoV) outbreaks have wreaked havoc throughout many college campuses infecting hundreds of students per campus (Peterson, 2015; Rocha, 2015; CDC, 2016; Logue, 2016). These outbreaks cost students and universities multiple days of missed classes and work as symptoms typically last 24-72 hours (CDC, 2016; Ellis, 2017). Currently there are no vaccinations for NoVs, therefore, risk mitigation relies upon disease prevention behaviors of students. Noroviruses are globally recognized as the leading cause of AGE (Freeland, 2016; WHO, 2016). The CDC reports that about 20 million cases of AGE each year are attributed to NoVs (CDC, 2016). High rates of transmission linked to the low infectious dose allow for tremendously high infection rates for NoVs (CDC, 2014). NoVs are environmentally stable and spread rapidly, especially in closed communities such as, cruise ships, assisted living facilities, colleges, and prisons (Bret et al., 2014; Verhoef et al., 2015; CDC, 2016). NoVs can be transmitted through multiple routes: the fecal/oral route, contact with contaminated surfaces, and close personal contact with an infected person (Bert et al., 2014; CDC, 2014).

Outside of dorms and areas with foodservice stations, colleges can have thousands of people crammed into a small radius, proving an ideal scenario for NoV outbreaks. NoVs have shown to have great survivability on hard surfaces, difficult to properly sanitize, and have an immense tendency to spread rapidly through socially tight living communities (CDC, 2016). Making college living facilities and foodservice areas exceptionally easy targets. Protection Motivation Theory (PMT) is a useful model for investigating underlying factors that direct individuals’ behavioral habits (Rogers, 1975). PMT helps to understand the effect of fear, through threat and coping appraisals on an individual’s intention to protect themselves from a communicated threat. One of the most serious dilemma’s facing the hospitality’s foodservice industry is how to effectively communicate the risks of NoV outbreaks. In addition, the industry is perplexed on how to motivate individuals to practice mitigation methods. This study will seek to determine if PMT can effectively be used to communicate to Millennials’ motivational factors that will reduce the risks associated with and prevention of NoV.

Proposed Methods
A factor analytic approach will be taken utilizing the latent variables perceived severity and vulnerability, which combine to form threat appraisals, while response efficacy and self-efficacy make up an individual’s coping appraisals. Social distancing and handwashing will comprise the protective motivations (Rogers, 1983). Structural equation modeling will be utilized to ascertain if the structure model can be used to predict behavior intentions to practice protective motivations. This study will employ a survey to investigate how NoV mitigation media content influences individual’s intentions to engage in protection motivations.

Proposed Implications
This study aims to contribute to the existing body of knowledge by offering theoretical and practical implications in regard to risk communication and Millennials’ motivational factors to practice NoV mitigation methods in a health related context. This study could be utilized to discover which risk communication methods are most impactful to Millennials for health related messaging.

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THE EFFECT OF MULTI-SENSORY CUES ON ECO-FRIENDLY BEHAVIOR: APPLICATION OF TRANSPORTATION THEORY.

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Introduction
In hospitality literature, contradicting research outcomes are reported around customers’ eco-friendly behavior – coined as paradox of environmental beliefs (Gabler, Butler, & Adams, 2013). On one side, research outcomes report that large number of people are actively concerned about environmental issues (Thøgersen, Jørgensen, & Sandager, 2012), thus, customer’s demand of environmental friendly implementation in the hotel industry has increased. These customer trends create customers’ avoidance behavior when hotels disregard environmental issues (Kang, Lee, & Yoo, 2016). On the other hand, others addresses that hotel guests are often not concerned about saving amenities or energy during their stay although they are an active supporter of environmental issues at home (Chang, Huh, & Lee, 2016). This is because of their belief that excess usage of amenities or energy in the hotel room has little direct impact on the environment (Gabler et al., 2013).

Grounded in self-regulatory and transportation theories, this study argues that customers can maintain their home practices and self-control when hotels provide appropriate situational cues (visual and sound sensory cues) that can transport customers to the nature. This study finds an answer to the contradicting research findings around customers’ eco-friendly behavior based on the situational cues provided by hotels. Therefore, this study hopes to build upon the existing green-behavior literature by testing for multi-sensory effects on self-control and eco-friendly behavior.

Methods
To test hypotheses, 2 (visual: nature vs. urban) x 2 (nature vs. urban) between-subjects experimental studies will be conducted. In the first study, participants will be randomly assigned to one of the four conditions and will be asked to read a study vignette (multi-sensory experience in luxury hotels) and respond to our survey questions. In the second study, the researchers will replicate the effects in the budget hotel setting. To test for the transportation experience and its impact on self-control and eco-friendly behavior, we will examine the mediation effect of the self-control.

Results/Discussion/Implications
There are three expected implications. First, in general, this study contributes consumer behavior literature by providing empirical evidence of the effect of nature sensory cues on eco-friendly behavior. Second, theoretically, this study influences on transportation theory literature that eco-friendly behavior can be changed depending upon how hotels utilize sensory experiences. Last, practically, hotels can employ multi-sensory cues to better promote their environmental friendly implementation.
THE EFFECTS OF IMAGE ON CONSUMERS’ PERCEIVED RISK AND EXPERIENTIAL VALUE: A CASE OF FOOD TRUCK STUDY

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Introduction

Gourmet food trucks are enterprises known for offering quick eats that cater to all tastes, serving fusion foods and innovative takes on classic foods. It has been projected that food trucks will attain $2.7 billion in revenue for the 2017 year (Santoro, 2015; Intuit Research, 2012).

To assess the phenomenon, this study explores image, perceived risk, experiential value, satisfaction and repurchase intentions. It is important to note that the proposed research and conceptual model is not new within academia. Past literature has explored the relationships between the constructs numerous times; therefore, the present study’s novelty exists within the specific context of food trucks.

Image, perceived risk, experiential value, satisfaction and repurchase intentions were chosen to understand what draws consumers in, creates a valuable experience despite potential barriers, and to determine gratification that will lead to an intention that repeats the transaction of food truck consumables. It is because the above constructs have been studied numerous times that they were chosen: the food truck context is understudied and using well researched constructs will add merit when exploring the phenomenon. Image is able to influence consumer perception through determinants like “advertising, public relations, physical image, word-of-mouth, and their actual experiences with the goods and services” (Kandampully & Suhartanto, 2000, p.347). Image is a significant influencer of consumer behavioural intentions (Ryu, Han, & Kim, 2008). When minimal perceived risk is present, satisfaction levels are increased (Jin, Line, & Merkebu, 2016). Gaining value from a purchase experience is important for creating a successful transaction, and is directly linked to the level of satisfaction that is obtained through a purchase (Patterson & Spreng, 1997). When value is present despite perceived risks, a strong competitive advantage is put forth to showcase reasons for consumers to purchase from food trucks over other food and beverage outlets.

The study implications are operational competitive advantage and increased market share, comprehensive understanding of food truck consumer’s decision-making process, and adaptability of well-known constructs within an understudied context.

Methods

Convenience sampling consisting of 400 usable surveys from Research Now panelists, who have purchased from food trucks within the last 12 months. A pretest will be utilized before Research Now survey distribution and screening questions will also be implemented. Measurement items will be modified from existing literature. There are 8 image items adopted from (Ryu, Han, & Kim, 2008). There are 6 perceived risk items adopted from (Bruwer, Fong, & Saliba, 2013). There are 7 experiential value items adopted from (Mathwick, Malhotra, & Rigdon, 2001). There are 3 satisfaction items adopted from (Ryu, Lee, & Kim, 2012). Lastly, there are 3 repurchase intention items adopted from (Chiu, Chang, Cheng, & Fang, 2009).
THE EXPERIENTIAL-MATERIAL CONTINUUM: ASSESSING CONSUMER PURCHASES

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Introduction

Previous literature has indicated experiential purchases result in greater happiness than material purchases (Van Boven & Gilovich, 2003; Nicolao, Irwin, & Goodman, 2009). Further, the effect of human behavior on subsequent happiness has been studied across multiple contexts including the ordinary-extraordinary spectrum (Bhattacharjee & Mogilner, 2014), religious activities and exercise (Mochon, Norton, & Ariely, 2008), marriage and family experiences (Easterlin, 2003), and gratitude (Lyubomirsky, Sheldon, & Schkade, 2005). Nicolao et al. (2009) conducted experiments in a controlled lab setting to determine differences in happiness levels between purchase type. Further, Nicolao et al. (2009) found that hedonic adaptation happens more quickly for material purchases than experiential purchases. While these experiments provide a good basis for future research, studies that accurately reflect reality will be more conducive to understanding consumers and their subsequent behavior based on levels of happiness.

Methods

This manuscript utilized a mixed-methods approach to data collection. The primary purpose of data collection strategies implemented in this study was to (1) determine consumer beliefs about products on an experiential-material scale and (2) obtain open-ended responses to different product categories/classifications. Data were collected through surveys. Informants were told the interaction was part of a project attempting to understand consumer thoughts on experiential and material purchases. Surveys were distributed and collected in March and April 2017. The sample size followed the recommended number of participants by Creswell (1998) and Morse (1994). The duration of the survey was approximately seven minutes due to the qualitative portion of the survey. The study was conducted with 45 undergraduate/graduate students to determine material and experiential items in low cost ($10-$30), moderate cost ($75-$175), and high cost ($500+) categories for both one-time purchases and subscription purchases. A survey was administered with open-ended questions asking respondents to list material and experiential purchases for the different cost categories and by purchase-type. Further, respondents rated nine purchases on a 7-point scale, anchored by “completely material” and “completely experiential”.

Results/Discussion/Implications

The study showed “going to a concert” ($\mu = 6.86$) as highest on the material – experiential scale very close to the “completely experiential” (7) rating. “Membership to a wine of the month club” ($\mu = 3.86$) was ranked lowest on the material – experiential scale falling closest to a neutral (4) rating. The study presented in this manuscript provided a clear distinction between material and experiential products from a mixed-methods design executed with 45 undergraduate/graduate students. The results from this study provide a strong foundation as to where product position on the experiential-material spectrum.
THE IMPACT OF TYPE OF HOTELS ON COMPENSATING DENIED CUSTOMERS
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Introduction
Majority of hotels will oversell their rooms to minimize the lost revenue due to customer cancellations and no shows (Wangenheim & Bayon, 2007). However, denials can happen when there are fewer cancellation and no-shows than expected (Noone & Lee, 2011). To reduce negative effect of denied service on customer satisfaction and loyalty, compensation is widely used (Smith, Bolton, & Wagner, 1999).

The purpose of this research is to examine the interaction effects of the amount of compensation with the type of hotels on customer reaction to denied service due to hotel overbooking. According to equity theory, it is likely that customers who book luxury hotel rooms will consider their inputs greater than those who book budget hotel rooms, and thus expect to receive better service. Furthermore, unlike airline industry, there is no federal law stipulating the amount and the type of compensation to walked customer in hotel industry (Perkins, 1998). This raises an important question: How would different amount of compensation influence luxury and budget hotel customers?

Method
The researchers would conduct paired T-test on data collected from online survey. We expect that when hotels offer under compensation or normal compensation after service denial, there will be a significant difference between luxury hotel guests and budget hotel guests on customer satisfaction, repatronage intention, and perceived inconvenience of relocation. However, there will not be any significant difference when hotels provide over compensation. This study identifies that luxury hotels may benefit by overcompensating their denied customers. Future study could examine how amount of compensation will affect consumers who are loyal versus first users.
THE LOYALTY OF A GENERATION: COMPARING MODELS OF CUSTOMER LOYALTY ACROSS GENERATIONAL SEGMENTS

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Introduction
Despite the changing consumer market based on the influx of newer generations, such as Gen X and Millennials, loyalty research has not yet analyzed the antecedents to loyalty across separate generations. Based on generational theory which states that the link between individuals born in a certain era is defined by the shared national and global experience of those within a generation, this study evaluates the three major generational forces currently in the market (1) Baby Boomers 1946-1964, (2) Generation X 1965-1980, and (3) Millennials 1981-1998 (Pew Research 2016). Using the following recognized antecedents of loyalty- trust, emotional commitment, calculative commitment, brand identity, and corporate social responsibility- this study will compare loyalty models across these three generations.

Methods
The sample will include people who have stayed in a hotel on at least four separate occasions over the past year in order to include individuals more likely to possess both the attitudinal and behavioral components of loyalty. This sample will be divided by age cohorts corresponding to the generations defined by Pew (2016): respondents born between (a) 1946 and 1964, (b) 1965 and 1980, and (c) 1981 to 1996, to provide comparative results between the generations. Given that there will be approximately 31 items used to measure the scales, the sample size will need to be 900 respondents to allow for responses that will be invalid. Structural equation modeling will be used to test the hypotheses. Following the quantitative analysis of loyalty, new participants will be examined qualitatively to understand the underlying differences within the antecedent constructs that lead to the favorable loyalty outcomes.

Results/Discussion/Implications
Despite the different experiences of the generational cohorts based on shared life events, the antecedents of loyalty may very well not differ between the three groups. We expect to find that all five antecedents play a role in loyalty, however, there should be differing degrees and fulfillments of those antecedents. In order to confirm these expectations, the structural model will show that all antecedents influence loyalty for Baby Boomers, Generation X, and Millennials and the differing degrees. The qualitative analysis will then extrapolate the means to attain those necessary antecedents by explaining how the differing generations view trust, emotional commitment, calculative commitment, brand identity, and corporate social responsibility.
THE MISMATCH EFFECT ON NEW MENU ITEM INTRODUCTION
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Introduction
Many quick-service restaurants introduce new or seasonal menu item using boards inside of their restaurants. However, getting the new menu item information remembered and ordered can be challenging. This study introduces strategies to introduce new menu item in restaurants by considering the characteristics of restaurant environment and food item together. Previous research found products that are moderately incongruent with their associated category schemas are expected to stimulate processing that leads to a more favorable evaluation. The moderate incongruity created by a partial match between a product and a category schema leads to a different evaluation process than either a pure match or mismatch. Building on the prior findings in incongruity literature, this study is testing if the moderate incongruity among environmental stimuli (manipulated by restaurant interior theme and background color) and new menu items (high arousal vs. low arousal) stimulate information processing, and in turn increases product recall and preference. Also, we propose the information framing message may work as a moderator in this model. When the information framing message does not match with the new menu item attribute, the proposed effect would be flipped.

Methods
A 3 (environment: high vs. medium vs. low arousal) X 3 (food: high vs. medium vs. low arousal) between-subjects experiment will be conducted through Amazon M-Turk (N=300). Arousal qualities of environment will be manipulated through the picture of restaurant interior theme and background color. Arousal qualities of food will be manipulated by pictures of different food items: high calorie-indulgent food items will be considered as high arousal food stimuli while the low calorie-healthy food items will be used for low arousal food stimuli. The first part is an encoding phase in which participants are exposed to new menu item information with food picture on a certain background color (high, medium or low arousal color). This is introduced as a new menu item promotion poster for a fictitious restaurant in the study. After a brief filler task, dependent variables will be measured (e.g., numbers of thoughts, recall, overall liking)

Expected Results / Discussion
The positive impact of moderate incongruity is expected. Participants will have larger numbers of thoughts / correct recall and higher overall liking when the high or low arousal food is presented on medium arousal color (moderate incongruity conditions) compared to the conditions when high arousal food presented on high arousal background color (congruity condition) or when high arousal food presented on low arousal background color (extreme incongruity condition). This means that the moderate incongruity between environmental stimuli (color) and menu item increases attention, information processing, memory, and overall liking. This study is an expansion of incongruity literature that has mainly focused on product category schema by adding environmental stimuli that cause synesthetic processing. Managerially, this study may help restaurant practitioners to strategically design and display their new food item promotion. A moderately incongruent promotion display may have customers think more about the new products and remember to order them.
THE ROLE OF MATURE EMPLOYEES IN THE QUALITY AND BRAND EVALUATION

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Introduction
Ageism is distinctive in hospitality companies which require high aesthetic labor, based on the stereotypical belief that old employee negatively impacts on corporate image (Meyer & Meyer, 1988; Warhurst et al., 2009; Waring, 2011). Nonetheless, studies record that there are both positive and negative stereotypes around mature employees. In hospitality industry, the latter negatively affects the industry involving labor shortage of elder group (Magd, 2003; Qu & Cheng, 1996). Based on this conflicting stereotype, the study questions: Do customers perceive service quality and evaluate brand differently while encountering mature (vs. young) employees? If so, how does it interact with brand personality in evaluating service quality and brand?

Furthermore, studies find that congruence between brand personality and self-concept help customers evaluating the brand (Louis & Lombart, 2010; Aguirre-Rodriguez, Bosnjak, & Sirgy, 2012). Also, customers perceive old workers as knowledgeable and dependable related to sincerity, while considering young employees to creative and adaptable associated with excitement (Hogarth & Barth, 1991; Foster, 2004; Posthuma & Campion, 2009). The findings lead us to assume that there is an interaction effect that different types of brand personalities are associated with staff age perceptions. Examining this effect is inevitable because in hospitality industry service provision takes place after the purchasing (Murphy, Benckendorff, & Moscardo, 2007). Hence, this study adopts the congruence theory to investigate the impact of employee age and brand personalities on customers’ service quality and brand evaluation.

Examining the value of mature employees from customer perspectives is seldom appeared in the hospitality literature (Davies & Chun, 2012). Thus this study hopes to provide an evidence that hiring mature employees adds values to the customers’ service quality and brand evaluation, eventually contributes to the chronic workforce management problems in the industry (e.g., skilled staff shortage and turnover) (Choi, Woods, & Murrmann, 2000).

Methods
This study adopts 2X2 between-subjects experimental study design, where employee age (young vs. old) and brand personality type (sincere vs. exciting) will be manipulated. As hospitality companies possess distinctive personalities, the research presumes that different effects of employees' age will be examined depend on the brand personalities (sincere vs. exciting; Swaminathan, Stilley, & Ahluwalia, 2009) and tests subjects' perceived service quality and brand evaluation.

Results/Discussion/Implications
The study emphasizes the beneficial aspect of having mature employees by investigating the customers’ view. This study anticipates that customers have better brand congruent service experience when employee age and brand personality matches. Consequently, we propose that managers need to re-think age related stereotypes and actively incorporate mature employees when they add values to customers’ service and brand evaluation.
FUNDRAISING EVENT PLANNING: WHAT INFLUENCES CHINESE’S INDIVIDUAL ONLINE GIVING BEHAVIOR

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Introduction
In recent years, online philanthropy has developed dramatically in China. A study shows the population of netizens in China hit 731 million, with an increase of 42.99 million, which is a 6.2 percent increase compared with 2015 (China Internet Network Information Center, 2017). Also, in the Internet era, due to the characteristics of low cost, wide implementation, and effectiveness, online donations have been favored by the public (Shier & Handy, 2012). Many donation platforms also have been built by numerous social media in China, such as WeChat (Klein, 2016). The great number of online donation platforms has provided the netizens with various channels to donate their surplus wealth, and it is also reforming philanthropy in China.

Although online fundraising events have been developing rapidly in China, the public are aware of the existence of the dark side as well. One example is that when some frauds took advantage of people’s moral values, then there would be a drastic decrease in donations the next year after the incident (Kazer, 2013). Studies indicated that online donation behavior is influenced by online donating perception, attitude toward online donation, and influence from others’ donating behavior (Webb et al., 2000; Shier & Handy, 2012; Treiblmaier & Pollach, 2006; Shier & Handy, 2012). Even though China has big potential on the market of online donation, few researchers have conducted relevant studies.

Methods
This study will employ a quantitative survey approach that includes intention to online donation, attitude towards online donation, past behavior, perception of online donation, influence from others and socio-demographic characteristics (Ferguson & Bibby, 2002; Pavlou & Gefen, 2004; Salisbury, Person. R, Pearson. A, & Miller, 2001; Shier & Handy, 2012; Torkzadeh & Dhillon, 2002; Treiblmaier & Pollach, 2006).

Data will be collected from universities in the Mid-west region in the United States by using the convenience random sampling method. Statistical Package for the Social Science (SPSS) version 24 will be used to conduct correlation analysis. Survey results will be analyzed using structural equation modeling (SEM).

Results/Discussion/Implications
The results from this study could fill the literature gap that few studies have been developed on the relationships regarding perception, influences from others, and attitude and intention to donate online. Additionally, it could also help non-profit organizations to advance their programs and improve potential Chinese donors’ intention to donate online.
WHAT DRIVES CONSUMERS TO USE SHARING OPTIONS? AN EMPIRICAL STUDY OF SHARING IN THE HOSPITALITY INDUSTRY

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Introduction
The recent emergence of P2P commerce that facilitates the redistribution of services has been commonly known as the sharing economy. Inspired by the ideology of the sharing economy, many emerging initiatives are flourishing in hospitality and tourism services such as Airbnb (accommodation sharing), Eatwith (meal sharing), Uber (ride sharing), and Vayable (travel experience sharing). The rapid growth of sharing economy is believed to be driven by economic, developmental and societal considerations (Tussyadiah, 2015). Both companies and consumers have increasingly seen sharing as a more sustainable and profitable alternative to ownership (Belk, 2007; Botsman & Rogers, 2010; Möhllmann, 2015).

Although the sharing economy is deemed as an important phenomenon in the hospitality and tourism sectors, there is limited research on consumers’ motivations to use sharing options. To fill this gap, this study aims to explore the antecedents of consumers’ sharing decisions. Based on Fishbein and Ajzen (1975)’s Theory of Reasoned Action (TRA), this research proposes a conceptual framework to investigate the determinants of choosing a sharing option in the context of hospitality industry. Sequentially, this study will provide implications regarding utilizing resources to target consumers in the sharing economy.

Methods
To examine consumer’s intention to choose a sharing option, online survey method will be performed to randomly select participants from online panel Amazon Mechanical Turk and gather responses from consumers who used accommodation services in the past six months. Each participant will receive $0.50 credit for taking the survey. An e-mail that describes the present study will be sent to invite recipients to participate the survey through an online questionnaire. Approximately, 300 valid responses is expected to collect in the sample.

The items for the constructs in this study are adopted from existing scales and modified to the research context when necessary. All items are measured with seven-point Likert scales (1 = extremely disagree, 7 = extremely agree). Prior to the main survey, a pilot test will be used to refine and finalize the main survey instruments. CFA and SEM will be performed to analyze the data.

Results/Discussion/Implications
Upon the completion of this study, it will reveal the underlying mechanism of consumers’ decision making in the sharing economy. Findings of the study will advance our current understanding of consumer’s motivations to use sharing options. The present study may provide practical implications to companies in the emerging sharing economy as well as their counterparts in the traditional hospitality industry to better understand consumers who seek unique traveling experiences.
WHEN YOUR EXPERIENCE DEVIATES FROM OTHERS: EXPLORING THE IMPACT OF “DISCONFIRMATION” ON CUSTOMER WILLINGNESS TO POST ONLINE REVIEW

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Introduction

Given the importance of online reviews, many companies tend to strategically manipulate online consumer reviews (Anderson & Simester, 2014). Moreover, previous literature (Mauri & Minazzi, 2013) also addresses that consumers usually check online reviews related to the specific product before purchase, and these reviews are very likely to set up their expectations for the product. Therefore, it is very likely that a consumer encounters a certain level of disconfirmation, i.e., the deviance between post-purchase evaluation and the prior review ratings of the same product.

On this basis, this study aims to investigate the following research questions under hotel and restaurant scenarios. (1) Does the “disconfirmation” influence a consumer’s willingness to post online reviews? (2) What are the underlying motivations of posting online reviews when consumers encounter disconfirmation? (3) How does the variance of prior review ratings moderate the influence of disconfirmation on consumer willingness to post online reviews?

Methods

Two different experiments in both hotel and restaurant scenarios are conducted to test these hypotheses. Experiment 1 is conducted to examine the direct influence of disconfirmation on a consumer’s willingness to post online review, and the underlying motivations. Experiment 2 is conducted to test the moderating effect of prior review ratings’ variance.

A sample hired from Amazon Mechanical Turk (Mturk) will be used for the formal data collection.

Results/Discussion/Implications

Results show that disconfirmation has a significantly positive effect on consumer’s willingness to post online review. The underlying motivations include “concern for other customers”, “helping the company”, “correcting biased online rating”, and “self-expression and the need to be different”.
WINE CLUBS IN TEXAS: AN INITIAL STUDY ON MEMBER RETENTION AND CHURN RATES

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Introduction
For most small to medium-sized wineries (SME), the most feasible means of being financially viable involves maximizing direct-to-consumer marketing sales strategies. The two principal channels of selling to a customer for SME wineries is by selling wine through cellar door sales or wine club memberships.

Wine clubs can be defined as a loyalty club program in which a club member provides the winery their credit card and agrees to purchase a set number of bottles of wine at an agreed upon frequency and price range, with shipments continuing until the club member decides to cancel the membership (Berglund, 2003).

The wine club, or direct-to-consumer model, is comprised of a generally implemented framework; it is imperative that the framework not just be applied, but that it be adapted to the specific market that it exists in. Texas makes for an interesting subject since unlike most other wine regions in the United States, there is a gap between wine production and wine tourism. In Texas, the majority of wine production occurs in the High Plains American Viticulture Area (AVA), while the majority of wine tourism occurs hundreds of miles away, in the Fredericksburg and Hill Country AVA’s.

This study seeks to provide insight about wine clubs in Texas, the potential churn and retention rates of Texas wine clubs, and gauge wine club members’ intention to remain in the club.

Methods
The purpose of this study is to identify Texas wine club member’s intention to remain in their wine club for the next year. Subjects will consist of existing Texas wine club members and a sample of at least 300 participants will be obtained. A survey in the form of a questionnaire will be developed by the researchers in Qualtrics. The survey will consist of 15 questions including demographic information, which will include participants’ age, ethnicity, gender, household income and marital status. The 15 survey questions will consist of four constructs: 1) customer loyalty, 2) service quality, 3) retailer policy, and 4) brand attitude. The survey link will be made available to subjects by having the wine club manager or winery owner include the link and a brief description of the survey in the monthly newsletter email. Once data is collected, ANOVA, Regression Analysis and Correlational Analysis will be performed using SPSS.

Implications
The results of this study will assist industry by providing insight into the potential retention and churn rates of Texas wine club members, as well as delineate potential statistically significant differences between member intention to remain in the wine club and their demographics. Due to the lack of previous literature, these findings will add to the body of knowledge, which represents a benefit to the academic community.
WINE MERCHANDISING IN THE 21ST CENTURY: PRODUCT PLACEMENT FROM MILLENNIAL AND BABY BOOMER BUYING PATTERN

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Introduction
Since the beginning of time, wine has been a staple in welcoming others to one’s home. As the restaurant and retailing industries emerged, wines moved from a product purchased at vineyards to an important component of the menu and to the merchandise assortment in retail stores. Retailing has become an important component of hospitality and tourism. Many hospitality venues, ranging from theme restaurants, pro shops at golf resorts and shops adjoining casinos and theme parks have incorporated retail stores to benefit the bottom line of the hospitality venue. To effectively utilize this revenue stream, the basics of merchandising is extremely important. This study will explore the implications of the merchandising of wine in a brick and mortar retail format on consumer behavior and their purchasing intentions.

Graduate students at a major university in the Southwest completed a graduate consulting project for a major grocery retailer in the U.S. Upon completion of the project the reality of the 4 P’s: product, promotion, place and price became reality (McCarthy, 1978). This concept is used as a tool to effectively market products to consumers. Each concept holds importance in the industry and all are necessary to drive sales. This manuscript will focus on the “placement” of wine products in the store, that is, on shelf placement within a category with the purpose of finding the best method to place the right product, at the right price, at the right place, at the right time. Varietal, brand, price, label, closure, and region are the characteristics expected to influence consumers when deciding which wine to buy.

Methods
The research will be conducted through completion of an observational study of shoppers on the wine aisle. The observation will be followed by a short intercept survey, created in Qualtrics, from the shoppers. The survey will be administered through an iPad and will be comprised of nominal scale questions with the option for a written response. The information from the in-store observations and an analysis of the data from the surveys will be used to draw conclusions for the research.

Results/Discussion/Implications
Age could potentially impact the opinions and purchase intentions consumers hold when making wine purchases. Placement on the shelf is not the only factor that contributes to consumers purchasing decisions for wine. Price, occasion, region, closure and label are other factors that could potentially impact which wine consumers will select. To fully understand what drives consumer’s purchase intentions these factors must also be examined in regard to purchasing wine. In addition, future studies will be necessary to stay current with the characteristics and shopping preferences of emerging generations.
WINES ON SALE: AN EXPLORATORY STUDY OF SHOPPER PERCEPTIONS

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Introduction
The world wine market is valued at $304 billion, projected to increase to $380 billion by 2022 (Mordor Intelligence, 2017). The Great Recession of 2008 resulted in a dramatic lowering of wine prices across all spectrums of consumers (Veseth, 2012). The ramifications of the recession continue to impact the wine world. Shoppers learned to downgrade to cheaper wines and look for “deals.” These shoppers purchase wines differently than their predecessors, and they are bargain hunters. This study is the first to examine shoppers’ perceptions of wines on sale. The study also compares perceptions of Millennials to Baby Boomers to determine generational differences in sale perceptions.

Theoretical Background
Prospect Theory suggests risky decisions can be viewed as a choice between two outcomes, each with its own probability of loss/gain (Thaler, 1980). Losses and gains are based on pricing benchmarks with which consumers have experiences. As the riskiness of purchase increases, shoppers rely on direct observation as the main information source (Zhang, Wu & Mattila, 2014). Among retail products it has been suggested that higher priced brands (riskier brands) gain more from the use of sales promotions than lower priced brands (less riskier brands) (Lemon & Nowlis, 2002). Frequent, small decreases in price are generally more successful for low-price brands whereas infrequent, large price cuts have shown more promising results for high-price brands (Sivakumar, 1996). Additionally, price promotions decrease brand effect of high-loyalty consumers of a prestigious brand, while enhancing the effect of the same consumers of a non-prestigious brand (Shen, Chi, & Chen, 2007). Wines are “experience goods” (Ali & Nauges, 2007); in which key attributes are unknown until the bottle is opened. Instead, consumers must utilize other avenues to decide quality and value.

Research Propositions

P₁: Price promotion is more effective for brands whose prices are well known and set
P₂: Price promotion in the long-run will tend to dilute the brand positioning of premium wine
P₃: Price promoted purchases of wines negatively impact experiential quality of consumption
P₄: Premium wine price reductions decrease loyalty among enthusiasts and increase loyalty amongst casual buyers

Methods
The study utilizes a mixed methods approach of four focus groups and a survey. The survey instrument will be constructed from a review of the relevant literature, prior studies, consultation with retail wine experts, and findings of the individual focus groups.
Work-in-Progress – Consumer Behavior, Tourism
ALWAYS BEST OR GOOD ENOUGH? THE EFFECT OF MIND-SET ON TOURISTS’ DESTINATION PREFERENCE CONSISTENCY OVER TIME

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Introduction
Unlike normal consumption, destination choice is usually a lengthy process and tourists’ preferences are likely to change over time. However, a large body of research adopts a cross-sectional approach for the investigation of destination choice whereas studies on the dynamic change of tourists’ preference are limited. Recently, notable efforts can be found trying to fill the knowledge gap by introducing the construal level theory (CLT) to explain the dynamic patterns (Basoglu, and Yoo, 2015; Tan, 2017). According to the construal level theory, normally, tourists’ preference shifts from desirability (e.g. beautiful scenery or exotic atmosphere) to feasibility (e.g. destination accessibility or cost) as time goes on (Basoglu and Yoo, 2015; Tan, 2017). It implies that as the trip draws near, a tourist is more likely to give up some desirability and pay more attention on feasibility. This implication is valuable for understanding the dynamic change of tourists’ preference. But serious further questions followed, to what extent is a tourist willing to compromise between desirability and feasibility during the process? Does everyone follow the same preference shifting pattern? If not, why? Since preference inconsistency over time may results in regret and lower customer satisfaction (Soman, 2004; Zauberman and Lynch, 2005; Lee and Zhao, 2014), a detailed understanding on tourists’ preference change will be of great use for theory development of destination choice as well as more effective dynamic marketing campaigns. To answer the questions above, this research introduces a key concept, mind-set, which is highly related to the people’s preference toward desirability and feasibility.

Methods
In order to test our hypotheses, four experiments were utilized in this research. The effect of mind-set on tourists’ destination choice over time was investigated through the first three experiments. Different manipulating approaches of mind-set and temporal distance were adopted to ensure the reliability of the test. The last experiment further tested whether the perceived importance of the feasibility is the reason that lead to different preference patterns over time.

Results/Discussion/Implications
Across four experiments with different scenarios of tourism destination choice that involves desirability/feasibility trade-offs, this study demonstrates that (1) In generally, as time approaches, tourists’ preference shifts from desirable destinations to feasible destinations. (2) But people’s mind-set influences the tendency of preference inconsistency. Comparing to people with satisficing mind-set, maximizers are reluctant to sacrifice desirability for feasibility, which counters the inclination of preference changing over time. (3) The reason behind different preference patterns between satisfiers and maximizers is not the importance they placed on desirability but the weights they placed on feasibility. Besides the theoretical contributions, this research also provides important managerial implications. Firstly, it urges destination marketing organizations to consider about the phase of the planning stages of the tourists before customizing the promotional information. Secondly, different marketing campaigns can be launched for people with different mind-set to make sure the effectiveness.
AMERICANS’ INTENTION TO ENGAGE IN MEDICAL TOURISM IN CUBA:
A COUNTRY IMAGE PERSPECTIVE

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Introduction
Medical tourism involves individuals travelling to another country for the purpose of obtaining non-emergency healthcare services (Johnston et al., 2011). The globalization of healthcare and reduced transportation costs, accompanied by increased cost of health care in developed countries and advanced technology and skills in other countries, have made medical tourism one of the fastest growing tourism sectors in the world (Heung et al., 2011; Connell, 2006). Medical tourism generates $50 to $60 billion a year and is expected to grow to an annual $100 billion in the following decade (Han and Hyun, 2015; CBS News, 2014).

Due to the increasing healthcare costs and the uncertainty of the healthcare reform, an increasing number of U.S. residents are travelling to other countries for affordable medical treatments that cost 20 to 90 percent less (Alsever, 2006). Cuba has been offering medical tourism services for a long time due to the quality of doctors and the effectiveness of its healthcare system. Cuba can be a major medical tourism destination for U.S. residents due to the proximity and affordable medical treatments (Cuba Business Report, 2017). However, the current U.S. embargo against Cuba prevents most American tourists from visiting the island. With the continuation of eased restrictions (i.e., in January 2015, the Obama Administration eased the restrictions on U.S. citizens travel to Cuba) on U.S. citizens’ travel to Cuba, along with an improved country image, Cuba may experience a growing movement in medical tourism in years to come. This study aims to investigate how the perceptions of country image and destination image of Cuba influence the intention of U.S. residents to engage in medical tourism in Cuba.

Methods
Measurement items of this study will be adopted from previous studies. All of the scales will be measured on a seven-point Likert type scale ranging from 1 = strongly disagree to 7 = strongly agree. An online, self-administrated questionnaire will be developed to collect the data. The target population consist of U.S. residents who have participated in medical tourism. Confirmatory factor analysis (CFA) will be performed to assess the measurement model and the validity of the multi-item scales and structural equation modeling (SEM) will be used to test the study hypotheses.

Results/Discussion/Implications
This study is expected to contribute to a better understanding of medical tourists’ decision-making process, especially how country image and destination image influence their intention to engage in medical tourism. Such findings will deliver valuable information not only for destination marketers and decision makers but also for healthcare facilities and medical tourism service providers such as medical tourism travel agencies. Equipped with this information, destination decision makers and medical service providers will be able to create effective marketing strategies to attract more tourists of this segment.

The 23rd Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Texas Tech University & Iowa State University
AN EXAMINATION OF YOUNG ADULT COLLEGE STUDENT ATTITUDES, PERCEPTIONS, AND INTENTIONS TO ENGAGE IN CANNABIS TOURISM DURING SPRING BREAK: AN APPLICATION OF THE THEORY OF PLANNED BEHAVIOR

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Introduction
Cannabis tourism is defined as an individual who is traveling greater than an hour and a half away from their place of residence for no longer than a year with the intention to consume and/or purchase cannabis for recreational or medical use. Cannabis is a psychoactive drug that induces a mild sense of euphoria which impairs judgement and lengthened response time due to consumption through inhalation or digestion (Medical Definition of Cannabis, 2016). Individuals who engage in the use of cannabis have been typically labeled with a negative stigma. One group that does not seem to be as influenced by the negative stigma of cannabis usage are young adult college students (YACS) aged 18 – 25. Pacek, Mauro, & Martins (2015) found that individuals aged 18 – 25 view the least amount of risk associated with cannabis usage. This perception toward cannabis usage coupled with the increased push to legalize marijuana for recreational use one finds there is a potential demand emerging known as cannabis tourism.

Methods
The population of interest for this study will be YACS currently living in the US. The sampling method that will be implemented for this study will be a self-selected convenience sample of YACS. A convenience sampling method is being implemented in order to gain a large sample size so that higher level statistical methods may be implemented for this study.

The instrument that will be used for this study will be developed following the protocols set by Ajzen (1991). The instrument will consist of the following: (1) Attitude toward engaging in cannabis tourism while on spring break will consist of four semantic differential measures, (2) Subjective norm will consist of one measure, (3) Perceived behavior control will consist of three measures, (4) intention will consist of two measures, (5) past behavior will consist of three measures, and (6) a demographic section will be included to obtain additional information about the participants. Data collected for this study will be done electronically. The data will be analyzed using SPSS and the proposed statistical procedures include descriptive statistical analysis, structural equation modeling, cluster analysis, and discriminant analysis.

Results/Discussion/Implications
Upon completion of the study administered to YACS and their response through the TpB, the results will help to understand the attitudes, perceptions, and intentions towards cannabis usage over spring break. This will help predict the impact of cannabis tourism on marketing, advertising, and promotion and how it will affect spring break travel patterns. The results will also indicate which cannabis tourist destinations could potentially be highest in demand over spring break.
CARIBBEAN SEA JAZZ FESTIVAL: CUSTOMER PERCEPTIONS AND ECONOMIC IMPACT ON ARUBA TOURISM DEVELOPMENT

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Introduction

In the Caribbean region, many small island economies (SIEs) exist. For them, tourism has emerged as an engine of economic growth (DiPietro & Peterson, 2017) in terms of both investment (direct/indirect) and employment (Jayawardena, 2002; Jayawardena & Ramajeesingh, 2003). In particular, for this region, Aruba enjoys a high level of popularity and is highly reliant on tourism (ATA, 2014).

The Caribbean Sea Jazz Festival (CSJF) is one of the largest and most popular destination activities which promotes Aruba’s identity. Among the musical festivals, the most distinguished feature of the Caribbean Sea Jazz Festival is its boutique setting, where visitors will delight in scenic sunsets with an impressive lineup of a two-day event with local and international musicians. Such combined domains from social, cultural, and arts presentation will not only add value to the festival experience (Van Winkle & Bueddefeld, 2016), but also should generate positive intentions on financial expenditures during the festivals (Rong-Da Liang, Chen, Tung, & Hu, 2013). However, little is known about the CSJF impact on tourists visiting the island or residents, as well as their resultant perceptions of the island or event. Based on previous literature, there may be different perceptions among the various consumer groups (Kim, Prideaux, & Chon, 2010; Alegre, Mateo, & Pou, 2013) because festival-goers are motivated to visit by many different things (Thrane, 2002).

Given the above background, this research has three primary research objectives: 1) Identify the perceptions of tourists and residents regarding the Caribbean Sea Jazz Festival (CSJF); 2) Determine the economic expenditure of tourists and residents at the CSJF on Aruba; 3) Explore whether different consumer groups with differing demographics and psychographics have different perceptions of the CSJF.

Methods

A self-administered, web-based survey will be used for the purpose of this study. The survey covers various dimensions of perceptions of the CSJF and personal expenditures during the visit to Aruba (tourists) and during the CSJF (both tourists and residents). A random sample of Aruba residents and tourists’ attending the CSJF will be asked to participate in the survey. Five trained data collectors from the Aruba Tourism Authority (ATA) will intercept visitors to the CSJF and invite them to participate in the questionnaires via technical devices (i.e. IPad, electronic tablet).

Discussion/Implications

This study will explore how the presence of music festivals enhances visitors’ experience and their subsequent personal expenditures during CSJF. This study contributes to the festival tourism literature by assessing the perceptions of attendance at a music festival and the subsequent spending behavior during the festival of both tourists to and residents of Aruba.
CONFRONTING CONSUMER FOOD WASTE BEHAVIOR IN HOSPITALITY SETTINGS
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Introduction
Review of existing literature suggests that focus on sustainability issues in the hospitality sector is a recent phenomenon and majority of studies focus on solid waste management, smart kitchens and menu management strategies etc. (Bohdanowicz, 2006; Bruns-Smith, Choy, Chong & Verma, 2015; Chan & Lam, 2001). However, only a few studies examine the demand side strategies i.e. interventions to address consumer food waste behavior in hospitality settings. To address this gap in literature, this paper focuses on key demand side tools that could support behavioral and attitudinal changes amongst consumers.

Methods
Human behavior is very complex and devising policies that entail or imply behavioral change requires solid understanding of how people behave in different situations and contexts. As suggested by Berg (2011), ultimately sustainable consumptions cannot be achieved through an all-encompassing strategy but through toolboxes that influence behavioral change and motivate customers to consume more responsibly. Three themes i.e. (1) nudges, (2) norms and social influences and (3) observability and reciprocation clearly emerge as useful tools for reducing food waste behavior.

Discussion
Nudges support a purposeful change in the available choice architecture which would ideally guide people into making smarter decisions and better choices. An example of a Nudge in reducing food waste in restaurants could be attempts to influence consumption norms through external cues such as reduce plate size (visual illusion) or putting a sign at the buffet that encourages sustainable and responsible consumption.

Social influences are our perception of how others see us, particularly our peers, and it matters immensely to an individual. This greater visibility of individual actions could also ultimately lead to a creation of new social norms. Descriptive norm based interventions have been found effective in real world situations including increasing towel reuse in hotels (Goldstein et. al, 2008) and reducing energy consumption (Ayres et. al, 2013; Allcott, 2011)

Bateson, Nettle & Roberts (2006) discovered that effects of observability can be induced by posters of human eyes that merely create an impression of being watched. This has been demonstrated in situations such as reducing litter left on dining hall tables. Studies show that making the observability of people’s actions salient (even if real observability is not increased, as when observability is cued with images of eyes) increases the likelihood that they will behave cooperatively.

As highlighted by Priefer, Jorissen & Brautigam (2013), it is important to involve customers in efforts to reduce food waste/losses and encourage them to act responsibly and sustainably. While guests may be willing to participate in green practices, they may not be willing to sacrifice convenience, accept lower comfort and luxury levels, or pay a price premium (Manaktola & Jauhari 2007).
DOES TRAVELLING MAKE US HAPPY?
AN EXAMINATION OF THE INTEGRATED T-H MODEL OF COGNITIVE APPRAISAL THEORY & SELF-DETERMINATION THEORY

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Introduction
Money that consumers spent on experiential consumption, such as travelling, makes them happy. Tourism researchers have found that travelers are happier during and after the trip than before the trip (Nawijn, 2010; Nawijn, 2011; Nawijn, Mitas, Lin & Kerstetter, 2012; Gilbert & Abdulllah, 2004). However, there is no known research explaining how travelling leads to happiness. The purpose of this study is to integrate Cognitive Appraisal Theory (CAT) and Self-Determination Theory (SDT) to better understand tourists’ well-being after the trip.

CAT proposes that emotions are elicited through one’s interpretation of an event instead of the events itself (Roseman, 1984). Previous tourism studies have applied CAT to explain tourists’ positive emotions (Hosany, 2012; Ma, Gao, Scott & Ding, 2013; 2017), and behavior intentions (Manthiou, Kang & Hyun, 2017) by using different appraisals. The appraisals chosen for this study are goal congruence, goal relevance and novelty. The positive emotions included in this study include joy, love and positive (Hosany and Gilbert, 2010).

SDT proposes a set of universal psychological needs including autonomy, competence, and relatedness, that need to be fulfilled to achieve psychological health. SDT has been applied across several domains and cultures and shown to be effective (Ryan & Deci, 2000; Deci & Ryan, 2000; Sheldon & Gunz, 2009). This study focuses on the needs fulfillment of autonomy and relatedness in relation to tourists’ psychological well-being.

Methods
The target population of this study is tourists aged 18 or older, who had travelled abroad for leisure and had at least three overnight stays at the destination during the past 12 months. The target sample size is 400, selected through convenience sampling (online panels). The study will rely on a quantitative approach and use self-administered surveys for data collection. Measurement items for each item generated for the survey are based on previous empirical research and they are modified to avoid double-barreled questions and ambiguity.

Expected Outcomes & Study Implications
Hypotheses (H1, H2 & H3) connecting appraisals and positive emotions, and hypotheses (H7 & H8) connecting psychological needs and psychological well-being, will be supported due to strong empirical evidences from previous studies applying CAT and SDT. Hypotheses (H4 and H5) connecting CAT and SDT may be supported with Frederickson’s (2004) broaden-and-build theory, which proposes that positive emotions gained increase their thought-action repertoires, and thus becoming resourceful in their behavior (Frederickson, 2004; Tay & Diener, 2011).

This study takes an interdisciplinary approach and applies two theories from the psychology field to examine how travelling leads to happiness. Other than a potential theoretical contribution through theoretical integration, travelling can help people to enhance their psychological health by guiding and inspiring them to fulfil their psychological needs fulfillment during and after the trip.
ENLIGHTENING DARK TOURISM IN NEPAL

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Introduction
Several places on the planet have gone through various natural disasters that have caused many deaths. Nowadays, a commodification of these sites is a modern approach towards the destinations as these sites can be utilized to attract many people from around the globe (Stone & Sharpley, 2008). This kind of tourism has been recognized and named differently in a wide variety of tourism studies, such as Dark Tourism, Thana Tourism, Atrocity Heritage Tourism, Black Spot Tourism, Morbid tourism, and so on (Kang, Scott, Lee & Ballantyne, 2012). However, the most well-known term to call this phenomenon is “dark tourism,” which is defined as “an anomaly that holds demonstration and consumption of real and commodified death and disaster sites” (Lennon & Foley, 2000).

In 2015, Nepal experienced a terrible earthquake, that led to tremendous damages in national heritages with over 8,000 deaths (Shrestha & Thanabordeekij, 2017). Therefore, the purpose of this study is to see the impact of the earthquake on Nepal’s tourism demand and hotel performances. In addition, this study is to investigate motives, experiences and benefits of tourists visiting Nepal after the earthquake. Therefore, this study will be conducted in a two-fold manner. To analyze the impact of the earthquake on the tourism industry, secondary data will be obtained and analyzed using time series multiple regression analysis. Second, a survey will be conducted international tourists to investigate tourists’ motives, experiences, and benefits of visiting Nepal after the earthquake.

Methods
This study will be using a quantitative research method. First, secondary data will be obtained from the Nepal Tourism Board and Smith Travel Research (STR) to understand the impact of dark tourism on demand of Nepal tourism industry and hotel performances after the earthquake in 2015. Second, this study will use structured questionnaire to understand the motives, experiences, and benefits of international tourists towards dark tourism A Likert scale will be used to measure motives, experiences, and perceived benefits of tourists regarding dark tourism.

Results/Discussion/Implications
First, this study is expected to contribute to the limited literature base associated with the motives, experiences, and benefits of dark tourism. Second, this study is expected to scrutinize the level of understanding of dark tourism on Nepal tourists and the tourism industry. In addition, this study will provide a guideline on the commodification of dark tourism, which will enhance the tourists’ experience and benefit the local community. On the other hand, from the secondary data analysis, the changes in hotel performance indicators and demand will be analyzed to highlight the new market segment regarding dark tourism and provide suggestions to the Nepalese tourism industry.
FACTORS OF EMOTIONAL OUTCOMES FROM DINING AWAY FROM HOME

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Introduction
With the rise of stress-related diseases, importance of wellbeing is being increasingly recognized. Majority of Americans seek healthy lifestyle, such as eating well to feel better about themselves and to live happily (American Health Public Association, 2010, April 5). Maintaining emotional wellbeing which involves awareness, acceptance, and management of emotions, as well as individuals’ affective assessment of their life, play a critical role in this way of life (Hettler, 1980). Emotions are associated with being happy about themselves and having a positive view about their future (Adams, Bezner, & Steinhardt, 1997). Despite its importance, everyday commitments inhibit people from taking care of their emotions.

Thus, attention needs to be paid to the activities that enhance individuals’ emotional wellbeing such as dining activity. When individuals are away from their home, their emotional wellbeing can be further enhanced as the liminal characteristic of travel frees individuals from daily stress (Mak, Lumbers, Eves, & Chang, 2012). This increases their chance to exhibit more positive emotions. These positive emotions are also conducive to help individuals to overcome negative emotions, such as anxiety experienced in travelling to an unknown place.

Despite its importance, there is insufficient knowledge on understanding emotions of dining-away-from-home. Extending from the theoretical foundations from existing literature, this paper aims to conceptually delineate antecedents of emotional outcome in relation to dining away from home. The process of emotional outcome being elicited will be conceptualized by synthesizing the antecedents of emotional outcomes.

Results and Discussion
This paper aims to reconceptualize the antecedents of emotions in the context of dining-away-from-home based on the findings from emotion literature. Such a conceptualization was complemented by the S-R theory in which associated stimulus have been outlined as cues that determine individuals’ emotions. It is concluded that valence of individuals’ emotion can be determined by their appraisal of: 1) whether their expectations toward their dining experiences are met; 2) overall dining experiences; 3) context cues of their dining-away-from-home experiences; and 4) intrinsic qualities of food. Food neophobia level and post-ingestive effect have been identified as additional contributors to determining valence of individuals’ emotion. Taking factors that could condition individuals’ emotions while dining away from home, this study attempts to reconcile the gap between current literature on the relationship between dining and emotion and lack of understanding unique role of context in mediating the relationship between dining and emotion. As the interest in wellbeing continues to grow, the question of how individuals stay emotionally well regardless of change in context is a paramount issue to be addressed.

Following limitations should be acknowledged, which at the same time opens avenues for future studies. First of all, the antecedents outlined in this paper may not be comprehensive. Future studies need to take other variables into consideration such as psychological variables. Second, this paper did not systematically conceptualize the antecedents identified with specific emotions. How each antecedent work to elicit different emotions should be investigated in future research. Lastly, empirical research should be conducted to validate whether the antecedents of individuals’ emotional outcomes suggested in this paper actually do arouse emotional outcomes.
FOOD IN TOURISM UNDER THE GAZE OF CHINESE TOURISTS: VISUAL AND TEXT ANALYSIS ON AMERICAN DESTINATIONS

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Introduction
Chinese tourists are the most powerful source of tourists in the US. In 2016, approximately 2.97 million of Chinese visited the US., accounting for 3.9% of US international arrivals. The Chinese arrivals to US have recorded thirteen consecutive years of growth since 2003. Moreover, China ranked the first with tourism expenditure of $33 billion in the US. (U.S. Department of Commerce, 2016). Food which is the major expenditure item, is often the first priority for many Chinese and it enriches their travel experience. Previous studies showed that food plays an important role for tourists to return to a particular destination, and we have seen some examples of successful cities such as Hong Kong that position themselves by incorporating local and/or international cuisines (Kivela & Crotts, 2006; Okumusa, Okumusb & McKercher, 2007).

We believe that the increasingly lucrative Chinese segment gives a market opportunity that US food service industry may have. Thus, this study is an effort to understand the perceived images of Chinese travelers about food during their trips in the US. The findings will help restaurants, tourism marketers, or policymakers make educated decisions catered to Chinese tourists’ needs and promote restaurant businesses.

Methods
To examine the images of food in the US. by Chinese tourists, this study utilizes online reviews on a Chinese provider of travel services, Ctrip, about food services in eight US cities including New Orleans, Charleston, Washington DC, New York City, San Francisco, Chicago, Los Angeles and Seattle. These cities are chosen based on six articles from various sources (e.g. US News, Washington post) where top US food cities were ranked. Restaurants or other food services in each city are selected by using a stratified sampling technique. Then, both visual and written reviews about the food service establishments were collected to analyze tourists’ perceived images. Posts irrelevant to food or having very few words are excluded in the textual data set to ensure the adequate sampling reliability (e.g. Zhao, 2015). Finally, both visual written reviews are content-analyzed by deriving coding categories and analyzing data by applying the coding units.

Expected Results/Implications
It is expected that the content analysis reveals tangible and intangible image components such as food quality (e.g. flavor, color, ingredients, portion), amenities (e.g. location, décor, layout), service (e.g. tipping, check-out policy), authenticity, ambience, and so on.

Chinese tourists have been making their presence felt in the tourism industry all over the world and become a significant segment in the US tourism industry. Understanding their perspectives on food in tourism will enable US food service providers to take advantages of the Chinese tourist boom and give an opportunity for destination markers to position themselves as gastronomic travel spots.
LESS IS MORE: THE REPRESENTATIVENESS HEURISTIC IN ONLINE TRAVEL PURCHASE DECISIONS

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Introduction
Traveler purchasing behavior exemplifies decision processes in the digital world. When making online purchases, travelers are bombarded with multiple cues simultaneously, leading to “information overload” (Jacoby et al., 1974). Heuristics are mental shortcuts that can simplify decisions involving uncertain or complex information, but they can systematically bias decisions (Tversky & Kahneman, 1974). Representativeness occurs when people judge the likelihood of events by their similarity to a prototype, and disregard statistical evidence, termed “base rate” information (Kahneman, 2011).

Online travel agency (OTA) websites offer a travel package including an option to purchase air, hotel, or rental car. Price bundles can activate the representativeness heuristic, leading to inaccurate judgments of package value. Consumers approach travel purchases with a particular goal in mind. OTA websites often promote deals to attract customers, but these may be inconsistent with travel goals. The “less is more” principle of representativeness suggests that consumers may devalue the travel package with inconsistent items, even if the total package are worth than an alternative (Kahneman, 2011).

This study investigates how the consistency of promotional offers with travel goals influences online travel purchase decisions. On OTA websites, shoppers can filter products according to desired features (distance, price, ratings, etc.). In this experiment, representativeness is manipulated using a filter that activates a particular travel goal. Price bundling is introduced in the form of an add-on item that is consistent or inconsistent with the travel goal. Understanding the discrepancy between psychological and monetary value can enhance operators’ ability to promote their products effectively.

Methods
This experiment uses a 2 (travel goal) x 2 (consistency of add-on item) x 3 (pricing of add-on item) mixed design. Travel goal is defined as either a family or couples vacation. Consistency refers to congruence between travel goal and the add-on item. Pricing of the add-on consists of free, value provided, and an extra charge. Stimuli will be a stimulated OTA website (e.g. Expedia) where people can select their travel objective or “collections” of a particular vacation type. The study will use a paired resort comparison paradigm (Tanford, Baloglu, & Erdem, 2012). Participants will choose between a “base” resort without the add-on item and a comparable “target” resort that contains the manipulations. The primary outcomes are choice, evaluations, willingness to pay, and price assessments.

Results/Discussion/Implications
The research advances knowledge about consumer decision processes in the online purchasing environment. The study identifies how pricing, promotion and search cues on OTA sites affect travel purchase decisions. Discovering how heuristics operate in today’s digital world can help operators stimulate future travelers. The findings contribute to consumer psychology and marketing disciplines while addressing a critical industry issue.
MODIFICATION AND VALIDATION OF A TRAVEL SAFETY ATTITUDE SCALE (T-SAS)
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Introduction
Safety is very important during travel, and most people do not risk their safety while participating in tourism activities (Sönmez & Graefe, 1998). It is undeniable that making sure people feel safe during their travel and maintaining the safe reputation of a destination are essential for increasing tourism demand (Cavlek, 2002).

Previous studies have indicated that it is important to know how tourists perceive safety and form their attitude towards travel safety. However, there has been relatively little research on this topic. The existing literature has mainly focused on the perception of risk, and safety. Furthermore, most of the previous studies measured perceived risk or safety with a single item. No known study has examined tourists’ attitudes toward travel safety except Yun and MacLaurin (2006).

Yun and MacLaurin (2006) attempted to develop a multi-dimensional scale that measures attitude towards travel safety, and they refined their initial scale with data collected from 300 university students. However, because of the use of university students, the scale fits a specific population, resulting in the need for further validation from a broader population. Moreover, the scale was developed more than 10 years ago, the concept of safety also has changed. Thus, the objectives of this study are to modify and refine the Yun and MacLaurin’s travel safety scale items (2006), validate the new Travel Safety Attitude Scale with two country samples—China and Canada—and examine its predictive validity.

Methods
This study advances Yun and MacLaurin’s Attitudinal Travel Safety Scale (2006) by modifying and refining scale items, and validates the scale across two countries tourist sample that consists of Chinese tourists and Canadian tourists. In order to distinguish the scale we are modifying from Yun and MacLaurin’s scale, the scale was renamed the Travel Safety Attitude Scale (T-SAS).

To achieve the research objectives of determining the new scale items and examining additional reliability and validity, confirmatory factor analysis (CFA) and construct validity test were conducted as recommended by the psychometric procedure of measurements development (Churchill, 1979; Hinkin, 1998), followed by a K-means cluster analysis to explore the applicability and predictability.

Results/Discussion/Implications
The results of CFA and construct validity test suggested the modified T-SAS is a relatively reliable and psychometrically valid scale for measuring attitudes toward a series of travel safety issues. The study also assessed the usability of T-SAS by utilizing a K-mean cluster analysis. It suggested a three-segment solution of tourists going overseas: safety seekers, safety balanced tourists, and risk-takers. In addition, the associations between tourists’ travel safety attitudes and risk taking behaviour intentions were identified, suggesting that the T-SAS has predictability and is potentially usable. All the findings supported that the T-SAS is a useful tool to assess tourists’ attitudes towards travel safety.
THE IMPACT OF SOLO TRAVEL EXPERIENCES ON THE MILLENNIAL FEMALE: PERSONAL DEVELOPMENT, SELF-ESTEEM AND AUTHENTIC PERSONALITY

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Introduction
Solo travel has experienced a significant hike in recent years among millennial females. The term ‘female solo travel’ has been searched more than 100 million times on Google; while on Pinterest, a 350% increase in women pining solo travel ideas has been recorded (Chaudhri, 2017). A recent survey reported 26% of US female millennials have participated in solo trips, and 27% of them would consider doing so in the future (Wylie, 2017).

The motivations encouraging women to ‘do it alone’ are distinct and gender-reflective (Chiang & Jogaratnam, 2006). Traditional ideologies denoting that women are meant to be home-bound and/or male-accompanied, and carrying out family responsibilities have put enormous pressure on women and subconsciously pushed them into living a self-alienated, or socially accepted identity without knowing and appreciating their true values (Rose, 1993). Therefore, many young women are seeking new and raw experiences through solo travel to learn more about the world and themselves (Kow, 2016).

Female solo travel is anticipated to improve personal development, expectedly leading to a boost in self-esteem (Plummer, 2005), and guide them to live an authentic personality (Gil-Or, Levi-Belz, & Turel, 2015). However, few academic studies have critically studied these relationships, particularly in the context of millennial females. Thus, the purpose of this study is to examine how solo travel experiences specifically impact the personal development, self-esteem, and authentic personality of millennial females.

Methods
Semi-structured in-depth interviews will be adopted to conduct this study. Purposive non-random sampling will be used to identify the interviewees, and millennial female bloggers who have done solo leisure trips internationally will be the preliminary contact pool. Blog writing on the topic presumably requires travelers to actively participate in solo trips and store their memories in the form of writings, images and/or videos, which enable them to vividly recall their travel experiences. Due to the diverse geographic locations of these travel bloggers, Skype interviews will be conducted.

The targeted number of interviewees will be twenty and subject to data saturation (Bowen, 2008; Marshall & Rossman, 2013). Interviews are anticipated to be carried out in February 2018, which will then be transcribed and thematically coded for further analysis.

Significance of study
This study will bridge the current theoretical gaps in female solo travel. While past studies have examined female motivations to travel solo (Chiang & Jogaratnam, 2006; Wilson & Harris, 2006), there are very few studies investigating solo travel experiences, and their impacts on the travelers. These findings will assist destination managers, travel agencies, and other tourism-related enterprises to create more meaningful travel experiences that cater to the ultimate travel needs and wants of this growing and note-worthy travel segment.
ONLINE TRAVEL AGENTS FIND NEW CLIENTS IN MILLENNIALS
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Introduction
Online travel agents (OTA) became popular almost two decades ago (Carroll & Sileo, 2014). Most hotels in various countries across the globe aim to sell rooms themselves, however, a partnership with OTA helps bring customers beyond the reach of the hotel reservation manager. Online travel agents help customers buy travel packages and share experiences with other travelers. According to Amaro et al. (2016) there is no definite year range for millennials but a common characteristic among millennials is the ease of use of technology. However, Pendergast (2010) defines millennials as those born between the years 1982 to 2002. Millennials are supposed to be adventurous and use mobile apps to book their travel (Tripadvisor, 2015). Some examples of OTA’s are Expedia- Trivago and Priceline-Kayak (Carroll & Sileo, 2014).

The purpose of this study is to examine millennial travel intentions and online purchasing habits. Millennials can be differentiated from other generations by their ease of using technology (Koutropoulos, 2011). Millennials are dependent on word of mouth of friends and family and are more likely to increase their online travel purchases in the upcoming years (Amaro, Henriques, & Duarte, 2016).

Methods
The population of interest for this study are millennials. A pilot study will be conducted with undergraduate and graduate students studying for RHIM program after receiving permission from authority. A survey of 1000 will be collected from Amazon Mechanical Turk. Random sampling will be used to collect data. The defining question of the survey would be millennials born between 1982 to 2002 and used an OTA in the past 6 months. The survey instrument will consist of questions from each group in the theoretical model. Initially, the survey will question demographic. Using a Likert scale of 1-5 with five being most important, one question for all sub groups of perceived relative advantages will be inquired. There will be five questions about attitude and two questions about intentions to purchase online. To understand the strongest variable for perceived relative advantage, chi-square will be conducted. All variables with statistical significance will be significantly related to millennials.

Implications and Limitations
The results of this study could be used to explain which factors drive millennial online purchase behavior. Those factors may then be used by marketing professionals to promote OTA’s. The model which will be used in this study is based on framework constructed by Amaro and Duarte (2016) and may help test the factors in the model and understand the relationships among them.

This study will explore the most perceived relative advantage of millennials among time, finance, convenience, product variety and enjoyment. Most likely time, finance and convenience will be the most advantageous as evidenced by previous literature (Amaro, Henriques, & Duarte, 2016). This study could possibly add to previous literature by investigating the actual purchase behavior. As a result, online travel agents could improve their marketing strategies to attract millennials.
Work-in-Progress – Education
APPLYING IMPORTANCE PERFORMANCE ANALYSIS TO HOSPITALITY COMPANIES’ CAMPUS RECRUITING

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Introduction
Competition among companies in recruiting for the best and brightest new hires often brings those companies to university campuses across the nation (Gulati, 2015). Studies indicate that 86% of companies in the United States believe that on-campus recruiting is the most effective way to identify qualified graduates (Graduate Management Admission Council, 2015). For students majoring in hospitality management, attending career fairs provide an opportunity to meet with hospitality companies, network, and gather companies’ information (Sikes, Adler & Phillips, 2010). As such, it is important to understand what attributes may bring more hospitality companies’ recruiters to campus and provide job opportunities for students.

Methods
This study will conduct an Importance-performance analysis (IPA) to determine what attributes are critical for campus recruiting. The IPA is used to evaluate the importance and performance of measures to identify attributes where improvement is necessary because the attributes are rated important, but the performance is rated low. Further, IPA also identifies attributes rated low importance, making performance irrelevant in these areas. (Martilla & James, 1977).

The data collection will be conducted in a southeastern university, which hosts career fairs with more than 180 companies, 10 of which are hospitality companies, while others have hospitality positions in the organizations. Corporate recruiters will be asked to complete a survey that includes the questions regarding important attributes of campus recruiting and the performance of their recruiting experience with the university. Specifically, there are nine attributes which will be addressed in this study: career center employer development, classroom visits, student group meetings, hosting information sessions, holding office hours, on-campus interview space, meeting with faculty, career fairs, and sponsorship opportunities. The recruiters will be asked to rate the importance of attributes by utilizing a five Likert point-scale from 1 “not important at all” to 5 “extremely important.” In terms of the performance of recruiting experience, the respondents will be asked to rate the nine attributes of campus recruiting from 1 “poor” to 5 “excellent.”

Significance of this study
This study will fill a gap in the research regarding how hospitality recruiters choose the universities where they recruit, and which attributes are most important to their campus recruiting. Campus career centers will have the ability to allocate resources more efficiently when supporting existing employer relationships, and increase their attractiveness for developing new relationships with hospitality companies. This study will provide faculty in hospitality programs with information about employment and internship opportunities in hospitality companies, how to advise students in their career development, and how to encourage students to engage in career fairs on campus.
HUMAN TRAFFICKING: CAUSES, CONSEQUENCES, AND SOLUTIONS
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Introduction
Human Trafficking is one of the most egregious offenses violating the basic rights of an individual. The United Nations defines human trafficking as: “The recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation” (UNODC).

According to the International Labor Organization (ILO), about 20.9 million people became victims of human trafficking across the world; among them, 55% are women and 26% are children (ILO, 2012).

The purpose of this research is to examine and summarized existing research, formulating root causes, consequences and solutions to human trafficking. This research seeks to provide a framework for the dissemination of ethical knowledge, rehabilitation concerns, job training, reducing poverty, and focusing on rebuilding stronger family bonds.

Methods
A meta-analysis of peer reviewed articles and government publications on human trafficking will be conducted. This comprehensive systematic review will allow for the analysis of root causes, consequences and solutions regarding human trafficking. In-depth interviews with current researchers and foundations that assist with victim recovery will be conducted using a qualitative approach. The qualitative methods describe data in narrative format, open-ended questions, images and text analysis (Patton, 2002).

Discussion/Implications
Causes behind human trafficking: Preliminary findings suggest several root causes such as, political instability, economic imbalance in society, poverty and corruption. In underdeveloped countries, there is severe demand for employment which is diverting people to engage in crime or be an easy target for traffickers. Political instability in a country, which creates unrest and turmoil in society can allow traffickers to travel undetected. Moreover, a corrupt judiciary system acts as a catalyst for increasing crime because criminals get chance to escape through a faulty justice system.

Consequences of human trafficking: Human Trafficking has an inevitable impact in every sphere of our society. Victims faces severe physical damage as well as mental trauma. In a broader sense, human trafficking undermines state security. This increases the unrest in nations by escalating conflicts and terrorism.

Probable solutions: First, focus should be given to the law enforcement army and contemporary judicial system. Second, a campaign raising awareness regarding human trafficking identification with an international collaboration among NGOs and government organizations would help to provide a unified approach to combatting the issue. Finally, additional solutions should be revealed upon further analysis if the data.
TOURISM MANAGEMENT UNDERGRADUATE STUDENTS’ SATISFACTION: AN EMPIRICAL STUDY IN CHINA

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Introduction
Since Chinese Reform and Opening-Up in 1978, the tourism industry in mainland of China has grown rapidly. In 1979, The first Tourism College in Shanghai was established. By 2014, a total of 15 universities in Shanghai enroll tourism management undergraduate students. How the quality of students’ life and learning in these universities, what do they expect and what do they need? The purpose of this study is to gain a contemporary understanding of the satisfaction of students majoring in tourism management in Shanghai, China.

Methods
The study sampled in five universities in Shanghai. The pilot study sampled 107 students and scaled their satisfaction. Furthermore, with an exploratory factor analysis, we conducted six primary factors from 62 indicators in the pilot study. Then the formal study surveyed 718 students about satisfaction by convenience sampling, the formal study conducted a multiple linear regression model with those six factors.

Results/Discussion/Implications
On the basis of exploratory factor analysis, we found six dimensions related with students’ satisfaction, including students’ expectation, students’ value perception, curriculum quality, teachers, intern opportunity and career. The results support a negative impact of students’ expectations on students’ satisfaction. Moreover, high satisfaction levels have been associated with higher curriculum quality, a good teacher, more intern opportunities and better career development. It suggests that higher education administrators improve the market-oriented service to enhance the satisfaction of tourism management undergraduate students in Shanghai, China.
STUDENTS’ MOTIVATION TO ATTEND HOSPITALITY CAREER FAIRS

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Introduction
Many university and college career services offices organize career fairs to help students find job opportunities (Payne & Sumter, 2005; McGrath, 2002; Kolodinsky, Schroder, Montopoli, McLean, Mangan, & Pederson, 2006). Previous scholars have conducted research to study how job seekers evaluate career fairs (Braddy et al., 2006; Milman & Whitney 2014; Payne & Sumter, 2005). However, limited studies assess students’ motivation to take part in career fairs, especially college career fairs, which are only open to students of the respective college and invite recruiting companies from the major-specific industry segments of their students. Therefore, this study will examine students’ motivations to attend a hospitality college career fair and compare the motivations of students with different backgrounds (e.g., previous industry background, gender, major focus, etc.).

Methods
The study will survey students who attend the Fall 2017 Hilton College career fair at the University of Houston. Email addresses will be collected by swiping attendees’ student ID card upon their admission. Attendees will receive an initial request to participate in the study, followed by two reminders to those who have not completed the online survey at the time of the reminder(s).

In the first section of the survey, students will be asked to rate their level of agreement on a motivation scale comprised of 17 items intended to measure three dimensions. The motivation items are derived from the combination of modified items from Milman and Whitney’s (2014) evaluation scale for career fair and Roehling and Cavanaugh’s (2000) students’ expectation scale of a career fair. These questions will be measured on a Likert-type scale of 1 = Strongly Disagree to 5 = Strongly Agree. The second section of the survey will ask students’ demographic questions (e.g., gender, academic year, previous industry experience, their major focus).

Results/Discussion/Implications
Frequency distribution of the student attendees will be conducted in order to identify the respondents’ descriptive profile. A principal component analysis (PCA) will be used to reduce the number of motivation items and identify the components. A series of tests (e.g., ANOVA, t-tests) will be conducted to examine differences in motivation according to demographic characteristics of the attendees.

By identifying factors that motivate college students to attend a hospitality career fair, this paper seeks to help organizers to understand students’ expectations of the career fair. Results can help guide them to organize the event with specific focuses and improve the overall quality of the career fair, hence helping students start their professional career.
Work-in-Progress – Finance & Economics
CROWDFUNDING: THE PERCEPTIONS AND INTENTION TO USE AMONG HOSPITALITY ENTREPRENEURS.

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Introduction
Early-stage entrepreneurs and small businesses have limited access to financial capital and have problems securing loans from traditional sources, which has boosted the need for alternative sources of financing. One of these alternative sources of financing is crowdfunding, where individuals invest in small amounts to fund new or expanding ventures through online platforms that act as intermediaries (Bruton, Khavul, Siegel & Wright, 2015).

While many entrepreneurs in many industries—including the hospitality industry—have used crowdfunding, it is not widely popular among hospitality entrepreneurs despite the fact that most hospitality businesses are considered small businesses (Altinay & Brookes, 2015) with limited access to financing opportunities.

The purpose of this study is to identify the hospitality entrepreneurs’ perceptions regarding the usefulness, ease of use, benefits and risks of crowdfunding, and the influence of these perceptions on their intentions to use crowdfunding as a source of capital. Specifically, this study will extend the Technology Acceptance Model (Davis, 1989) by including the perceived additional benefits and risks of crowdfunding, drawing upon a value-added perspective, social capital theory and prospect theory. The importance of this study lies in the potential economic growth that crowdfunding represents for hospitality entrepreneurs and the hospitality industry.

Methods
This study will use primary data collected through a survey. The respondents will be hospitality entrepreneurs in the United States belonging to a business incubator, a chamber of commerce, a center for entrepreneurship, a small business association or a professional association. Data will be collected based on simple random sampling and snowball sampling. The independent variables (perceptions) will be measured using a 7-point Likert scale. The data will be then analyzed using appropriate statistical method.

Results/Discussion/Implications
When this study is completed, it will make several important contributions to the literature. First, it will add to the nascent industry-specific literature on crowdfunding. Second, this study will be the first to address the relationship between the perceptions of hospitality entrepreneurs towards crowdfunding and their intention to use it as an alternative funding method. Additionally, the resulting insights can help forecast the growth of crowdfunding as a source of capital in the hospitality industry.

Important practical implications are also expected. This study will raise awareness about an alternative source of financial capital, so difficulty in accessing capital and lack of funds will not cause the failure of new ventures; which, consequently, will contribute to economic growth. Furthermore, by informing crowdfunding platforms about the perceptions of their potential users (entrepreneurs), they will be able to develop strategies to maximize positive perceptions and to overcome negative ones.
EFFECTS OF THE SIZE OF ACQUISITION ON A HOTEL GROUP’S FINANCIAL PERFORMANCE

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Introduction
Canina (2001) discussed that since 1993, the aggregate value related to public and private lodging-industry acquisitions increased dramatically. The value of acquisitions in 1998 was almost 1,000 times greater than in 1993. The growing trend of the size of acquisitions in hotel industry has drawn the attention of many researchers. More researcher focused on the financial impact of M&A, especially on those which are stock-performance related. (Yang, Kim, & Qu, 2010). Based on a multi-case study using a comparative historical analysis of four UK hotel companies during 1979-2004, Quek (2011) found out that acquisition motives – value maximizing by increasing market share and acquiring brand of hotel groups – show a high success rate in financial performance as well as in purchasers’ geographical share.

The purpose of this study is to examine the effects of the size of acquisition on corporate financial performance in the context of the public hotel (lodging-) industry. The results of this study are useful for hotel managers who consider acquisition as an option of growth against other managerial options to boost business.

Methods
This study mainly examines second-hand data collected through Internet-based research. The data depicting amount of money and number of hotels involved in acquisitions are extracted from final acquisition news published on the hotel groups’ official websites, or professional websites that focus on the hospitality industry. All original data of financial performance were extracted from Form 10-K, in which public companies are required to provide comprehensive overviews of the business and financial condition and includes audited financial statements to the public by the federal securities laws. EBITDA and operating efficiency ratios were calculated.

Results/Discussion/Implications
The number of target hotels acquired is a significant predictor of acquirer hotel groups’ financial performance, while the amount of money involved is not. A larger number of target hotels acquired is associated with lower percentage increase of EBITDA, but higher percentage increase of operating efficiency ratio.

This study provides general support for a theoretical resource in terms of evaluating and predicting corporate financial performance in the post-acquisition period in the context of the hospitality (lodging) industry. The findings of this study are expected to improve the understanding of effective hotel acquisitions and provide suggestions for (acquirer) hotel managers to make decisions about acquisition activities.

It is recommended that managers should further compare the proposed increased percentages of EBITDA and Operating Efficiency Ratio and manage to evaluate the minimum decrease in percentage increase of EBITDA is acceptable and the maximum increase in percentage increase of Operating Efficiency Ratio is expected, if managers consider expanding the size of the acquisition.
EXAMINING THE IMPACTS OF AIRBNB ON THE HOTEL MARKET: A SPATIAL PERFORMANCE MODEL

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Introduction
The leading businesses that, in many aspects, advance the “sharing economy” concept are no longer new comers. Founded in 2008, Airbnb is a major provider of travel accommodation, and a pioneer in the recent sharing economy. With a total of 550,000 listings made on the platform in the United States alone, Airbnb might have replaced the demand for incumbent hotels to some extent. We speculate that it has had a significant impact on incumbent hotels’ performance in affected markets. The purpose of this study is to analyze the effects of Airbnb in a hotel market, and to demonstrate the use of spatial market performance analysis by geographically weighted regression (GWR), which explores important local variations between the independent and the dependent variables. This study selects Miami as an affected market to analyze, since it is one of the largest markets both in the hotel industry and Airbnb.

Methods
In this study, census tracts, which are small and relatively permanent statistical subdivisions of the country were analyzed. Average revenues per room (RevPar) in each census tract of Miami MSA served as a dependent variable in this study. Hotel performance data was obtained from STR. Airbnb supply and demand variables obtained from AIRDNA are used to observe the impact they have on the hotel market. The average number of listings and RevPar in the same census tract as hotels are made use of in the hotel performance model. Another independent site variable is the hotel class, which is categorized into three groups: economy, midscale (midscale and upper midscale), or upscale (upscale, upper upscale, and luxury). In addition, this study adopts T-distance (the average distance from hotels to the most popular beaches) as situation variables to investigate the effect of location on hotels’ performances.

Various software such as ArcGIS (version 10.3.1), the ArcGIS Network analyst extensions, SPSS (version 20.0), and GWR (version 4.0) were employed for data analysis. While employing GWR, a bi-square kernel function (a kernel with adaptive bandwidth), which identifies a certain number of neighbors that maximizes model fit, was employed due to the varying densities of hotels in the study area. The significance of the spatial variability in the local coefficient estimates was tested by conducting a Monte Carlo significance test. To explore spatially varying relationships among variables, local coefficients, and R² from GWR were mapped.

Results/Discussion/Implications
GWR helps to further incidental research by means of local regression analysis of the impacts Airbnb has on hotel industry. In addition, the expected findings of this study will aid practitioners in the tourism and hospitality industry to better understand the impacts of Airbnb — an essential step in figuring out how to correspond with its rapid growth of Airbnb.
Introduction
Although there is still no consensus on a formal definition of CSR (Taneja et al., 2011), the term of CSR suggests social obligations of business that align with not only economic goals and legal boundaries but also ethical standards and discretionary (philanthropic) expectations (Carroll, 1979; 1991). In this study, we examine the corporate philanthropy in hospitality companies.

The motivation for conducting this study in the context of hospitality industry stems from following justifications. First, hospitality companies appear to have legacy in philanthropic activities in that ethical response to those in need has been a guiding principle of operating their business for long (Farrington et al., 2017). Second and connected, hospitality companies have unique resources that can be used for their own philanthropic activities (Henderson, 2007). Think of food donations using leftover food in restaurants. Moreover, hotels have rooms to accommodate people in search of shelter when disaster hits their home. In sum, the notion of corporate philanthropy fits well with the industry. Taken all together, this study addresses whether the pursuit of corporate philanthropy is more salient and if so, what motive exists behind the hospitality philanthropy. In addition, we examine whether corporate philanthropy is instrumental to hospitality companies, or merely an altruistic behavior.

Methods
Based on a panel dataset, regression analyses will be conducted to quantify the pursuit of philanthropy and its impact on firm performance, especially for hospitality companies. Data comes from three primary sources: IRS 990-PF Forms for corporate philanthropy, Compustat for other financial information from 10Ks, and US Department of Commerce for GDP data. The match between the two databases during 1991-2016 will create a total sample of US publicly traded hospitality, retail trade, and manufacturing companies (except manufacturers of consumer products).

Results/Discussion/Implications
Findings of this study will provide several implications. Beyond what has been tested in the hospitality literature, corporate philanthropy, which represents the essence of CSR, is examined as a single research topic to examine the business case for CSR. Previous studies have focused on the impact of aggregated measure of CSR on consumer attitudes and behaviors, such as customer loyalty and willingness to pay premium (e.g., Li, Fu, & Huang, 2015). Extending Chen and Lin (2015)’s finding of an inverted U-shaped relationship between corporate giving and firm performance in Taiwanese hospitality companies, the current study contributes to reveal whether and how corporate philanthropy of CSR makes business sense in US hospitality companies, compared to companies in other industries. With that said, findings of this study should provide better informed decisions for managers, with respect to some trends of corporate philanthropy and its implication as a corporate strategy to create competitive advantages in the industry.
IMPACT OF THE MINIMUM WAGE POLICY ON HOSPITALITY STOCK PRICES IN MALAYSIA

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Introduction
The introduction of a national minimum wage policy in Malaysia has affected hospitality businesses in various ways (MAH, 2013a, 2013b). Lee and Yuen (2015) found that operational costs increased after minimum wage implementation for companies who employed low-skilled employees (Yuen, 2013). Such financial distress may force companies out of business, thus contributing to unemployment rates. Draca, Machin, and Reenen (2011) empirically proved that increases in minimum wages led to a decline in company profitability rather than passing price increases on to consumers. Therefore, this study investigated whether the potential negative impacts of a higher minimum wage were realized by Malaysian hospitality companies. Specifically, we determined if any changes occurred in hospitality company value after the minimum wage announcement using event study method (ESM).

Methods
ESM has been widely used to estimate the effect of a particular event on corporate performance (Lee & Connolly, 2010). Under the market efficiency assumption that stock prices immediately reflect the overall impact of new events on company value, ESM shows abnormal changes in the market value of companies created by an event above overall market returns (Lee & Connolly, 2010). In this study, ESM was applied to eight hospitality companies in Malaysia. The date when the increase in minimum wage was announced was used for an event window. Companies’ expected stock returns were estimated by the market model over an estimation window of 210 trading days which ended 10 days before the event. Abnormal returns were calculated by subtracting expected returns from actual stock returns. A t-test was conducted to investigate whether the mean of abnormal returns was significantly different from zero. As ESM has become the standard method to measure changes in company value due to an event (Binder, 1998), many studies on economic impacts of regulatory changes have adopted this analysis method (e.g. Dong, 2014; Hoynes & Schanzenbach, 2012).

Findings and Conclusion
When looking five days prior and five days after the policy was announced, there was no significant results indicating that the increase in minimum wage had no effect on hospitality companies’ performance. The insignificant effect may be a result of negative returns for the stock market overall, implying that all Malaysian businesses, not just hospitality companies, were negatively affected by the new wage policy. Indeed, the stock market was steady or declined in 15 trading days out of 21 days (the event date and 10 days before and after the event). In the same period, the market return was -3.9% and the average daily market return was -0.2%. The effect of the new minimum wage policy may depend on companies’ employment compositions. In other words, the minimum wage effect could be different based on the proportion of minimum wage workers among the total employees of each company. Finally, other factors may have affected stock prices during this time so the “real effect” of minimum wage implementation may not be realized.
IS THE GOLDEN PERIOD FOR MACAU GAMING INDUSTRY STILL EXISTING?
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Introduction
Macau was eminent as "Monte Carlo of the Orient" and "Las Vegas of the East" with the three centuries’ gaming history (Gaming Inspection and Coordination Bureau Macau SAR, 2016). The gaming industry is a mainstay of Macau. The transfer of sovereignty over Macau from Portugal to the People’s Republic of China was occurred on December 20, 1999. Once Macau became a part of China, it became the only place where casinos were legal. Macau attracted international business and investment of billions of dollars after it was transferred from a local monopoly of the gaming industry into a foreign competition market in 2001 (Gaming Inspection and Coordination Bureau Macau SAR, 2016). This converted Macau into one of the world's largest gaming centers. It became the largest gambling destination when its gross gaming revenue surpassed Las Vegas, Nevada, USA in 2006 (NY Times, 2007). In 2009, the gaming tax was approximated at more than 70% of Macau's total fiscal revenue (Macau Statistics and Census Services). The fast growth seemed unstoppable until May 2014. However, the monthly gaming revenue year-over-year started to drop from June 2014 and continued to decline year-over-year for 28 consecutive months (until October 2016). The gross gaming revenue in 2015 was about US$28.9 billion, which was down dramatically by 34% year-over-year. An anti-corruption policy was implemented by mainland China in 2013, which was considered by public as a main factor that had a negative impact on the development of Macau gaming industry. However, few current research focuses on this issue. The purpose of this study will examine how the anti-corruption campaign in China impacted the Macau’s gaming industry. Therefore, this study aims to quantify the impact of the anti-corruption campaign in a longitudinal perspective on the Macau gaming industry.

Methods
This study will implement SARIMA with intervention analysis (Box & Tiao, 1975). To develop SARIMA forecasting models for Macau gambling industry and to forecast future gaming revenue, historical time series of the quarterly gross gaming revenue, number of tourists, and number of tables will be analyzed in this study. Data will be obtained from Macau Statistics and Census Service. The data between the first quarter of 2005 and fourth quarter of 2016 covering 44 quarters will be used to establish the forecasting model.

Results/Discussion/Implications
Since no known study has been identified about the impact of the anti-corruption campaign under Xi Jinping on Macau gaming industry, the findings of this study will provide an initial theoretical evidence in the context of casino research. This study could also be applied to other similar small regions to examine whether the political factor can influence their economic development.
MENU ANALYSIS:
A REVISIT AND REFLECTION OF CURRENT METHODOLOGIES

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Introduction
The menu is the starting point, the means, and the end of all restaurant operational decisions. The menu is the important factor attracting target market and key considerations when restaurant operators make decisions. Menu analysis is the process of systematically evaluating individual menu items by comparing them to other menu items using preselected criteria (Taylor & Brown, 2007). This study revisits research methodologies on menu analysis approaches over the past ten years including relevant studies on menu design and evaluation.

Until 2007, most of the menu analysis research focused on the historical four-quadrant matrix model (Kasavana & Smith, 1982) examining popularity and profitability with inclusions of other variables to some degree. However, Raab and Mayer (2003) incorporated activity based costing (ABC) with traditional menu engineering together to effectively evaluate a buffet restaurant. Furthermore, the data envelopment analysis (DEA) was adopted to evaluate a full-service menu incorporated attributes of labor into the menu analysis (Taylor, Reynolds, & Brown, 2009).

As evident by the extensive string of research, using ABC in menu analysis has been examined in a multitude of restaurant operations with impressive results. The use of ABC in foodservice has evolved offer time providing practitioners and researchers with a better understanding of restaurant cost allocation, (Raab & Zemke, 2017)

Data envelopment analysis (DEA) was first introduced as a nonparametric technique for assessment of the efficiency of decision-making units (Charnes et al., 1978). Since its proposal, DEA has been utilized and developed across disciplines as a useful tool to assess various forms of entities’ efficiency due to its nature incorporating multiple inputs and outputs. The integration of the DEA to the menu analysis overcomes the deficiencies of traditional matrix menu analysis models by incorporating not only the relevant variables used in traditional models but also the clusters of labor costs. (Fang & Hsu, 2014; Taylor et al., 2009).

Methods
The most challenging and promising studies on menu analysis in recent years have been built on using either DEA or ABC methodologies. To better understand the strengths and limitations of both types of menu analyses, in the hopes of developing a comprehensive model incorporating the best practices of each, this study plans on using both models to evaluate the same restaurant data. To accomplish this goal, first the restaurant menu will be evaluated using each model, then by theoretically removing the least desirable menu items, the new virtual menu will be used to forecast revenue and profitability. Eventually, an optimum menu analysis model will be developed taking advantage of the best practices of both methodologies.

Results/Discussion/Implications
The study is expected to produce results which will aid this comparative study to comprehend benefits and challenges of the DEA and ABC on menu analysis.
PREDICTING RESTAURANT FAILURES IN TAIWAN

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Introduction
The food service industry is one of the growing sectors in Taiwan. Restaurants account for more than 80% of the revenue in the industry and have been growing steadily for the last five years at an average rate of 3% per year (Department Statistics, 2016). However, the restaurant industry is a highly competitive market in Taiwan. In 2004, 10% of total restaurants closed that year (Li, 2009) with the rate of failure increasing to 30% in 2016 (Business Weekly, 2016).

Several methods have been used to predict bankruptcy. Gu (2002) was the first to use a multiple discriminant analysis model (MDA) to predict restaurant bankruptcy. Later, Kim and Gu (2006) used a logic regression (logit) model in comparison with a MDA model. Gu and Youn (2010) compared the logistic regression model with an artificial neural network (ANN) model and suggested that the logistic model was superior to the ANN model.

Existing research into restaurant failure has been focused on restaurants in the U.S. Lin (2009) compared several bankruptcy prediction methods for companies in Taiwan, but did not focus on restaurants. Therefore, in order to extend previous studies in the hospitality industry, this research will apply the bankruptcy prediction models to the Taiwan restaurant industry.

Methods
A collection of the financial data for all publicly traded restaurant companies in Taiwan for the last 50 years will be gathered from a database that is compiled with the Taiwan Economic Journal Data Bank. 40 total companies will be selected randomly (20 bankrupt, 20 non-bankrupt) from this period. After the data is collected, several financial ratios that can measure liquidity, leverage, solvency, profitability, and efficiency of the firms will be used to create a logistic model for the bankruptcy prediction analysis. Analysis of the data to determine the most important financial ratio will be validated through the model.

Implications
The results of the study will validate the logistic model as a tool for restaurant bankruptcy prediction. The model developed can be useful for restaurant owners to evaluate their financial conditions and take appropriate actions to avoid bankruptcy. Investors or bankers can also use this model to identify the company’s financial conditions to make investment decisions or issue loans.
CHOOSING HEALTHIER THRU REVIEWING EATING EXPERIENCES

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Introduction
Risk aversion has been found to negatively associate with unhealthy behaviors such as overeating, heavy drinking and cigarette smoking (Anderson & Mellor, 2008; Lim & Bruce, 2015; Ehmke, et al., 2008). This study aims to investigate whether experiential reflection will make individuals more risk averse to unhealthier food choices. Through reviewing one’s past experience and adding information to existing knowledge and activities, individuals may be more averse to the future health-related risk, thus deviating from unhealthy eating behaviors.

The theoretical underpinnings of the study are mainly based on March’s theory(1996) that experiential learning process causes choice behaviors that shows greater risk aversion. This is because after repeated choices, favorable experiences would lead individuals’ propensities to the alternatives associated with those experiences; the less risky, that is more certain choices, are likely to be more rewarding in accumulated experiences.

Reflection is one essential stage within experiential learning theory. Through looking back on past experiences, individuals could apply the outcomes of past experiences to existing choices, weigh the costs and benefits of these choices, and select the alternative that is thought to optimize their well-beings and maximize future rewarding (Paternoster, Pogarsky & Zimmmerman, 2011; Paterson & Chapman, 2013). Therefore, the current study attempts to employ the influence of experiential reflection on risk aversion to explore whether reviewing past eating experience will make individuals more risk averse towards unhealthy food choices.

Methods
An online stated choice experiment will be conducted through Amazon Mechanical Turk. Study participants will be randomly assigned to two conditions: one condition with intervention of past eating behavior reflection; one condition with no reflection intervention. Only participants in the intervention condition will be provided with reflection questions on their eating behaviors and food choices in the past month (Cronin and Connolly (2007). Then both groups of participants will be asked to fill out a survey of Domain-Specific Risk-Taking Scale (Bais & Weber, 2006) to measure their risk attitudes in contexts including ethical, financial, health/safety, recreational and social domains. Ordinal logistic regression methods will be used to conduct the data analysis through IBM SPSS STATISTICS software.

Results/Discussion/Implications
Theoretically, the study could contribute to expanding our knowledge of risk preferences in the context of healthy eating behavior. Risk aversion has been widely applied to behavioral economics studies, therefore by getting a deeper understanding of factors influencing risk attitudes, we are expecting to make a better use of risk preference theories. In practice, results of the study could potentially provide a way to lead individuals to healthier eating behaviors through reflection upon past eating experience.
Work-in-Progress – HR & Leadership
CULINARY ATTRITION IN THE WORKPLACE. WHY ARE CHEFS ABANDONING THE INDUSTRY?

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Introduction
Currently, the United States restaurant industry has a shortage of cooks and chefs in the workforce (Sherman, 2015). While this phenomenon has previously been analyzed (Pratten & O'Leary, 2007), most studies have focused on addressing antecedents or consequences of workplace attributes, such as job dissatisfaction. However, a shortage of qualified cooks and chefs in the workforce could be indicative of a greater problem inherent to the restaurant industry: attrition by laborers to other industries. Thus, while prior kitchen workplace research has examined workplace factors inherent to the restaurant industry, such as bullying, substance abuse, job dissatisfaction, and turnover intention (Robinson & Barron, 2007), no studies have empirically evaluated whether these attributes result in attrition from the restaurant industry.

The purpose of this study is to empirically test the model developed by Robinson and Barron (2007) to discover specific factors that result in attrition from the industry. This study will first conduct interviews to verify the validity of Robinson and Barron’s (2007) model in today’s contemporary workplace. Then, the qualitative findings will be used to develop assessment measures, and the resulting model will be empirically tested on a larger sample. Based on the above discussion, this study seeks to answer the following research question: RQ: Which attributes inherent to working in a kitchen drives employee to become dissatisfied with the restaurant industry and seek employment outside of a restaurant context?

Methods
This study will use a two-stage exploratory sequential mixed-methods design recommended by Creswell (2014). The first stage will comprise of interviews with former back-of-house employees who have left the restaurant industry and have sought employment in a separate industry. Once saturation has been reached during the interviewing process, the results will be analyzed and then compared to the baseline model. Amendments, if needed, will be made to the baseline model, and appropriate measurement instruments will be identified in the literature and utilized for Stage 2. Stage 2 will encompass submitting the measurement instruments to a large sample of the population to empirically verify the results of Stage 1.

Results/Discussion/Implications
This study will empirically test previous findings about chef turnover. The results will illustrate which factors are the most significant in driving kitchen employees to quit their current career choice and migrate to an alternative career field. Empirically, this study will illustrate that restaurant owners and/or managers need to implement strategies designed to alleviate the challenges of working in a kitchen. Implementation of retention strategies will help to ensure a consistent product and it will reduce the costs associated with turnover and subsequent recruitment.
CULTURAL DIVERSITY AND TEAM EFFECTIVENESS: THE MEDIATING ROLE OF RELATIONSHIP CONFLICT AND THE MODERATING ROLE OF LEADERS’ ADVICE NETWORK

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Introduction
With demographic shifts, cultural diversity and the management of diversity in general have been raised as critical issues in hospitality operations (Manharan & Singal, 2017). In the United States, in 2014, 19% of hospitality employees were Hispanics/Latinos, 10% Black/African-American, and 6% Asian (Kalargyrou et al., 2017). Cultural diversity refers to “the representation, in one social system, of people with different group affiliations of cultural significance” (Cox, 1994, p. 4). Although previous research has shown that cultural diversity is negatively associated with outcomes associated with work (e.g., cohesion, conflict, performance, turnover, and communication difficulties) (Kleinet al., 2011; Mello & Lisa., 2015; Mandera et al., 2014), there is little empirical research examining the underlying mechanism though which cultural diversity negatively impacts team effectiveness. Our first objective of this study is to examine the mediating role that relationship conflict—defined by Jehn (1995) as interpersonal incompatibility among employees—plays in the relationship between cultural diversity and team effectiveness.

The second objective of this study is to examine the boundary condition between cultural diversity and relationship conflict. Previous studies have largely focused on individual factors (e.g., attributes) and contextual factors (e.g., climate) as antecedents of relational conflict (Klein et al., 2004; Mehra et al., 2001). However, these approaches fail to acknowledge that how employees are embedded, to a certain extent, in a relationship with the leader. In this sense, our study proposes that leaders’ positions in team networks can be boundary conditions that either facilitate or constrain the negative effect of cultural diversity on relationship conflict.

Methods
Using a paper-pencil survey, 180 hotel employees will be drawn from six Upper-Middle scale to Upper Upscale hotels in Midwestern areas of the United States. Questionnaire packet will be delivered each participating hotel. A self-administrated questionnaire will be distributed to hotel employees through the departmental managers at staff meetings or other settings. The participants will be asked to complete a self-reported questionnaire, put it in a sealed envelope, and drop it in containers we set up on the property. To conduct the network analysis, UCINET 6.0 will be used and path analysis will be conducted using MPLUS.

Results/Discussion/Implications
This study can contribute to current literature on diversity by focusing on the process of cultural diversity to team effectiveness through relational conflict in hospitality settings. In addition, this study investigates how the role of leadership by applying social network perspectives moderates the relationship conflict among teammate in a diverse workforce. In this sense, diverse cultural subordinates following a leader at the center of an advice network may receive more suggestions and comments to reduce unnecessary disputes with coworkers in other cultural groups.
DEVELOPMENT AND PRELIMINARY TESTING OF A CONCERT SECURITY SELF-BELIEFS INSTRUMENT

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Introduction
The concert and live event industry is a $28.5 billion industry in the U.S. (Cohen, 2017). The industry is responsible for creating, managing, and promoting live events including theater performances, concerts, fairs, and festivals. The live music concert segment is currently 69.4 percent of the industry or $19.8 billion of the U.S. economy (Cohen, 2017).

The security staff at a live music concert is responsible for the life safety of attendees during the performance and in the event of a crisis. This study will identify these individuals and their common characteristics, attributes, and beliefs. Additionally, the study will examine what motivates these individuals to work in a position that inherently places them in harm’s way, especially in a crisis when they become responsible for protecting the lives of hundreds or thousands of strangers. This study will work to fill the gap in research relating to indoor United States (U.S.) live music concerts, specifically the security staff that is responsible for attendee life safety, and identify their demographics, characteristics, beliefs, motivation to work, and perceptions and tolerance of workplace risk.

Methods
This study will utilize structured interviews with industry experts to develop a new survey instrument for measuring self-beliefs, risk perception, and work motivation of security staff in the U.S. live music concert industry. Through interviews, a panel of experts from the International Association of Venue Managers (I.A.V.M.) will identify the elements to include on the survey, beginning with the initial list and focusing the final elements to those most appropriate for the U.S. live concert security staff.

The new survey instrument will consist of four sections: selected demographic characteristics data, self-beliefs, risk perception and tolerance, and motivation to work. The initial statement list will be compiled from previous studies in hospitality management and safety (Dawson, Abbott, & Shoemaker, 2011; Lundberg, Gudmundson, & Andersson, 2009; Walker & Hutton, 2006).

A preliminary pilot survey will be given to a convenience sample of approximately 10-12 concert security staff at an entertainment venue to establish the clarity and validity of the survey instrument. The final survey will be distributed online to security staff members at various indoor concerts within the United States. The study will use a purposive sample of concert security personnel employed by members of the I.A.V.M.

Results/Discussion/Implications
Identifying the attributes, self-beliefs, and risk perceptions of concert security staff can help industry professionals better understand their teams and develop targeted training programs.
HOTEL MANAGERS’ PERCEPTIONS OF PRE-EMPLOYMENT TESTING IN DETERMINING QUALITY CANDIDATES: A COMPARATIVE STUDY OF FULL-AND LIMITED-SERVICE HOTELS

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Introduction
Employee turnover can cost an organization in several ways, including pre-departure costs, recruitment, selection, onboarding and training, and loss of productivity (Tolan, 2014). Considering the high turnover rate in hospitality, it is important to hire the right candidate for the job because the interaction between hospitality guests and employees has a significant impact on the customer experience and the success of the business operation (Jin-zhao & Jing, 2009). A successful employee is attributed to organizational and job fit (Tepeci, 2011). Moreover, pre-hire assessments can play an important role in determining job and organization fit in addition to demonstrating strong return on investment with respect to employee job performance in areas including productivity, quality of service, customer satisfaction, employee engagement, and sales (Hess, 2016).

Methods
One-on-one semi-structured interviews will be conducted in-person with a purposive sample of managers of limited and full-service hotels, with hiring responsibilities. Semi-structured interviews will allow for gathering focused, qualitative textual data (Cohen & Crabtree, 2006) where the interviewer and respondents will engage in a formal interview. It will encourage participants to speak about their pre-employment testing experience as comprehensively as possible and allow for comparing respondents’ subjective answers for full-service and limited service hotels. Data collection will end when new themes cease to emerge (Glaser & Strauss, 1967). At the conclusion of all the interviews, the recorded audio data will be transcribed, coded, and analyzed for emerging themes (Rugg & Donne, 2011).

Results/Discussion/Implications
This comparative study will assist in understanding the perceived effectiveness of various pre-employment testing methods in determining successful hires within hotels. Findings will also reveal the extent of use of these tests and how the use and perceived effectiveness differs for full-service versus limited-service hotel managers. These findings could furnish hotel managers with useful information for planning recruitment activities and personnel training. More effective and informed performance reviews could be designed by hotel managers keeping in mind the attributes of a successful hire.
IMPACT OF PERCEIVED LEADERSHIP STYLES ON HOTEL EMPLOYEE JOB ENGAGEMENT

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Introduction
Engaged employees have a positive impact on the organizational outcome; in fact, employees who are highly committed to their jobs perform 20% better; also, 87% of them are less likely to quit (Gallup, 2013). The hotels open 24 hours a day, 365 days a year. It relies on engaged employees to deliver exceptional services to their customers. Leadership styles are behaviors that are implemented by managers in an effort to inspire followers’ emotional, physical, or intellectual reactions (Young & Dulewicz, 2006). Leaders have the potential to influence and manage employee work engagement. The results of studies on the relationship between leadership styles and employee engagement were inconclusive and varied by instruments used to measure leadership styles and work engagement. Some found that transformational leadership styles had a positive relationship with overall work engagement (i.e. Jordan, 2016; Seymour, 2015), while some found that only one component of transformational leadership was associated with work engagement (i.e., Metzler, 2006). Other studies, meanwhile, found that transactional leadership had a negative impact on work engagement (i.e. Zhang, 2010). Very few studies were conducted to examine the impact of leadership styles on engagement, specifically in the context of the hotel industry.

This study intends to fill this gap by focusing on three leadership styles (transformational, transactional, and passive/avoidant) and their impacts on hotel employees’ work engagement. Therefore, the purpose of this study is to: (1) identify the drivers of job engagement for hotel employees; (2) determine which leadership styles can inspire employee engagement; and (3) determine the characteristics of engaged employees in terms of demographic variables.

Methods
This study will employ a quantitative approach to finding answers to the research questions. In order to reach a broader cross-section of hotel employees across the U.S., an online survey will be created, and data will be collected through a convenient sample from Amazon’s MTurk, an online labor system. The survey will consist of four parts. Part I will include questions from the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) to measure participants’ overall work engagement. Part II will pose questions regarding the drivers of job engagement. Part III will utilize the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1990) to gather data regarding direct supervisor/manager leadership style. The last part will ask questions regarding participants’ demographic information. Descriptive analysis, ANOVA, and cluster analysis will be employed for data analysis.

Significance of the Study
This study will benefit hospitality and tourism companies in identifying the leadership styles and drivers that lead to engaged employees, resulting in higher job satisfaction, organizational commitment, and job performance, along with lower turnover rate.
INVESTIGATING THE EFFECT OF CUSTOMER INCIVILITY ON EMPLOYEE INCIVILITY VIA EMPLOYEE BURNOUT IN HOSPITALITY INDUSTRY

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Introduction
“The customer is always right” and “the customer is the king” are popular slogans that business organizations use to prioritize customer satisfaction (Han, Bonn, & Cho, 2016). These principles inevitably subordinate employees to customers. However, customers are not always right and usually take advantage of their privilege to be rude to customer service employees (Hur, Moon, & Han, 2015). Studies are exploring customer incivility, which leads to negative employee responses and resentment of customers. According to the incivility spiral effect (Andersson & Pearson, 1999), employees who are the targets of customer incivility are likely to retaliate against with the customer with their own uncivil behavior. Employee incivility, regarded as a service failure, not only undermines service quality and the organization’s reputation, but also leads to customer turnover and revenue losses (Porath & Pearson, 2013; Walker, van Jaarsveld, & Skarlicki, 2016).

This paper reveals the causal relationship between customer incivility and employee incivility in the hospitality industry. In addition, conservation of resources (COR) theory (Hobfoll, 1989) and the job stressor model (Spector, 1998) will be adopted to investigate whether employee burnout mediates the relationship between customer incivility and employee incivility. Moreover, this paper examines whether supervisory support as a coping strategy moderates the relationship between customer incivility and employee burnout.

Methods
A survey questionnaire will be developed based on measurement items extracted from previous studies to achieve the research objectives. The questionnaire consists of five sections: customer incivility, employee incivility, employee burnout, supervisory support, and socio-demographic information.

The study data will be collected in Wuhan, Hubei Province, China. Medium- and large-scale restaurants will be contacted to distribute the survey. Approximately 376 questionnaires are expected for the data analysis. A two-step structural equation model (SEM) is applied to test the study model and hypotheses via AMOS.

Results/Discussion/Implications
Customer incivility is a predictor of employee incivility in restaurant setting. To reduce employee incivility, restaurant owners should make every effort to prevent such behaviours from customers by setting a zero-tolerance policy and offering high-quality service. In addition, burnout is a mediator between customer incivility and employee incivility. Customer incivility, as a job stressor, contributes to emotional exhaustion, depersonalization, and diminished personal accomplishment, all of which lead to employee retaliation against customers. Restaurants’ human resource departments are responsible for offering prompt and effective psychological counselling to prevent employee burnout and reduce incidents of employee incivility. Finally, supervisory support buffers the adverse effect of customer incivility on burnout. Managers and supervisors are accountable for providing support and incentive to restaurant customer service providers. For example, a supervisor could empower frontline restaurant servers not to provide service to uncivil customers.
PRELIMINARY STUDY OF THE EFFECTS OF ORGANIZATIONAL FACTORS ON UNIT-LEVEL MANAGEMENT JOB SATISFACTION TO REDUCE TURNOVER IN THE RESTAURANT SECTOR

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Introduction
Although employee turnover in the hotel and restaurant industry has been researched to great extent, the mitigating factors that affect employee satisfaction in leadership has had a minor spotlight in past research. A large quantity of research has focused on front-line hourly turnover in the hospitality industry. However, less research has been completed on management turnover, even though the direct costs of replacing management far exceeds the cost of replacing a line position, such as a server within a restaurant (Choi & Dickson, 2010).

Though there are a multitude of reasons for unit-level management turnover, the goal of this paper was to analyze the effects of organizational factors on management turnover. The necessity for reducing turnover has potential benefits including decreased operating cost, increased employee satisfaction, increase performance and ultimately longevity for the business’ staff. For this reason, a quantitative study is to be conducted to determine the direct effects of organizational factors on unit-level management job satisfaction to reduce turnover in the restaurant sector.

Methods
A quantitative case study is to be administered to 50 managers across two national restaurant chains in Southern California. This study will be delivered through an online survey sent out to area directors of each organization to administer to unit-level managers. This survey will include a demographic section to determine base information and means for the participants. The survey will also present a section focused on various organizational factors derived from previous research that may impact turnover intention. For turnover related questions, each manager will be asked to choose their answer from one-five, strongly disagree to strongly agree. After data has been collected through the online surveys, multiple statistical analyses will be conducted.

Results/Discussion/Implications
It is anticipated that quality of life will yield the highest influence on turnover intention amongst unit-level managers (Murphy & Williams, 2004). Other factors that will potentially yield a positive correlation on unit-level management turnover are pay, benefits and employee empowerment.

The effect that an organization has on the turnover intention of its managers can be astronomical and therefore should be examined based on different context in the hospitality industry. According to Murphy and Williams (2004) a large quantity of managers voluntarily leaving a corporation is due to a lack of job satisfaction and perceived value in their employment. If a corporation is able to positively affect the factors negatively contributing to turnover intention amongst managers, cost and time saved will aid the organization and manager job satisfaction will increase leading to longevity within the industry.
RELATIONSHIPS AMONG ABUSIVE SUPERVISION, VOICE CLIMATE, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH MEDIATED MODERATION EFFECT OF PSYCAP

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Introduction
Abusive supervision impacts on employee behavior and attitudes at the workplace. That is, victims of abusive supervision strive to maintain relationship with the stressors by intentionally avoiding contact and evading feedback from the supervisor (Bolino & Turnley, 2005; Tepper et al., 2007; Whitman, Halbesleben, & Holmes, 2014). However, such behavior of silence engaging passively in organizational activities negatively influences voice climate where employees voice their opinions and suggestions to change the current status quo of affairs within the organization and improve its functioning (LePine & Van Dyne, 1998). Organizational citizenship behavior is considered voluntary behavior, exceeding specified roles of employees but yet not being formally rewarded by the organization (Organ, Podakoff, and Mackenzie, 2006). Therefore, we anticipate that abusive supervision is related negatively to voice climate and that voice climate is related positively to organizational citizenship behavior; we also suppose that PsyCap (Psychological Capital) moderates the relationship between voice climate and organizational citizenship behavior.

Methods
We plan to garner data (a minimum of 300 completed surveys) from five different hotels located in Korea and the measures of the focal constructs of this present study will be translated from English to Korean. For data analysis, we are going to follow the two-step approach recommended by Anderson and Gerbing (1988); we are going to test our proposed model through confirmatory factor analysis (CFA) and regression analyses for mediation and moderated mediation effects.

Results/Discussion
We expect that abusive supervision negatively affects voice climate. We anticipate that abused subordinates do not actively speak up on organizational issues but keep their opinions or suggestions to themselves and that abused subordinates working under a low level of voice climate represent a low level of organizational citizenship behavior (OCB) because their biggest concern at the workplace is not to proactively engage in activities helping their organization’s development but to maintain their current employment status quo. However, we expect that such a relationship between voice climate and OCB is moderated by the effect of psychological capital (PsyCap). That is, we anticipate that PsyCap of positive psychology will be able to counteract the impacts of a low level voice climate on OCB. We believe for future research that this present study might be expanded to include firm performance as well as other types of employee behavior.
THE EFFECT OF CEO EQUITY COMPENSATION ON CORPORATE SOCIAL RESPONSIBILITY AND THE MODERATING ROLE OF CEO ATTRIBUTES

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Introduction

As a CEO’s responsibility is to ensure the company’s both short- and long-term success, it is important for a firm to attract a promising executive with proper experience background and viewpoints. More importantly, what a firm should also do after the hiring is to guide the CEO through corporate governance and compensation contracting processes to pursue a long-term value maximization of the company. Stock options and restricted stock, which are long-term compensation (LTCs) (Westphal & Zajac, 1993), are the two most common types of CEO pay in many firms in the contemporary business scene largely due to the belief that such equity-based LTCs align the interests of CEOs with those of the firm’s shareholders (Hall & Liebman, 1997). However, less seems known whether such a long- or short-term view of CEOs incentivized by corporate governance and compensation design is related and reasonably reflected in an organization’s decision-making in regard to long- and short-term corporate strategies.

Accordingly, this study proposes to empirically examine the relationship between CEO equity-based compensation and CSR engagement which is regarded as one of the best examples that shows a CEO’s discretion and long-term oriented mindset regarding a firm’s value and reputation (Mahoney & Thorne, 2005). Drawing on the agency theory and enlightened stakeholder theory, the expectation is that the greater the proportion of LTCs to total CEO compensation, the higher the degree of CSR engagement. This relationship, however, may be moderated by situational factors and individual attributes such as different stages of CEO tenure and CEO education. Therefore, the moderating roles of these factors are also examined.

Methods

This study will analyze the sample of publicly traded hotels and restaurants for the 2000s using NAICS code of 721110 (Hotels), 722110 (full-service restaurants), and 722211 (limited-service restaurants). To test the proposed hypotheses, this study will collect CSR data from MSCI ESG dataset. Next, CEO’s LTC, tenure and MBA data will be drawn from Execucomp, sample firms’ proxy statements and BoardEx. Data for firm-level control variables will be taken from Compustat database and firms’ annual reports (10Ks). Following previous literature, several variables will be controlled: firm size, leverage, profitability, CEO’s managerial ownership, franchising, industry-average CSR, and pre-CEO CSR. For the main analysis, the study will conduct the panel analysis, either a two-way fixed- or random-effects model, based on results of Hausman test.

Implications

This study extends the prior research and aims to make contributions to the CSR and corporate governance literature by first providing important insights into CSR and CEO compensation through investigating the association between executive equity compensation and CSR engagement and second, by exploring a relevant situational factor and CEO attribute using stages of tenure and MBA education as moderators.
THE INFLUENCE OF AUTHENTIC LEADERSHIP ON EMPLOYEE ENGAGEMENT IN HOSPITALITY INDUSTRY: MODERATING EFFECT OF GENDER

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Introduction
In the modern business environment, more and more companies consider their employees as one of the most important assets. Most of them start to pay more attention to the engaged employees in terms of their benefits. It is widely assumed that authentic leadership plays a significant role in influencing employee engagement. It has positive influence on employee in their engagement, creativity, job performance, job satisfaction as well as organizational commitment.

Authentic leadership refers to a positive leadership behavior which is based on authenticity which including integrity, ethics, morals, values, self, relationships, and learning. Specifically, authentic leaders usually have some common personal characteristics including integrity, honesty, confidence, reliability, trustworthiness and other high moral qualities. They are also able to build a stable connection with others and motivate them to have a better job performance because people trust them based on their good morals. In addition to these personality traits, these leaders also have a clear vision for the future and can constantly put their heart and soul into their career. Authentic leadership needs the leaders to have not only the enthusiasm and professional knowledge at work, but more importantly, they need to be the ones who are respectful and are worthy to be trusted. Most of the literature was conducted in the general business. In the hospitality industry, the literature about the influence of authentic leadership on employee engagement is still limited. As a newly invented leadership form, authentic leadership should play a critical role in employee engagement.

To understand the influence of authentic leadership on employee engagement further, gender is a factor that cannot be ignored. Gender is one of the influential factors of employee engagement. It is much easier for men to be engaged in the organization than women are. Three antecedents of work engagement namely psychological meaningfulness, safety, and availability can be influenced by gender. Women’s engagement is a salient issue in the hospitality industry. Thus, this study examines the impact of authentic leadership on employee engagement as well as the potential moderating role of gender on this relationship.

Methods
This study will employ a quantitative research design. We’ll collect data online through Qualtrics. The population will cover the employees in United States hospitality industry and the anticipate sample size will be 200-250. Data will be analyzed by structural equation modeling (SEM). Two questionnaires will be used in this study to measure authentic leadership and employee engagement. A 16-item Authentic Leadership Questionnaire (ALQ) will be applied to determine authentic leadership. Additionally, a 17-item Utrecht Work Engagement Scale (UWES) will be used to measure employee engagement.
THE IMPACT OF CULTURAL DIFFERENCES AND CULTURAL AWARENESS ON
EXPATRIATES

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Introduction
In the world we live in today, we encounter many diverse cultures more often than in the past. Businesses are expanding to the global market. Company cultures that grow beyond their home country into foreign markets will have entirely internal company cultures. Companies send their workers to foreign countries for many reasons, but the primary goal is to improve their competitive advantage (Evans, Pucik, & Barsoux, 2002). However, what happens when an expatriate is not well prepared culturally and experiences culture shock? For example, an expatriate who has a high-power distance standpoint would need to know how to manage and interact with the foreign employees who have lower power distance (Hofstede, 2010). The same goes with understanding how Hofstede’s other cultural dimensions such as individualism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint are within that foreign subsidiary (Hofstede, 2010).

The effects of the cultural differences can cause more damage than good for expatriates, and it all could be prevented if cultural awareness or cultural competence programs are put in place. Cross-cultural training has a positive impact on cross-cultural effectiveness (Kotsaga, E., 2015). The purpose of this research is to examine the impact of cultural differences between the United States and South Korea, and how it relates to expatriates being successful at their job.

Methods
Case studies will be researched and reviewed using qualitative analysis to conclude overall themes. Surveys and interviews will be conducted on expatriates of South Korea on the preparation before their departure and how prepared they were for the cultural experiences upon arrival.

Implications
Preliminary implications indicate the need for cultural awareness training. It is proposed that cross-cultural training will enhance a person’s adjustment and performance within a foreign country. Cross-cultural training will aid the trainee to know what behavior is acceptable and provide the skills to imitate the proper behavior. Making sure that employees are culturally aware will ensure that they will succeed in a multicultural environment.

When it comes to hospitality and choosing expatriates, the selection process is critical. The expatriate must be able to adapt to the foreign culture to achieve job satisfaction and company success. The expatriate manager must be able to accept the local occupational culture and understand it so that managerial problems do not arise. The concept of cross-cultural training or cultural competence training for expatriates has been deemed necessary by some companies to implement, but needs acceptance and adoption by more companies that expand into the global market.
PERSONAL AND CONTEXTUAL ANTECEDENTS AND PSYCHOLOGICAL MECHANISM OF PROMOTIVE AND PROHIBITIVE FOOD SAFETY VOICE BEHAVIOR

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Introduction
It is estimated that illnesses due to foodborne pathogens cause 600 million illnesses and 420,000 deaths annually worldwide (WHO, 2015). WHO (2015) reported that the developing countries in Africa and Southeast Asia have the most significant burden of foodborne illness (FBI) and mortality. Additionally, poor food handling practices of employees in food processing and service industry are particularly challenging in developing countries (Gebreyes, et al., 2014). Multiple studies in safety context have indicated that safety-related communication is a key factor to enhance employees’ safe handling practices and decrease the number of errors and accidents (Nyrugwe, et al., 2017). Even though the importance of food safety voice was widely accepted, several gaps still exist both in food safety and organizational psychology context including a paucity of research examining different antecedents of promotive and prohibitive voice and investigating the psychological mechanism regarding how individual and contextual factors coexist in predicting both promotive and prohibitive voice synergistically. Therefore, the current study focuses on food handlers in Taiwan to (1) determine the influence of food safety consciousness, authentic leadership, leaders’ safety orientation, and their three-way interaction effects on promotive and prohibitive food safety voice; and (2) investigate the interaction effects by examining the mediator role of three psychological factors: self-efficacy, felt obligation, and psychological safety.

Methods
A structured survey will be developed and translated into Mandarin followed the double-back cross-cultural translation procedures (Brislin, 1980). The survey will be distributed to approximately 300 food handlers from multiple restaurants in Taiwan to collect their information on antecedents and psychological factors associated with voice behaviors. A confirmatory factor analysis (CFA) will be conducted by Mplus 7.4 to examine the construct validity of the measurement model. Second, a hierarchical linear regression analysis with bootstrap resampling analysis (Preacher & Hayes, 2008) will be used to examine the relationship between three antecedents and their interaction effects. Lastly, a structural equation modeling (SEM) analysis will be used to test the proposed model (Kline, 2015).

Results/Discussion/Implication
The expected outcome of this study will be that there is a significant three-way interaction between food safety consciousness, authentic leadership, and leaders’ safety orientation on employees’ promotive and prohibitive behaviors. In addition, felt obligation will mediate the relationship between all three antecedents and promotive and prohibitive voice behaviors, while self-efficacy will mediate the relationship between leader safety orientation and voice behaviors and psychological safety will mediate the indirect path between authentic leadership and voice behaviors.
WORKPLACE WELLNESS PROGRAMS AND ITS IMPACT ON JOB STRESS AND HEALTHCARE COSTS

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Introduction
Employee burnout is one of the leading causes of turnover in the hotel industry (Mor Barak, Nissly & Levin, 2001). Negative customer interaction in fast food chains plays a significant role in increasing the stressors of day-to-day activities among employees (Kim et al., 2009). Stress is a multifaceted problem affected by diet, personality, working conditions and lifestyle. The purpose of this study is to understand the impact of wellness programs on job stress and healthcare costs.

Employees and managers in hotels are expected to provide products and services to customers around the clock, every day of the year, therefore they are required to work long hours (Hsieh et al., 2010). Baicker, et al. (2010) found that for every dollar an employer spent on wellness programs it reduced the company’s medical costs by $3.27 and absentee costs by $2.73. In another study, no short-term differences in health care costs between those who participated in voluntary wellness programs and those who did not was found, however, there was a significant difference in absenteeism amongst those who participated in voluntary wellness programs compared to those who did not participate (Aldana et al., 2005).

Methods
This study will use three kinds of measurement instruments to collect data. The first measurement will be a standardized instrument. Some common tools with good psychometric properties include the Work Limitations Questionnaire (WLQ), Work Productivity and Activity Impairment (WPAI), and the Stanford Presentism Scale (SPS). The first measurement will be a survey created by the researcher to determine employees’ perceptions of the wellness programs. The second measurement will be to collect secondary data from companies about health care costs.

In this study, online surveys, observations, and interviews will be conducted to find connections between the constructs. This will help confirm and corroborate findings between data sources and provide a holistic picture of the research.

Results/Discussion/Implications
Descriptive statistics will describe the characteristics of the sample in the method section of the report. ANOVA will give a better explanation of the model. There is limited literature on employee wellness programs in hotels. This study is intended to address the research gap that exists on the impact of wellness programs on stress and health care costs.

Hotel employers should consider improving their wellness programs and encourage more employees to participate in them. Studies have shown a decrease in healthcare costs associated with the implementation of wellness programs. In addition, managers should also participate to inspire and motivate front line staff to participate as well (Merill, et al. 2011). The goal is for employees to be able to recover from stress due to continuous participation in wellness programs provided by hotels. Employers should have a holistic approach to wellness programs by including yoga, exercise, health seminars, and gym membership.
Work-in-Progress – Lodging
A COMPARISON OF DEMAND FORECASTING METHODS FOR HOTELS LOCATED IN VARIOUS COMMERCIAL ENVIRONMENTS

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Introduction
Accurate demand forecasting improves operational effectiveness in areas such as scheduling (Thompson, 2004), budgeting (Schmidgall & DeFranco, 1998), and pricing and revenue optimization (Schwartz, Uysal, Webb, & Altin, 2016). The extant literature has established a foundation for applying forecasting methods in the hospitality and tourism industry (Schwartz et al., 2016; Weatherford & Kimes, 2003; Weatherford, Kimes, & Scott, 2001). Further examination is needed for the accuracy of forecasting methods when applied to hotels located in various commercial environments because the hotels’ demand patterns and advanced booking curves will be different (Butler, 1998). Secondly, the balance between including enough information and avoiding irrelevant or outdated data needs further examination when building demand forecasting models (Weatherford & Kimes, 2003).

The research aims to examine popular forecasting models by hotel location and capacity and to identify the most appropriate amount of time-series data to be included in forecasting analysis.

Methods
In stage one, unconstrained demand data will be simulated by the ARIMA (1,1,1) model. Afterwards, the unconstrained data will be constrained based on hotel capacity. Lastly, the constrained demand data for each of the nine scenarios (i.e., small, medium, and large resorts, airport hotels, and downtown hotels) will be input into the five selected models (i.e., simple moving average, double exponential smoothing, Holt-Winter’s model, pickup, multiplicative). Then, for each scenario, three periods of time-series data (three months, one year, three years) will be input to forecast demand. Therefore, 135 forecasting models in total will be tested at this stage. The forecasting accuracy of each model will be evaluated by measuring the difference between the unconstrained demand and the forecasted demand. Mean absolute percentage error (MAPE) is adopted as the forecasting accuracy method in this study because MAPE performs well when evaluated hotels differ in their capacities (Weatherford & Kimes, 2003).

In stage two, empirical time-series data provided by Smith Travel Research (STR) will be analyzed to comparatively test the results from stage one. For consistency purposes, all the hotels analyzed in this study are from upscale chains (e.g., Hilton Garden Inn and Courtyard by Marriott International) because, according to STR (2016), the room demand for such hotels was the highest in the U.S (70.9%) and globally (70.1%).

Results/Discussion/Implications
The study contributes to the literature on demand-forecasting model specification based on hotel operating scenarios, and data-sufficiency issues. The practical implications of the study could provide suggestions for practitioners to select the appropriate forecasting methods based on hotel situation and commercial environment, and to facilitate hotel demand forecasting and revenue management without purchasing sophisticated software.
Introduction
Corporate social responsibility (CSR) is a multidimensional construct that has been found to positively influence attracting and retaining employees (Joo, Moon, & Choi, 2016; Kim, Rhou, Uysal, & Kwon, 2017). Although some hospitality scholars have investigated CSR and its influence on employees’ behavior (Fu, Ye, & Law, 2014; Kim et al., 2017), fewer have examined CSR’s influence on hospitality job applicants.

Through signaling theory, we aim to fill that gap, analyzing the effect of CSR on applicants’ intentions to apply for a hotel position. Following Jones, Willness, and Heller (2016), perceived value fit (PVF) and expected treatment (ET) will be used as mechanisms mediating the relationship between CSR and job pursuit intentions. Furthermore, this study will extend their work by examining anticipated organizational support (AOS) as another mediator and by considering CSR motives as a moderator. This research will be particularly relevant for hotel businesses since CSR can be a strategic recruitment asset, enhancing the chances of hiring and retaining qualified employees.

Methods
Respondents will be recruited through MTurk. A 3 (CSR community, CSR environment, no CSR) by 2 (serf-serving motives, public-serving motives) between-subjects factorial design scenario-based experiment will be conducted. Participants will read a scenario about a hotel company hiring for a front office position and will answer questions related to their likelihood to apply for that job. Participants will be randomly assigned to one of the five conditions.

The scenario’s introduction will be identical, including information regarding salary levels and advancement opportunities, aiming to avoid exogenous factors’ effects that can influence organizational attractiveness (Joo et al., 2016). The second part will describe the CSR activities, manipulating the three CSR types and the two CSR motives. All items will be adapted from previous studies using seven-point Likert scales.

A CFA will be conducted to establish convergent and discriminant validity of the measurements. ANOVA will be used to test manipulations. The PROCESS application on SPSS will be used to test the hypotheses (Hayes, 2012).

Results/Discussion/Implications
Studies in organizational psychology have been filling the gap in CSR micro-level research (considering individuals as the main focus; Jones, Willness, & Glavas, 2017), but not in tourism and hospitality research (Wells, Gregory Smith, Taheri, Manika, & McCowlen, 2016). This study will make a theoretical contribution by investigating CSR’s effects on job pursuit intentions through mechanisms in a lodging context. This research will be particularly relevant for managers as they strive to hire qualified employees, by using CSR to promote their organization and use it as competitive advantage to attract top applicants.
HOW INTERNAL COMMUNICATION EFFECTS TURNOVER INTENTIONS DURING POLITICAL INSTABILITY: AN EXAMINATION OF THAI HOTEL EMPLOYEES

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Introduction
Several studies have focused on turnover rates in the hospitality industry (Gunchait & Cho, 2010; Moshin, Lengle, & Kumar, 2013; Stalcup & Pearson, 2001). In addition, the Thai hotel industry has faced a shortage of workers since 2010. This is largely due to the fact that political instability in Thailand has become a major issue for the Thai hotel industry (Kanlayanasukho, 2013). During a crisis, employees experience fear and panic, which can cause them to leave their organization (Johansen, Aggerholm, & Frandsen, 2012). In order to shield themselves against rumors, false information, and unfounded allegations, organizations need to communicate with both external and internal stakeholders. Heath (2010) noted that many researchers have conducted studies in the area of crisis management and crisis communication. However, internal crisis communication is still an under-researched area (Johansen, Aggerhom, & Frandsen, 2012; Pincus and Acharya, 1988).

This study will investigate the effects of internal crisis communication practices, communication satisfaction, job satisfaction, and organizational commitment on employee turnover intentions during political crises in Thailand, which has not previously received close study in academic research.

Methods
A survey will be prepared in English; then translated to Thai as the intended participants will be hotel employees working in Thailand. The translated Thai version will be re-translated into English to ensure the instrument reflects the original meanings.

Data will be collected online using Qualtrics. Participants will be selected via the snowballing technique. The survey will be distributed to employees who work in hotels in Bangkok where political protests and terrorism have occurred. The participants must have worked in the hotel during a political crisis. An e-mail will be sent to selected employees of each hotel that participates in the study. The target sample size will be 500 respondents. A quantitative analysis will be conducted using SPSS to evaluate the measured items. Structure equation modeling will be used to evaluate the goodness-of-fit indices of the proposed model.

Results/Discussion/Implications
The results of this research study will be of benefit to both researchers and practitioners in the hotel industry. From an academic standpoint, this study will be among the first to examine the effects of internal crisis communication on employees’ work attitudes. For industry professionals, understanding employees’ intentions will help managers develop more specific and effective communication. It will also help practitioners to understand the attitudes of employees towards crisis communication, which might affect their intention to leave or stay with an organization.
LUXURY CHAIN OR BOUTIQUE HOTELS? CUSTOMERS’ PERCEPTION AND EVALUATION BASED ON SERVICE REVIEWS

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Introduction
The hotel industry has continued to improve the quality of experience offered thus encouraging repeat visitors and increasing word of mouth recommendations (AlSagri, 2014). Luxury chain hotels are four and five-star hotels providing customers with a reliable standard of services and personal feeling at all locations whereas boutique hotels are typically small four-star hotels in urban areas offering customers a unique and individualized experience (e.g., personal touch, homely service) in a highly stylized atmosphere (Rogerson, 2010). Customer reviews also have become an increasingly influential factor in the consumers’ decision-making process as they attempt to judge the quality of a service prior to the actual purchase (Karakaya & Barnes, 2010).

The purpose of this study is to explore how customers’ selection of hotel types (i.e., luxury vs. boutique hotel) is different by gender and travel purpose and to investigate the effects of hotel types and customers’ review on perceived service quality, satisfaction, visit intention and word-of-mouth.

Methods
The target sample of this study will be customers who have visited a luxury hotel in the U.S. in the past 18 months. An experimental design will be used to collect data for this study. The experiment is a between-subject 2×2 factorial design that manipulates types of hotels (luxury chain vs. boutique hotel) and customer service reviews (low vs. high).

The level of participants’ perceived service quality and satisfaction, visit intention, and word-of-mouth based on hotel types and service reviews will be measured with a Qualtrics survey using a 7-point Likert type scale. Also, participants will answer questions about travel purposes and demographic information including gender, age, ethnicity, and household income. An exploratory factor analysis, t-tests, one-way ANOVA, and regression analysis will be performed to test hypotheses.

Results/Discussion/Implications
The findings of this study are expected to provide evidence about the effects of hotel types and service reviews on customers’ perception and evaluation. Understanding customers’ perception and evaluation about the hotel types and hotel service reviews will help hotel marketers provide effective market segmentation with valuable information to capture a wide range of the target hotel guests. This study will also have implications for hoteliers to assess important hotel selection factors affecting customers’ attitudes and behaviors toward the luxury chain and boutique hotels.
MICRO-ENTREPRENEURSHIP IN THE SHARING ECONOMY: OPPORTUNITIES, CHALLENGES, AND CROSS-CULTURAL PERSPECTIVES

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Introduction
The sharing economy, or collaborative consumption business, has been increasingly growing in both scale and scope across all hospitality and tourism sectors. The sharing economy creates a network of connected stakeholders—individuals, communities, and/or entities, and collaboratively creates value by integrating idle resources and transforming the role of customers to a co-creator for the services (Hamari, Sjöklint, & Ukkonen, 2016). Consequently, the sharing economy cultivates micro-entrepreneurship—a new breed of entrepreneurs and sub-economies, thus disruptively changing entrepreneurial opportunities, people’s living and work patterns as well as the well-being of individuals and communities.

The sharing economy is not merely a supplement to the existing hospitality and tourism sector, but a disruptive entrepreneurial innovation. Many questions have not been answered by the existing research. Therefore, this project aims to fulfill this void by focusing on the impacts of the sharing economy on entrepreneurial opportunities, the socio-cultural fabric of the sub-economies, and the well-being of micro-entrepreneurs and their communities.

Methods
The present project adopts a naturalistic approach explaining phenomena in specific. In order to ensure credibility, trustworthiness, and dependability of the collected data, an attempt was made to adopt assessment procedures, following other research projects that use in-depth qualitative analysis. A five-stage decision trail (Akkerman, Admiraal, Brekelmans, & Oost, 2008) was adopted to describe the research process. Data were collected in 2017, during which the researchers interviewed 60 micro-entrepreneurs (30 Americans and 30 Chinese) who had experience of operating or establishing a sharing economy business. The interviews were recorded and transcribed and the notes were then thematically analyzed with the aid of MAXQDA 12 version to illuminate underlying themes.

Results/Discussion/Implications
The data are currently being analyzed to answer the following research questions: 1. What are the impacts of the sharing economy on entrepreneurial opportunities? 2. How does micro-entrepreneurship impact the individuals, their communities and the society? 3. What are the similarities and differences between US and Chinese micro-entrepreneurship in the sharing economy? This project contributes to the present knowledge of the impacts of the sharing economy on entrepreneurial opportunities, the socio-cultural fabric of the sub-economies, and the well-being of micro-entrepreneurs and their communities. Additionally, this study enriches our understandings of the similar/different aspects of micro-entrepreneurship in the sharing economy across American and Chinese cultures.
Work-in-Progress – Marketing
A FURTHER INVESTIGATION ON THE IMPORTANT ATTRIBUTES FOR HOSTING AN EVENT: COMBINED PERSPECTIVES OF VENUE MANAGERS AND EVENT PLANNERS

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Introduction
What is needed to host a successful event? Over the last two decades, researchers have studied the important attributes of destinations and venues from perspectives of event planners. However, research findings are outdated as most of the studies were done more than a decade ago (Choi & Boger Jr, 2000). Ting, D. (2017) stated that “It’s not something a lot of people want to think about, but with large gatherings increasingly becoming a target for violent attacks, meeting and event planners have to step up their security tools and protocols. Important attributes for producing a quality event need to be reviewed and updated to meet current conditions as this would be beneficial to academia and industry.

Further, very few studies have explored the elements of collaboration and relationship building from the perspectives of venue managers and meeting planners. An exploratory study will reveal the potential gaps in this area of research. This gap will be investigated, based on relationship marketing theories. Morgan and Hunt (1994) defined relationship marketing as “all marketing activities directed towards establishing, developing, and maintaining successful relationship exchanges” (p.34)

The purpose of this study, therefore is to explore the needs of venue managers and meeting planners with respect to resources needed to host quality events. The research objectives are to 1) identify the roles, needs and challenges of venue managers and meeting planners, 2) understand the unique as well as shared needs and challenges of venue managers and meeting planners, and 3) compare the results of this study with findings in the previous literature.

Methods
The research will adopt a qualitative approach of interviews to obtain the information required to answer the research questions. A random sample of event planners from Meeting Professionals International, MPI, chapter list and from contacting Convention and Visitor Bureaus, CVB’s, for contact information of venue managers in the United States will be recruited. Subjects will be contacted by e-mail.

An initial questionnaire format will be used to record the socio-demographic characteristics of the subjects, their levels of experience and identify key attributes that are important to both parties. Further in-depth questions will be asked to ascertain their perceptions of how these needs can be met in building stronger planner-manager relationships. Written notes and an audiotape will be used to record the interviews, and later transcribed.

Discussion
It is the hope of the authors that results from this study will help guide venue managers and meeting planners in their collaborative processes and shed light on how the changing dynamics of the industry and the world at large are affecting this process and the important attributes for hosting successful quality events.
CARRYOVER EFFECTS OF CO-BRANDING DURING CRISES: GOING BEYOND ASSIMILATION AND CONTRAST PRIMING EFFECTS

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Introduction
While co-branding is a profitable marketing tactic, the co-branding poses the possible risk of a host brand unexpectedly being penalized by undesirable occurrences of a partner brand (Votolato & Unnava, 2006). Despite the numerous studies on co-branding, Riley, Singh, and Blankson, (2016) noted that it is still unclear how particular attributional associations between brands play a role in the co-branding crisis, and empirical research on the impact of co-branding crisis is still needed to provide relevant knowledge to practitioners. This study examines how a host brand is differentially affected by the scandalous occurrence of a partner brand across different co-branding conditions. Further, this study explores whether the negative effect of co-branding crisis on a host brand carries over to future partnerships with other brands and how the carryover effect is different across co-branding conditions.

Methods
An experiment using 2x2 factorial design with the manipulation of attribute associations of host brand, partner brand and future co-branding partnership will be conducted. For the experiment, scenarios for launching a new co-branded product between brands in the hospitality industry will be used. To manipulate the crisis, we will create the fictitious scandals. To employ the result as a manipulative condition, while we will conduct a pretest on consumers’ perceptions of the hospitality brands in the United States, virtual profiles of partner brands will be created. The participants will be recruited from Amazon Mechanical Turk, and around 400 respondents will randomly be assigned to view one of the experimental conditions. Then they will be asked to answer the survey questions such as perceived quality, brand attitude, purchase intentions. For the data analysis, analysis of variance will be performed.

Results/Discussion/Implications
This study provides important implications of co-branding crisis management. First, this study provides implications of how different attribute association of co-branding partnerships plays a role in a crisis. Second, this study provides guidance on selection strategies of a future partnership after crisis occurs. Though most guidance focuses on the effect of the crisis, limited knowledge exists about how the crisis influences the focal brand’s future partnerships. Therefore, this study will contribute to extending the practical guidance on that area.
DESIGNING EFFECTIVE E-WOM REFERRAL PROGRAMS
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Introduction
Electronic word of mouth (e-WOM) communications possess unprecedented scalability and speed (Cheung & Lee 2012). Since e-WOM communications are text-based and can be archived, it is permanent and more accessible than traditional WOM. Also, e-WOM is generating increased interest as a marketing tool, compared with traditional WOM. One growing use of e-WOM is getting customers to access their social networks to promote a restaurant or hotel. Companies are using existing customers to refer products to their social networks. As rewarded referrals lure existing customers to recommend the product to new customers, the companies alter the reward type considerably (i.e., cash, coupons, giveaway) to maximize the efficacy of value of monetary and in-kind reward (Jin & Huang, 2014).

Considering the principles of self-presentation, people behave on social network services (SNSs) in ways to build positive self-image toward the public (Qui, Lu, Yang, Qu, & Zhu, 2015). Because people utilize SNSs as a means for self-expression and self-presentation, they may consider whether the rewards are considered by altruistic motives or ulterior motives (Vohs, Mead, & Goode, 2006). For example, by avoiding negative self-image such as ‘betraying friends for money’ or ‘being greedy,’ monetary rewards may perform poorly compared to in-kind rewards (Verlgh, Ryu, Tuk, & Feick, 2013).

Although Verlegh et al. (2013) have shown referral responses from both referral provider and receiver, they only examined the influence of disclosure of reward depending on the level of tie strengths. In this study, we examine how disclosure of rewards related to the different reward types (monetary vs. in-kind) by testing two different perspectives: referral provider and referral receiver. This study will examine the non-disclosed and disclosed rewards and monetary and in-kind rewards.

Methods
A Facebook page with a referral promotion will be developed. The page will be modified, so it will represent the four treatments in the study; monetary disclosed and non-disclosed and non-monetary disclosed and non-disclosed. We conducted two experiments. Study 1 examines the main hypothesis that the disclosed motives is more pronounced when it is monetary rewards based on referrer’s perspectives. To test the hypothesis 1, a simulation will be developed and respondents will be asked how likely they would be to refer the page under each condition.

Study 2 confirms the hypothesis that the non-disclosure motives is higher favorability and receptivity when it is monetary based on recipient’s perspectives. To test hypothesis 2, referrers and receivers will be asked questions regarding favorability and receptivity for each of the treatments. Scales from previous studies will be used in this study.

Results/Discussion/Implications
This paper suggests researchers and organizations can use this knowledge to design effective WOM activities. We recommend marketing managers find how to drive the customers’ motivation and decide what types of rewards to trigger them. Also, to understand the responses from referral receivers, marketing manager get a favorability and receptivity of promotion, so that they can practice an active promotion. So, it will help marketers and researchers better understand and use social networks as a referral medium.
EXPLORING THE IMPACT OF ONLINE CELEBRITIES’ SOCIAL MEDIA POSTINGS ON CUSTOMERS’ RESTAURANT SELECTION

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Introduction
With the rapid development of social media, online celebrities, such as bloggers, vloggers, and Instafamous, have emerged as a new phenomenon and are becoming increasingly influential in consumers’ purchase decisions (Djafarova & Rushworth, 2017). Recent studies revealed that in the modern society, people tend to imitate online celebrities’ lifestyles, fashion and makeup styles, types of posts, and selection of destinations (Djafarova & Rushworth, 2017).

This study is aimed to explore the impact of online celebrities’ social media postings on customers’ restaurant selection by employing source credibility theory as its theoretical foundation. Specifically, the objectives of this study are twofold: 1) to investigate whether online celebrities’ postings would influence customers’ restaurant selection and 2) to examine the factors associated with social media postings by online celebrities that would impact customers’ restaurant selection.

Methods
This study attempts to employ a scenario-based experimental design by distributing online questionnaires through the micro-task crowdsourcing platform Amazon Mechanical Turk (MTurk). The research questionnaire has four sections. First, a screening question is applied to only select participants who are familiar with online celebrities. Secondly, all participants will be instructed to recall one online celebrity who they are most familiar with and specify his or her name. Then, participants are to be asked to rate their perceptions of trustworthiness, attractiveness and expertise of the recalled online celebrity, measured by 15 items based on social credibility theory (Ohanian, 1990). In the third section, participants are instructed to project themselves in a scenario where they need to find a new restaurant for a social dinner. They are to be told that restaurant A (they have never dined there) was recently endorsed by their recalled online celebrity in his/her social media postings in form of both pictures and positive comments of that restaurant. Participants will then be asked to indicate their intention to choose that restaurant. The last section of the questionnaire is to collect participants’ demographic information such as gender, age, education level, and income. Data analysis will be performed by using the Statistical Package for the Social Sciences (SPSS).

Results/Discussion/Implications
By identifying the relationship between online celebrities’ postings on social media and customers’ restaurant selection, this study is both theoretically and practically significant. Theoretically, the findings will contribute to academic literature in the field of marketing and social media by introducing the impact of online celebrities on consumers’ behavioral intention based on social credibility theory. Practically, this study is expected to assist restaurant businesses in better understanding the impacts of online celebrities’ social media postings, in order to develop appropriate marketing strategies for more effectively attracting target markets.
EXPLORING THE IMPACTS OF WINE INDUSTRY CONSOLIDATION ON SMALL TO MEDIUM WINERIES

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Introduction
Consolidation of the wine industry has been occurring on virtually all fronts for many years. Wineries are buying rival brands and larger wineries buying smaller, more boutique brands. According to one source, this trend is happening due to large wine companies wanting to strengthen their ability to make more premium wines (McMillan, 2017).

Both the retail and restaurant landscapes have changed due to larger “mega-supermarkets” and large restaurant groups buying up small, local stores and restaurants. Anecdotal research shows that major retailers do most of their buying through a central wine buyer for their various locations. This trend is also very prevalent in restaurants. Individual buyers are allowed to make changes to the by-the-glass list but not the by-the-bottle list. Through consolidated buying, accounts have leverage over the distributors due to larger orders being placed. This allows the account to take advantage of better pricing and deeper discounts.

Within the world of distribution, a similar consolidation is occurring. Larger distributors are purchasing smaller distributors or are merging with other large distributors. Small to medium suppliers facing powerhouse distributors may have more entry-to-market barriers which could make market penetration difficult across the country. Evidence suggests wine producers which make between 50,000 to a million cases (categorically called small to medium producers) are in danger of being bought out or going bankrupt (Franson, Consolidation is Changing the Business of Wine, 2006). However, some beverage industry executives feel consolidation will create smaller more boutique wholesalers that will be able to focus sales efforts on the smaller to medium size wineries (USATT Team, 2016).

Methods
This project is exploratory in nature and will employ a mixed methodology. The population of interest for this study are small to medium wineries. Convenience sampling will be used to draw a sample of participants from small to medium wineries on the West Coast of the United States. Focus group interviews will be conducted to allow for open ended answers. Questions will be focused on obtaining information regarding the factors that impact small to medium wineries as a result of consolidation. Once factors and constructs have been identified, an instrument will be developed to measure the level of impact identified factors have on small to medium wineries located on the West Coast of the United States.

Implications
The expected impact of this mixed methodology will be to develop predictive marketing decisions of the winery population. Based on the results of this study, recommendations will be offered on steps wineries may take to enter a very competitive market. Suggestions on alternative sales channels that wineries can explore will also be suggested.
GAMIFICATION IN TOURISM MARKETING: DETERMINING ADVERTISING ENGAGEMENT USING EYE TRACKING AND IN-DEPTH INTERVIEW

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Introduction
Gamification has received much attention from both industry and academia in recent years. It is defined as “the use of game design elements in non-game context” (Deterding, Dixon, Khaled & Nacke, 2011, p.10). Products or services can become more engaging and enjoyable through gamification (Zichermann & Cunningham, 2011). Understanding why people would like to engage in this way can help game designers create valuable games and enhance positive effects of gamification (Xu, Tian, Buhalís, Weber & Zhang, 2016). Three types of game mechanics are often used to engage people’s participation. Rewards are used to trigger extrinsic motivation; Challenges and recognition are used to generate intrinsic motivation (Ryan & Deci, 2000). Some researchers propose that offering rewards can engage customers better (Brown, 2007), while the others have opposite views (Ryan & Deci, 2000; Werbach & Hunter, 2012). The different roles of rewards and challenges in engaging people have not been explored adequately. In addition, there is a need to investigate whether gamified ads can form positive destination image and enhance visit intention to shed light on its effectiveness.

Methods
Since gamification is still a new trend in the tourism industry, there are not many gamification initiatives. As a structural gamification, Where Am I is a successful case among them. Instead of offering the images of Ontario’s landmark attractions, the gamified ad shows a series of quick shots that do not apparently indicate this province. At the end of the ad, it invites participants to guess where it is. This study will manipulate two conditions based on Where Am I: challenge-based and reward-based gamified ads. The difference is that in the reward-based condition, participants who correctly answer 3 out of the 5 puzzles will be rewarded a souvenir. Forty Ontario residents will be randomly assigned to one of the conditions. They will be invited to watch the gamified ad Where Am I, play puzzle games, and read related travel information while wearing an eye tracker for about 10 minutes. Their eye movements including area of interest, fixation counts, and fixation duration will be recorded to explore their attention. After watching, participants will be asked to fill in a survey about their engagement, perceived destination image, and visit intention. Finally, in-depth interviews will be conducted to understand their attitudes toward the gamified ad, how they engaged in the ad, and whether it affected their perceived destination image and visit intention.

Expected Results
Participants are expected to have significantly different advertising engagement between the challenge-based and reward-based gamified ads. Since participants want to be rewarded, they are expected to allocate more cognitive resources to finish the puzzle game. Therefore, they could have more fixation counts and longer fixation duration in the reward-based condition. More cognitive processing will lead to better information recall. It is also predicted that participants who are in the reward-based condition will form a more positive destination image and higher visit intention. Additionally, the interview information will provide insights into how the gamified ad influences engagement, destination image, and visit intention.

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HOW CUSTOMER RESPONSES ON SOCIAL MEDIA AFFECT RESTAURANTS PERFORMANCE?

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\textbf{Introduction}

Social media networking sites (SNSs) have become powerful tools for communication and information sharing. Firms view social media as an effective tool to seek new interactive ways of reaching and engaging their customers. Online customer reviews, as a category of electronic word-of-mouth (eWOM), are a significant information source that assists customers to acquire specific information of products or services of interest and make purchase decisions (Yang et al., 2016). Recognizing the importance of online reviews, restaurants seek positive reviews to produce good reputation for their brands and ultimately attract more customers. However, the effectiveness of online reviews seems to be different depending on brand equity. The sentiment of online customer reviews has directly influence on the sales of weak brands while their sentiment did not have a significant effect on the sales of strong brands (Ho-Dac et al., 2013).

In marketing theory and practice, good brand equity is viewed as an essential factor on successful marketing strategies. A brand is a marketing signal that serves as a credible source of information for customers (Erdem & Swait, 1998). Establishing positive brand equity is a long-term investment for firms and benefits their sales, revenues, and market shares (Datta, Ailawadi, & van Heerde, 2017). However, the effect of brand on consumer decisions seems to be less realized in eWOM contexts. Ho-dac et al. (2013) illustrate that the interaction effect between online customer reviews and brand strength on sales was significantly negative indicating that online customer reviews is less effective in generating sales of strong brands. Thus, the purpose of this study is twofold: 1) to examine how eWOM influences on restaurant’s financial performance and 2) to investigate the moderating effect of brand equity on the relationship between customer responses for social media posts and restaurant financial performance.

\textbf{Methods}

In this study, the data of online customer responses including the number of follower, review texts, and the number of symbol messages such as emoji and “likes” will be collected from restaurant firms’ Facebook page. For the sentiment analysis of review texts, “sentiment” package in R will be used and the classified sentiment will be positive, negative, or neutral. Brand equity will be measured by firms’ advertising spending. Firm sales and advertising spending will be collected from the Compustat database. Finally, this study will use path analysis for model estimation.

\textbf{Results/Discussion/Implications}

The findings of this study would help restaurant managers to identify how online customer reviews would affect their sales. Managers would use this finding to adjust their social media marketing strategies for better outcomes. Moreover, the analysis of customer sentiments would help understand customers’ perception of different restaurant features and the perception’s effect on their purchase behaviors. Furthermore, the moderation effects of brand equity would assist managers and marketers to develop more customer-oriented marketing strategies and generate favorable marketing performance.
THE BENIFIS AND DISADVANAGES OF CO-BRANDING IN THE HOTEL AND RESTAURANT INDUSTRY

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Introduction
Co-branding is a strategic alliance concept which can be used on two or more brands to share benefits and create values. In the hospitality industry, co-branding is known to help hotels and restaurants to resolve operation problems, reduce costs, and increase customer traffic along with awareness (Boone, 1997; Blakett, & Russell, 1999; Hahm, & Khan, 2001; Leuthesser, Kohli, & Suri, 2003; Lin, 2012; Braun, 2013). There are also some challenges such as unfitted space requirement and the complication on finance and operations. When a hospitality firm pursues co-branding strategies, choosing suitable co-branding partner is vital. Different types of co-branding often have different outcomes and challenges. This shows the importance of the educated choice that fits with the needs and the values the firms pursue.

Focusing on three types of co-branding in the hospitality industry (hotel-hotel co-branding, hotel-restaurant co-branding, and restaurant-restaurant co-branding), this study aims to identify the benefits and challenges among the co-branding types. It also explores what setting (e.g. size, location, segment, within or between companies) would work better with each type of co-branding. This study will inform hospitality owners or developers on maximizing the benefits of co-branding and mitigate risks in different settings.

Method
This study is comprised of two main phases: content analyses using journal and media texts, and interviews with managers. By comparing and validating the benefits and challenges through multiple sources, this measure would help the present study to better capture the impacts of co-branding. In the first phase, we identify benefits and challenges through media and journals. The second phase of the study employs a qualitative approach, whereby interviews with hotel and restaurant managers are conducted to investigate their perceptions towards different types of co-branding and the benefits as well as the disadvantages associated with them. The interview also seeks their views about the settings for each co-branding type such as size, location, segment, and parent company, to be successful.

Implication
Once a co-branding agreement is enacted, the brands associated to the agreement would be bound together until the end of the contract. Thus, it is important for hotel and restaurant managers, owners, and investors to understand the benefits and challenges of co-branding. Every business has different competencies and positions which would affect the success and failure in brand alliance. The present study can provide meaningful insights for the decision makers in the right co-branding choice that fits with their goals. Managers could use the findings of this study as guiding tools in their endeavors in future business relations. This study also provides guidance to future strategic alliance research in the hospitality industry, where we still have limited knowledge on classification of brand alliance and their varied outcomes and challenges.
BUILDING THE CUSTOMER-BRAND RELATIONSHIP VIA FACEBOOK BRAND PAGES: MANAGING FAN ENGAGEMENT BEHAVIORS

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Introduction
Recent statistics show that more than 65 million brands use Facebook (FB) brand pages to reach out to more than 2 billion consumers worldwide (Statista, 2017). Despite the phenomenon’s seeming ubiquity, however, many marketers are still grappling with the question of how to best harness the social media platform to achieve desired marketing outcomes (e.g., improved customer-brand relationships). Considering that most social media marketers cite active member engagement as the top area that they desire to master (Smith, 2017), this study attempts to identify the specific areas of investment for achieving increased member (or “fan”) engagement levels. Thus, the purpose of this study is to propose and empirically test a theoretical model that ascertains the key drivers of fan engagement behaviors (e.g., liking/sharing social media content or commenting on brand posts) and predicts the relational outcomes.

Due to the unique nature of social media, brand posts that members encounter can be disseminated very quickly and widely through members’ networks within the designated social media platform. Therefore, member engagement behaviors involve information processing to a certain degree, as members tend to engage with a particular brand post selectively and strategically. This study thus applies the motivation, opportunity, and ability (MOA) theory, which suggests three main factors as influencing the degree to which individuals process brand information in an advertisement; motivation, opportunity, and ability. Accordingly, community benefits (motivation), social presence (opportunity), and brand knowledge (ability) are proposed as means of promoting fan engagement behaviors that might, in turn, lead to the development of customer-brand identification.

Methods
The target population is the current membership roll of any restaurant’s or hotel’s FB brand page. An online survey will be created using Qualtrics.com and distributed via Amazon Mechanical Turk. All of the measurement items for each construct will be adopted from the previous literature. Descriptive analysis, confirmatory factor analysis and structural equation modeling analysis will be conducted for the data analysis.

Results/Discussion/Implications
This research encompasses three potential contributions to the existing literature on members’ participatory behavior in the context of communication via FB brand pages. First, this study proposes a novel framework grounded in the MOA theory to address the general lack of research on the mechanisms that encourage fan engagement in brand pages. Second, this study attempts to suggest and delineate context-specific constructs that reflect each MOA element with regard to the unique characteristics of brand pages. Thus, the expected findings should produce insights to help marketers more effectively manage brand pages. Third, this research is expected to contribute to theoretical considerations by investigating the processes for cultivating customer-brand relationships via fan engagement behaviors in the context of brand pages. Since there is as yet limited research contextualizing such processes, the findings may go a long way toward advancing our knowledge in this area.
Work-in-Progress – Restaurant & Food Service
EXPLORING PROFESSIONALISM AND ORGANIZATIONAL PERFORMANCE IN SMALL AND MEDIUM-SIZED RESTAURANTS

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Introduction
Workforce professionalism is critical for hospitality industry development (Lee, 2014). In the restaurant sector, employment characteristics, such as high turnover, low pay, shift work and lack of long-term challenging careers led to the industry’s low status and prevent it from becoming more professional (Pizam, 1982). Small and medium-sized enterprises (SMEs) make up a major portion of the restaurant industry and face obstacles to professionalism, such as inept management skills and low levels of training and education (Dale & Robison, 2007). Moreover, a multitude of environmental factors, such as globalization, technological evolution, and higher customer expectations are changing the way business is conducted. To succeed in this turbulent environment and attract a steady flow of customers, restaurant firms will need to engage in professionalism to ensure quality service, increase customer and employee satisfaction (Gottlieb & Sanzgiri, 1996), and eventually enhance organizational performance.

Professionalism is traditionally aimed at classic professions, such as medicine and law (Cheng & Wong, 2015). As society diversified and entered a consumer-oriented era, many new occupations were created, and the value of customer service has become highly diversified. Many employment fields are seeking professional status, and professionalism has become an important service sector factor (Rawel, 2003); however, the term “professionalism” is freely used, and there is no consensus about what attributes comprise hospitality industry professionalism (Sheldon, 1989). Therefore, the primary purposes of the study are to (a) identify key dimensions of professionalism in the restaurant industry, (b) measure the level of professionalism in SME restaurants, and (c) examine the relationship between professionalism and organizational performance.

Methods
We use both qualitative and quantitative methods to collect primary data in this study. To identify key dimensions of restaurant industry professionalism, we employ the Delphi method with 15 specialists including restaurant managers, university professors, and industry experts. The Delphi method is a popular tool used to obtain the most reliable consensus of a panel of experts for identifying and prioritizing issues (Dalkey & Helmer, 1963). Next, we perform a confirmatory factor analysis of derived dimensions of professionalism from the Delphi method. To examine the impact of professionalism on organizational performance, we employ the regression model. For regression analysis, a survey instrument is administered to SME restaurant management and employees who are members of the Missouri Restaurant Association.

Results/Discussion/Implications
The study results are expected to enhance the general understanding of restaurant industry professionalism, particularly in SMEs. These organizations have limited resources and competencies regarding professionalism standards. Thus, the findings of this study will positively influence SME management practices in the restaurant industry. Additionally, the information obtained from this study can aid the management of restaurant firms in formulating new strategies. It will enable management to design effective training programs covering a range of knowledge to elevate employees’ professional standards.
ASSESSMENT OF FOOD SAFETY IN LOUISIANA FOOD TRUCKS

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Introduction

Foodborne illness is a major concern for the health of the public. It can be fatal to certain populations such as the elderly, young children, pregnant women, and those with compromised immune systems (Gerba, 1996). Thus, it is vital for all foodservice operations to be knowledgeable and regularly practice food safety procedures. These processes include proper hand washing, cleaning and disinfecting surfaces, separating foods during preparation to avoid cross contamination, storing foods at proper temperatures, cooking and holding foods at proper temperatures, and proper thawing (“Basics for Handling Food Safety,” 2015).

Methods

For this study, a quantitative questionnaire will be used to assess food safety knowledge, practices, perceptions, and training of Louisiana food truck foodservice workers. Food safety attitudes and beliefs will be measured using the theoretical framework of the Health Belief Model (HBM) (Rosenstock, 1974). The HBM attempts to predict health-related behavior in terms of certain belief patterns. Data collection will be conducted in major Louisiana cities (n=7) with populations of at least 50,000 people.

The survey will consist of four sections: a) the first section will assess food safety knowledge, b) section two will assess food truck food service employees’ food safety practices, c) section three will evaluate food safety perceptions, and d) section four will assess food safety attitudes using the theoretical framework of HBM. Observations of food handling practices will be carried out using an observational checklist developed for this purpose. Institutional Review Board approval will be obtained prior to data collection. Informed consent will be obtained from all participants.

Participants will receive a $5 restaurant gift card for their participation. Data will be analyzed using Statistical Package for Social Sciences (SPSS) version 24.0 software.

Implications

It is expected that there might be demographic differences in food safety attitudes, knowledge, perceptions, and practices among Louisiana food truck foodservice workers. In addition, the physical limitations of the operation (running water, limited preparation space, limited storage space, etc.) will likely be a cause of concern.

Findings from this study could help identify areas where food safety can be improved in food trucks and lead to the development of training and education materials that are specific to these foodservice operations.
CONSUMER PERSUASION KNOWLEDGE ON GREEN RESTAURANT ADVERTISING—THE MODERATING ROLE OF STATED MOTIVES

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Introduction

Restaurants’ efforts to engage in communication with their customers regarding their green initiatives have continued (Holder, 2016; McMains, 2015; NRA, 2016). In terms of green communication, the role of the companies can be extremely important because customers may deduce the genuine motives behind green practice assertions, such that companies are taking advantages of corporate social responsibility (CSR) propagations to build brand image or to make profit (Du, Bhattacharya, & Sen, 2010; Forehand & Grier, 2003). These consumers’ perceptions in turn, increase their skepticism and consequently influence their attitudes toward companies.

Although study in hospitality industry has attempted to discover effective green communication using different persuasion appeals (e.g., Hu, 2012), few studies examined the impact of consumer distrust on the evaluation of green advertising schemes. There are also few studies that conceptualize the impact on consumers’ attitudes toward green advertising and further visiting intentions toward green restaurants based on advertisements shown.

The persuasion knowledge model (PKM) laid a foundation for how consumers’ trust on communication tactics and company motives could influences individual responses (Friestad & Wright, 1994). Therefore, by using PKM, this study will examine how consumers’ perception of green advertisement could affect the evaluation of green appeals and consequently consumers’ behavior intention. According to the existing literature, the aforementioned consumers’ skepticism toward the company can be elicited by consumers’ perceptions towards stated firm’s green motives in the advertisement (Raska & Shaw, 2012). For companies with corporate social responsibility (CSR) practices, consumers will attribute company motives to be either firm serving or public serving (Forehand & Grier, 2003). However, studies on how stated green motives could influence the relationship between consumer persuasion knowledge and behavioral responses are not well established. Therefore, this study will further examine the effect of different types of green motives stated in the advertisement on consumers’ attitudes and behavior intentions through their persuasion knowledge.

Methods

A web-based scenario survey will be developed to test the proposed hypotheses. Prior to the online survey, three green messages stating different motives will be developed. After participants see an advertisement, they will be asked about their perceived skepticism, credibility, and manipulative intent toward the green advertisement. They will be asked about their attitude toward the advertisement as well as their intention to visit the restaurant. Data will be analyzed by using Mplus with a multi-group structural equation model.

Results/Discussion/Implication

From the academic perspective, this paper will enrich the theoretical base regarding how consumers react and cope with green communications by using persuasion knowledge model. From the managerial perspective, this study will provide suggestions for content development in green restaurant advertising.
CONSUMER'S PREFERENCES AMONG LOW-CALORIE FOOD ALTERNATIVES IN CASUAL DINING RESTAURANTS

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Introduction
Obesity is an urgent health problem with restaurants accounting for 25% of calories consumed in the U.S. Consumption of fast food and food away from home has been associated with lower diet quality, greater energy intake, and higher body weight, making foods consumed away from home a possible target to counter the current obesity crisis (Mesas et al., 2012).

To reduce the calorie content of food-away-from-home, low calorie food options would have to be offered by the foodservice industry, and consumers would have to respond by choosing those foods (Lessa et al., 2016). Both of these would be more likely to occur if operationally effective ways of meeting consumers’ low calorie food preferences are better understood. Currently there are four popular forms of calorie reduction in the foodservice industry: portion resizing, recipe reformulation, side substitution, and the creation of a new or different healthy product. This study will utilize the theory of planned behavior (TPB) (Ajzen, 1991) to investigate: consumers’ opinions about what is a “low calorie” food; consumers’ preferences among the four forms of calorie-reduced food alternatives; and how consumers’ motivation and lifestyle will affect their intention to order low calorie foods.

Methods
This study proposes to solicit participation by using Amazon.com’s Mechanical Turk (MTurk) interface for subject recruitment. The online survey would be hosted by Qualtrics.com, a highly equipped, web-based survey and research software.

The survey consists of three sections. The first section will investigate perceptions of low-calorie food in restaurant and include their opinion of how many calories is “low calorie”. In the second section, participants will be asked to create their own meal by choosing from different ingredients and sides. Total calorie content will be counted and given to participants at the end. Participants will then be asked to create the meal again but with a lower calorie content, following a scenario where they are told by a doctor to reduce calories. Their preferences among four forms of calorie-reduced food alternatives will be coded and analyzed using ANOVA. The last section will ask questions related to the other TPB variables, as well as nutrition knowledge, exercise frequency, eating-away-from-home frequency and purpose, and demographic questions such as age, gender, occupation, and body mass index (BMI).

Results/Discussion/Implications
Study outcomes are expected to contribute to the understanding of TPB on consumers’ perception and ordering intention towards low-calorie food. Consumer’s preferences among four low-calorie food alternatives are expected to be revealed from this study. This study will also help the restaurant industry facilitate consumers’ low calorie choices in a positive way without compromising their objective to efficiently meet consumers’ preferences. By knowing how to redesign menus or recipes, restaurateurs will not only keep guests satisfied and coming back for more, they will become part of a solution to this growing global issue.
THE EFFECTS OF EXPLANATORY BASED TRAINING ON FOOD SAFETY SELF-EFFICACY, MOTIVATION, AND LEARNING PERFORMANCE

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Introduction
Multiple states around the country employ regulatory food safety and hygiene training and certification programs for managers of food service operations based on the FDA Food Code to enhance restaurant-based food safety practices (Kassa, et al., 2014). However, there is no agreement on whether the domain knowledge of food safety training content such as fundamental microbiology and epidemiology knowledge is essential for restaurant managers and whether the domain knowledge will enhance trainees’ cognitive and affective outcomes. Based on the construction integration (CI) theory and explanatory-based training (EBT) framework, the current study will examine the impact of domain knowledge introduction on food safety cognitive and affective training outcomes over time and the moderating effect of mastery goal orientation on the relationship between domain knowledge level and training outcomes.

Methods
A longitudinal between-subject factorial design will be used by the current study with approximately 200 food handlers randomly assigned into two groups. Participants in the experimental group will receive a three-hour introduction session to the fundamental microbiology and epidemiology knowledge. Then participants in both experimental and control group will receive the first survey (T1) assessing their pre-training self-efficacy, motivation to learn, mastery goal orientation, and prior domain knowledge level. All the participants will receive a four-week food safety training program covering the critical food safety topics based on FDA Food Code (2013). Upon finishing the training session, all the participants will receive the post-training survey (T2) to assess their declarative knowledge acquisition and their affective outcomes. The third survey (T3) will be distributed one week after the training program to evaluate trainees’ short-term learning retention and the last survey (T4) will be distributed to all the participants one month after the training and collect information on trainees’ mid-term knowledge retention and generalization by including scenario-based problem-solving questions in the survey. Latent growth curve (LGC) analysis with time-vary covariates (TVCs) will be conducted to test the proposed hypothesis.

Results/Discussion/Implications
The expected outcomes of the current study will be that participants who receive domain knowledge introduction intervention will have higher food safety self-efficacy, motivation to learn, and knowledge retention and generalization compared to participants in the control group. Additionally, the differences regarding knowledge retention and affective training outcomes will magnify over time for participants with high mastery goal orientation in the experimental group. The results of the present study will provide empirical evidence on the effects of domain knowledge introduction in the food safety training context, which will provide recommendations regarding the content of food safety training.
DRINKING “GREEN”: DETERMINANTS OF ORGANIC WINE CONSUMPTION IN CHINA

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Introduction
The organic foods market is booming as a response to consumer’s demand for safer, healthier and better quality foods. Along with this “organic” trend, wine producers introduce organic wine which is made from grapes grown under the principles of organic farming. Consumers’ wine purchase decisions are largely influenced by various product attributes as well as psychological and social factors (e.g. Gil & Sanchez, 1997; Moulton & Lapsley, 2001; Stolz & Schmid, 2006). The purchase of organic wine, which has “organic” as a salient attribute are expected to be influenced more by these factors, since the verification of organic attribute is impossible for consumers. Particularly, Chinese wine market, as an emerging market which plays an increasing more important role in world wine industry, has attracted limited attention from academia. This study intends to identify the determinant that motivate Chinese consumers purchase intention for organic wine from various perspectives, by incorporating consumer’s value (i.e. health consciousness), the cognitive evaluation (i.e. social trust) and affective references (i.e. positive emotion) into model. Moreover, the moderating effect of product familiarity on these predictors’ impacts will be examined.

Methods
A self-administrated questionnaire will be developed based on previous literature following Brislin’s (1970) back-translation procedure for targeted Chinese respondents. A sample of 500 participants is expected to be collected through an online-survey platform in China. The proposed model will then be tested for total sample, high- and low- familiarity groups respectively. LISREL 8.7 package will be applied to examine the fit of the measurement models and the structural models. A summated scale for each construct will be created and a multi-group comparison analysis will be performed to test the equivalence of the structural paths and compare the means of latent variables between high- and low- familiarity groups.

Results/Discussion/Implications
This study is expected to examine the predictive power of consumer’s health consciousness, social trust and emotion on their organic wine consumption. Consumers with a high consciousness intuitively are motivated to pursue organic wine as a healthier alternative. Chinese consumers’ general trust on social system set the ground for the credibility of the external information provided by them. The positive emotion may work as a substitute of low social trust. Wine corporates can arouse residents’ positive emotions through proper marketing strategy. Meanwhile, this study offers insights of the moderating role of product familiarity. When lacking prior experience, wine drinkers reply on the external information and affective reactions as references to make purchase judgment. Consumers’ internal value impose weaker influence on their purchase intention regarding organic wine.
EFFECTIVE FOOD SAFETY CRISIS COMMUNICATION STRATEGY: AN INVESTIGATION OF CONSUMER PERCEPTIONS

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Introduction
Historically, the U.S. (as well as other countries) has been burdened by foodborne illness outbreaks. Outbreaks of foodborne illnesses not only present big public health threats, they cause serious negative impact on companies involved. Crisis communication can either contribute to the control of such negative impacts or lead to the application of these negative consequences. Past efforts in crisis communications are not entirely effective (Overbey, Jaykus, & Chapman, 2017). Thus, this study is set out to investigate consumer perceptions towards outbreaks and examine which crisis management strategies can most efficiently mitigate the negative perceptions of foodborne disease outbreaks. The results of this study will help put forward recommendations in tactics a firm may use in order to best recover from the negative press they may receive.

Methods
A scenario-based survey will be used to simulate a realistic environment for the consumers who are supplying the data in order to get a realistic snapshot of how general consumers would react to similar outbreaks. The survey will contain the following sections: 1. consumers’ risk perceptions towards outbreaks with different pathogenic causes; 2. consumers’ risk perceptions of outbreaks and attitudes towards the associated company after the employment of different crisis communication strategies; 3. demographic information. For this study, the focus will be examining consumers’ attitudes toward foodborne diseases in settings where they do not have control over the preparation and safety of the food.

The three most prevalent pathogens in the United States with regard to foodborne disease outbreaks are identified as norovirus (37%), salmonella (34%), and E. Coli (6%) (CDC, 2015). Thus, consumer perceptions/sentiments towards the three largest contributors to foodborne illness outbreaks will be examined to see if consumers form different perceptions towards an outbreak when the ill-causing pathogens are different.

More specifically, consumers will be given comparable outbreaks (e.g. same number of people impacted) with different pathogenic causes (three leading pathogens: Salmonella, E. coli, and Norovirus) and asked to respond to questions on their risk perceptions and possible reactions towards the outbreak. Then consumers will be randomly assigned to receive one of the crisis communications (e.g. explaining the causes of the outbreak vs. highlighting improved food safety controls after the outbreak) put out by the company involved and then asked to answer questions regarding their perceptions towards the company as well their possible responses to the outbreak. With regard to the diseases in this study, the scenarios will focus on single-etiology (coming from one traceable source) cases. For the trials including Salmonella and E. Coli the scenario will be described as originating in processing plants, and for the trials for Norovirus the scenario will be described as originating from the site of sale.
EVALUATING THE IMPACTS OF POSTER MESSAGES ON COLLEGE STUDENTS’ FOOD CONSUMPTION BEHAVIOR
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Introduction
Eating away from home has become prevalent among US adults (Popkin & Poti, 2012) However, some researchers indicated that the preference of eating away from home leads to some health problems previously (Bowman & Vinyard, 2004). A survey suggests that there is a positive relationship between the frequency of eating from restaurants and the likelihood of gaining weight for adults (McCrory, Fuss, Hays, Vinken, Greenburg & Roberts, 1999). Although consumers have become more health conscious, the rate of obesity among college students are still increasing rapidly during past several years (Desai, Miller, Staples & Bravender, 2010). The food choice of adults can be influenced by many factors, such as availability, taste, and cost (Scheibehenne, Meisler & Todd, 2007). However, only few additional resources were given to help students eat better (Gow, Trace, & Mazzeo, 2010).

Therefore, it is very critical to understand college students’ food consumption behaviors and develop strategies to increase their healthy food consumption. Public communication has been used as a strategy for inducing health-promoting behavioral change (McGuire, 1984). Therefore, the purpose of this study is to investigate the impacts of campus poster messages on college students’ food consumption behavior.

Methods
The survey instrument will be developed based on the literature review, including the following sections: demographics, attitude, body image, hunger, guilt, social pressure, intention of healthy concerns, and consumption behaviors. Demographic questions include gender, age, annual household income, weight and height, year of their study, and dining out frequency. Attitude towards healthy eating, guilt and social pressure will be measured using Likert scale ranging from 1 (disagree) to 5 (agree). Body image will be measured using Likert scale ranging from 1 (dissatisfied) to 5 (satisfied). Hunger will be measured using Likert scale ranging from 1 (not at all) to 5 (very much). Receipts will be collected to measure participants’ actual dining behaviors.

There will be two periods of data-collecting. The pre-test will be conducted before displaying poster messages. Researchers will ask participants to fill out the survey and then collect their dining receipts. Once data collection is competed, research will wait for one month before continuing the post-test to minimize the Halo effects. Poster messages will be displayed in the restaurants for post-test stage. The targeted population for pre-test and post-test are 150 students, respectively.

All the items listed in receipt will be put into database. Calories will be calculated using iProfile. Descriptive statistics will be calculated to summarize the data. Multiple regression analyses will be applied to estimate the relationships between dependent variable and independent variables.
EXAMINATION DELIVERY METHODS FOR FOOD SAFETY TRAININGS – DOES PHRASING MAKE A DIFFERENCE?

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Introduction
In 2015, the Centers for Disease Control and Prevention (CDC), estimated that 48 million people get sick from a foodborne illness, annually (CDC, 2016). Current data suggests that out of all reported foodborne illness outbreaks; approximately 14% are associated with caterers or banquet facilities, and 60% from restaurants (CDC, 2013). The cause of foodborne illnesses is often due to the mishandling of food and poor food safety practices at food preparation facilities. Thus, pre-employment training on personal hygiene and food safety is considered to be one of the most effective ways to prevent and mitigate possible food contamination risks (Acikel et al., 2008).

Although the current accredited food safety trainings available in the United States (U.S.) cover topics that are important to prevent foodborne illnesses, the manner in which these training programs are presented and tested tend to overlook food handlers with low levels of education. Almost 57% of entry-level workers in a restaurant have little to no education (Shierholz, 2014) with most not given the opportunity to learn how to read or write. Currently, the food industry is one of the largest non-English speaker employers in the U.S. (Jackson 2008). Even though several studies (Garden-Robinson et al., 2010; Neal, 2013; Webb, 2015) have analyzed training delivery methods and topics covered in food safety trainings to evaluate the effectiveness of food workers’ knowledge acquisition and the communication barriers in the food service industry (Neal et al., 2011), no research has been found on analyzing the communication barrier between the food handler and food handler examination delivery methods. Thus, the purpose of this study was to investigate whether the phrasing of food handler exams make a difference for entry-level employees.

Methods
A between-subject experimental design was implemented through the use of two exams covering the same food safety questions in a different order. For example, Exam B will begin with the traditional questions that are phrased similar to those currently used in food handlers’ exams in the state of Texas and end with the updated questions that are phrased with more simplistic wording for entry-level food employees. The participants consisted of newly hired food employees from all service level food establishments located in a University setting in Texas and were randomly selected to receive either Exam A or B immediately upon receiving training.

Results/Discussion/Implications
The multivariate analysis of variance (MANOVA) was selected as the analytical method to test the treatment effects of phrasing on food employees’ performance on food handlers’ exam. The results indicate that there was no overall significant difference in the respondents’ performance when the phrasing of food handlers’ exam was updated with simplistic wording. All participants in our study had a minimum completion of a high school degree, with the majority (40.5%) working towards a Bachelor’s degree. Therefore, these results may not be generalized to all food employees. This study will be expanded to food establishments outside of a University setting to include a more representative group of food employees in the naturally diverse work force of the food industry.
EXAMINING THE EFFECT OF TECHNOLOGY-AUGMENTED SERVICE ON RESTAURANT’S SERVICE QUALITY: A QUASI-EXPERIMENTAL APPROACH

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Introduction
Beginning in 2014, major casual dining chain restaurants, such as Applebee’s, Chili’s, and Olive Garden, began introducing Consumer-facing Technology (CfT), such as Ziosk or e La Carte Smart tablets into their restaurants nationwide (Arnold, 2015; Lien, 2015). The integration of CfT with the traditional service model, in which the server handles all aspects of the service transaction, is part of the larger disruptive transformation of traditional service delivery happening today (Lariviere, Bowen, Andreassen, Kunz, Sirrianni, Voss, Wunderlich, & Keyser, 2017). Previous studies on CfT and the user experience (Collier & Kimes, 2013, Meuter, Ostrom, Roundtree, & Bitner, 2000; Susskind & Curry, 2016; Kincaid & Baloglu, 2006) failed to situate the features, functions, and role of the technology within the formation of the service experience. To address this gap, this study proposes to examine the role of technology within the service process, its effect on service quality outcomes in an experiment presenting two restaurant service scenarios (Technology-augmented vs. Traditional), and to measure the influence of individual traits and demographic differences on service quality evaluation.

Methods
The study will use a scenario-based, quasi-experimental design to test its hypotheses. In the survey, study participants will be subjected to two different video-based scenarios depicting augmented-service and traditional service delivery in a casual dining restaurant environment. Subsequently, the survey will measure respondent’s service evaluation of each scenario by way of SERVQUAL and their individual characteristics differences and demographic factors. To qualify for the study, the participant must be a U.S. resident, who has patronized one of these casual dining restaurant chain (Applebee’s, Chili’s, or Olive Garden) and have encountered, or personally used, Consumer-facing Technology (CfT), such as Ziosk or E-lacarte, in their previous visit. The sample will be collected via Amazon MTurk.
Two-way ANOVA and Tukey Post-Hoc Test will be applied to examine the effect of all treatments in the experimental design and to measure differences in service evaluation and the influence of participant’s individual characteristics and demographic differences.

Results/Discussion/Implications
This study is expected to add to the ongoing discussion of the evolving role of technology and employees in the service environment. First, the findings would reveal the particular effects of self-service technology within the service dimensions of SERVQUAL. Second, it would measure the influence of consumer’s innate characteristics and demographic differences on the evaluation of the service quality outcomes. Third, the findings could highlight the value of human-based interactions on the consumer’s overall satisfaction with the restaurant experience.
EXPANDING A FAMILY RESTAURANT THROUGH AN INTRODUCTION OF STANDARDS, TRAINING AND A CULTURE OF SERVICE

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Introduction
Building a successful restaurant concept is hard work (Meyer, 2008). Family owned organizations are more susceptible to variations in service than companies that adapt structured standards and procedures (Lattin, 1998). Excellent service is a primarily matter of attitude and begins with management (Lattin, 1998). When a manager leads by example with friendly service to customers and is courteous to employees and guests, the behavior is modeled correctly to the employees (Lattin, 1998).

Alivinatu Company has been in business for over twenty-five years providing health prescriptions, retail sales of natural medicine, and food services (Rengel, 2015). This research focuses on the food services department of the company. The goal of this research is to investigate the current standards, training and culture of service in order to obtain a successful model of the food service operation for a second location.

Methods
The research methodology used in this project is a mixed method of quantitative and qualitative analysis. The quantitative analysis consisted of a survey of owners, employees and customers. The survey examines certain factors in which the company could improve, have a successful operation in its new place and how many of their current customers are willing to attend to this new location.

The qualitative methodology involved in-depth interviews with the owner and key stakeholders of the business to further understand the mission and vision of the company. The information will be interpreted and synthesized for results and recommendations.

Results/Discussion/Implications
The preliminary results in the Alivinatu case study, indicate 99% of the users of the matrix make use of restaurants in the parish of Vilcabamba and are looking forward to visiting Alivinatu in the new establishment. The employees through the personal interviews affirm that they consider that the company should work towards standards and procedures since they feel lost at not have instructions to follow (Rengel, 2015).

Some of the recommendations are to open the establishment on the weekends, due to the high concentration of demand from Thursday to Sunday. The stakeholders believe the transfer of familial traditions and knowledge to defined standards, processes, and technology, will guarantee the quality of the product and service in the new location (Rengel, 2015). Additional implications and results will be revealed as the data is analyzed.
FAMILY BUSINESS: SURVIVAL AND SUCCESS
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Introduction
Family enterprises are considered one of the vital types of businesses. It is commonly described as a traditional and stagnant business. Family business is a business format with unique attributes such as strong ties to locations, loyalty, and long-term focus (Krappe, Goutas & Schlippe, 2011). Family control brings an institutional memory, a consistent message, and stability for long-range planning (Ansoff & Ward, 2016). This unique tendency leads to unique drivers for its outcome. Family business is particularly prominent in hospitality and tourism industry, especially for restaurants, such as Panda Express, Chick-fil-A, Cracker Barrel, IHOP, In-N-Out Burger. The failure rate among small family businesses in the hospitality industry is high, especially the small and independent start-ups. This paper suggests the important factors that enable the family owners of tourism and hospitality businesses to create wealth and make longevity for the firm.

Major issues such as governance, challenges, and opportunities have been studied frequently for business survival and success. Compared to non-family enterprises, family businesses are often unique entities that can effectively use the intangible resources to create the firm’s sustainability and make competitive advantages and success in the market. In this study, we claim that succession planning, familiness, and cultural mechanism should be concerned and searched for practical solutions for hospitality family businesses. To attain competitive advantages, family business owners need to understand how to utilize resources effectively, develop competitive capabilities, and maintain the effective strategy. Therefore, the purpose of the study is to show the importance of succession planning (Fahed & Djoundourian, 2006; Giambatista, Rowe, & Riaz, 2005), cultural mechanism (Denison, Lief, & Ward, 2004), and familiness (Pearson, Carr, & Shaw, 2008) in the family businesses by examining relationships between each factor and the family firm’s performance (i.e. longevity and wealth creation).

Methods
The study is going to use a survey method to help understand and assess the relationship between succession planning, familiness, cultural mechanism and family firm’s longevity and wealth creation. The questionnaire seeks the opinions of owners, shareholders, managers, and managerial employees. Variables that are utilized to test each concept (succession planning, cultural mechanism, familiness, longevity, and wealth creation) are career development and preparation of future leaders; core values of the owner, consistency, goals and objectives, coordination and integration; family members’ relationship, involvement, quality of interaction between family members; age; firm assets increase rate and firm’s revenue stream. The survey also asks control factors to reduce variation caused by the noise such as the life cycle stage, location, segment, and business size.

Implications
The relationships within the family firms are more complicated than non-family enterprises since family members are simultaneously playing two different roles to achieve the family goals and stability. This study is valuable to anyone who is seeking to better understand the factors that affect the family enterprises’ development and how the family enterprise succeeds and survives. Small, family restaurant businesses often lack financial, human, or other resources compared to chain restaurants. This study helps them to maximize the use of their limited resources by improving the unique aspects of their businesses. The findings in this study also have implications for future research. Intended contribution in this paper is to guide researchers to relevant and significant variables in family business study in the hospitality industry.
FARM TO FORK, ENTERTAINMENT VENUES AND MILLENNIALS
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Introduction
The goal of this research is to gather information on how the millennial generation can influence the area of farm to fork food service, while influencing a new trend of healthy eating habits with major entertainment venues. This new memorable food experiences could change the dining experiences among millennials and also could be a major economic boost to entertainment venues. This new food concept is what’s driving the dining experiences among millennials and entertainment venues will need to market towards that unforgettable dining experience (“Study”, 2017).

The results of this study may show that farm to fork type concepts and entertainment venues will need to develop an effective marketing strategies and social media campaigns that could positively influence millennials and other generational groups.

Methods
This research will track the Millennial generation through various surveys given at entertainment venues. The population interest will be the Millennials born between 1981 and 2000, currently living in the United States, that dine out, and visit entertainment venues.

A standard quantitative or qualitative type survey will be applied to this research and this will ensure to deliver accurate and usable results, while conducting site visits and focus group interviews.

The survey questions will cover a broad range of traits, attitudes and behaviors. The goal is to gather how the millennial generation will influence the areas of farm to fork food, while also influencing a new trend of healthy eating habits within major entertainment venues.

Implications
The study will show the type of relationship that may exist toward farm to fork type food services, and that entertainment venues could apply this information towards providing better health choices using local farm raised food.

This research could also show how farm to fork concepts could have a market with all generations, have a financial impact with entertainment venues and the community, improve the guest experience, and influence a new trend of healthier food from the farm.
FOOD ALLERGY KNOWLEDGE, PRACTICES, TRAINING, AND TRAINING NEEDS IN INDEPENDENTLY-OWNED LATINO RESTAURANTS IN CENTRAL FLORIDA

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Introduction
Food allergies are a concern for both consumers and restaurant owners (Centers for Disease Control [CDC], 2016). Allergen-free meals can be challenging to find in commercial and non-commercial foodservice operations due to the complexities and cost of providing food allergy accommodations. Currently, there are more than 160 foods that can cause an allergic reaction, and the top eight food allergens are peanuts, tree nuts, eggs, milk, fish, crustacean shellfish, wheat, and soy (Food & Drug Administration [FDA], 2017).

Methods
The sample for this study will include foodservice workers and manager/owners of independently-owned Latino restaurants in two Central Florida cities. Those cities will be Kissimmee and Orlando because of their diverse Latino population with a variety number of independently-owned Latino restaurants (Pew Research Center, 2014).

To evaluate the food allergy knowledge, practices, training, and training needs among foodservice workers and managers/owners, a quantitative questionnaire will be used. The questionnaire will be developed in English and then translated into Spanish to accommodate for those participants that can only understand Spanish. The questionnaire will be back translated to English to check for accuracy.

The questionnaire will consist of six sections that will assess: a) food allergy knowledge, b) attitudes towards food allergies, c) food allergic practices, d) training received specific to food allergies and allergen handling, e) training and f) participant demographics.

Observations will be conducted to assess food handlers’ food allergy practices when preparing a “mock” allergen-free meal. Observations will also be conducted after interventions that may involve the development and posting of food allergy posters to assess change in behavior. Educational tools from the Food Allergy Research and Education (FARE, 2017) will be incorporated into this study.

Data will be analyzed using Statistical Package for Social Sciences (SPSS) version 24.0 software. One-way analysis of variance (ANOVA) and independent t-test will be used to examine significant differences in food allergy knowledge, practices, training, and training needs based on respondents’ characteristics and work position (employee, manager, and owner).

Implications
The findings will help researchers and restaurant operators to find ways in which to better serve and accommodate customers with food allergies.
HOW DO YOU FEEL AND RESPOND TO SERVICE INCONSISTENCY AT A COFFEE SHOP?

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Introduction
Customers experiencing inconsistent service performance are more likely to make extreme judgments than customers experiencing consistent service performance. Moreover, when it comes to service companies’ customer retention and profit increase, it is important to note that service inconsistency leads new customers to switch their behaviors and take actions (e.g., opt for other companies and brands) more quickly. Previous service literature (e.g., Dube & Morgan, 1996) posit that a certain pattern of service performance induces a certain trend in service evaluation, which subsequently influences customers’ overall judgments on service performance. However, with regard to service inconsistency in a series of service events, the specific pattern of service inconsistency that produces customers’ positive or negative emotions and judgments has rarely been examined through systematic viewpoints of service management in hospitality research. The purpose of this study is to examine the effect of service inconsistency on customers’ perceptions and behavioral intentions in the context of café and coffee shop.

Methods
This study will test the formulated hypotheses using a factorial design. The researcher will employ 4 (three different patterns of service inconsistency with a control case) x 2 (service providers’ two different organizational levels) experiment in which 8 hypothetical service inconsistencies are manipulated. A web-based survey through Amazon MTurk will be conducted. In the survey, respondents will be randomly assigned to one of the 8 hypothetical scenarios and then asked to indicate their emotional responses, perceptions on service quality of the coffee shop, and repurchase intentions. For data analysis, ANOVA will be conducted.

Results/Discussion/Implications
The result of this study is expected to identify which pattern of service inconsistency is critical and how the service providers’ attributes impact consumers’ cognitive and emotional responses and subsequently behavioral intentions. First, the findings of this study will advance service literature in that there is a lack of empirical evidence on service inconsistency. Second, this study will heighten awareness of the influences of the service provider’s organizational levels at service encounter, which have largely been ignored in the service literature. While the results of this study help managers in the hospitality industry understand how service inconsistency affects, they would be able to utilize desirable patterns of service inconsistency in their strategic management in terms of various context services.
HOW DOES CSR MESSAGE ON SOCIAL MEDIA AFFECT BRAND EQUITY? THE MODERATING EFFECT OF PSYCHOLOGICAL AND SOCIAL DISTANCE

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Introduction
Corporate social responsibility (CSR) refers to corporate actions aiming to satisfy social needs (Angelidis & Ibrahim, 1993). Engaging in CSR has become an increasingly common business practice globally and across industries (Sohn, Han, & Lee, 2012). In practice, CSR initiatives are often launched for marketing purposes (Lantos, 2001). Although it is challenging for marketers to build a strong brand, the implementation of CSR marketing helps increase brand equity (Hoeffler & Keller, 2002). Furthermore, marketers are attempting to communicate with current and prospective customers directly through social media due to its high prevalence nowadays (Baghaturia & Magaret, 2014).

Construal level theory (CLT) describes the relationship between temporal distance and the extent to which people's thinking is abstract or concrete. The central tenet is that the more distant an object or event is from the individual, the more abstractly it will be perceived; while the closer the object is, the more concretely it will be thought of (Trope & Liberman, 2010). Temporal distance is one dimension of psychological distance (Lewin, 1951), which also includes social distance (e.g., self vs. other, in-group vs. out-group) (Nan, 2007).

Despite extensive research on CSR, there is a paucity of research investigating the relationship between CSR message strategy and brand equity (Wen & Song, 2017), and the impact of psychological/social distance remains unclear. Drawing on CLT, the purpose of the proposed study is to investigate how CSR message on social media may affect brand equity and examine the moderating effect of psychological and/or social distance between CSR message and brand equity.

Methods
The research will be conducted in the chain restaurant context since chain restaurants have more resources to invest in social media marketing (Perrigot et al., 2012). A minimum of 400 (Hair et al., 2010) social media users with dining experience in the U.S chain restaurant will be recruited using Amazon Mechanical Turk.

Participants will be randomly assigned into two groups (concrete/abstract CSR messages), and their social distance to social media (Stephan et al., 2010) and psychological distance to CSR message (Trope & Liberman, 2010), brand awareness (Aaker & Keller, 1990), and brand loyalty (Chaudhuri & Holbrook, 2001) will be measured. To test the proposed model and hypotheses, structural equation modeling will be applied.

Results/Discussion/Implications
This study is expected to show the effectiveness of concrete CSR message on social media as a marketing strategy in the chain restaurant industry. We propose a differentiated CSR message strategy by investigating customers’ psychological and social distance. The research findings may contribute to theoretical development of CSR marketing and help marketers shorten the distance between the brand and customers, ultimately enhancing the firms’ brand equity.
IMPACT OF MULTIPLE FOOD CRISSES ON RESTAURANT FIRM VALUE: A CASE STUDY OF CHIPOTLE MEXICAN GRILL

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Introduction

Food crises are arguably the perfect storm for the restaurant industry. Information and rumors about a foodborne illness outbreak can spread rapidly across the country and around the world, often escalating to an unmanageable level before government agencies release findings. Understanding the impact of food crises is crucial, as they are nearly inevitable and can cause a large amount of negative publicity, potentially resulting in decreased firm performance (Sellnow, 1999). Firms may experience a food crisis once, or sometimes repeatedly, evoking public outrage. When a food crisis occurs it is crucial to utilize proper response strategies in order to mitigate the impact. However, not all restaurant companies have been successful in dealing with food crises.

A recent well-known example is that of Chipotle Mexican Grill and their foodborne illness outbreaks in 2015. In October of 2015 Chipotle was the center of an E. coli O26 outbreak; which resulted in 55 illnesses across 11 states and prompted the closure of 43 restaurants in the Pacific Northwest (Peterson, 2015; Washington State Department of Health, 2015; Centers for Disease Control and Prevention, 2016; U.S. Food and Drug Administration, 2016). The outbreak was followed by a second smaller E. coli outbreak in December of 2015, which was not related to the first outbreak and resulted in 5 illnesses. This study takes the form of a case study on the specific impact of Chipotle’s food crises on its financial value overtime. The objectives of this study are (1) to examine the immediate and cumulative influence of a foodborne illness outbreak, (2) to explore the impact of repeated incidents of foodborne illness outbreaks, and (3) to identify the influence of corporate response to the crisis on the financial value of Chipotle.

Methods

This study utilizes the event study method. Event study method examines financial data over time, to measure the impact of specific events on the overall value of a firm (MacKinley, 1997). This study utilizes daily stock values in order to examine abnormal returns and cumulative abnormal returns, as a means to determine the impact of the food crises on Chipotle Mexican Grill’s value. The abnormal returns and cumulative abnormal returns are used in order to determine the impact of the crisis immediately following several events: the first major E. coli outbreak, the company’s response to the outbreak, and subsequent food crises.

Results/Discussion/Implications

This study will provide evidence of the negative impact of a food crisis to the company value, how the company response impacts the value, show that the recovery is extended beyond the crisis, and how future crisis will be impacted by the history of crisis. Based off of this research firms will be able to create guidelines for how to properly respond to crisis situations. Chipotle acts as a unique case study in that it provides the opportunity to examine multiple crises within the same firm.
NOT SO “A-PEELING”
A CASE STUDY DEFINING THE IMPORTANCE OF RESHAPING SOCIETAL AND INDUSTRY STANDARDS OF VISUALLY ACCEPTABLE PRODUCE
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Introduction
The Natural Resource Defense Council reported that $165 billion dollars of food (30-40% of total food supply) in the U.S. goes uneaten each year (Gunders, 2012). More specifically, most U.S. food waste comes from the retail and consumer level weighing in at 133 billion pounds wasted annually (“USDA Frequently Asked Questions”, n.d.). While the U.S. spends $218 billion a year growing, processing, and transporting food that is never eaten, still 1 out of every 8 Americans live in a food insecure household. (“Hunger and Poverty Facts”, n.d.; Coleman-Jensen, Gregory & Rabbitt, 2016).

According to Buzby, Wells & Hyman (2014), food loss is the edible food after harvesting that is available for human consumption but is not consumed. Food waste, a component of food loss, occurs when an edible food is uneaten for reasons such as neglect by foodservice providers or consumers due to aesthetic reasons (e.g. blemishes, shape). Therefore, this study aims to contribute to the reduction of food waste by providing academics and industry practitioners meaningful implications from the best management practice model.

Hospitality businesses, especially those buying and selling food, have the potential to be major contributors to, or fighters against, food waste. In-depth analysis on the current on-site foodservice management company’s endeavor to fight against food waste will be impactful to other hospitality businesses and serve as an example for future conscientious companies.

Methods
To lessen the resistance to purchasing ugly produce, both industry practitioners and consumers must be educated on our psychological biases toward ugly produce and its equivalence to standard produce. Thus, this study employs a case study method to provide evidence that using ugly produce can maintain food quality yet contribute to the reduction of food waste. We chose an exemplary foodservice company that has provided a model for conquering the unnecessary waste associated with ugly produce – Bon Appetit Management Company. Bon Appetit (subsidiary of Compass Group) announced a new initiative in May 2014 - “Imperfectly Delicious”. The large scale purchasing program was developed after speaking with their farmers and suppliers, realizing an abundance of wasted fruits and vegetables that did not meet consumer appearance standards.

Results/Discussion/Implications
The companies focused on buying ugly and imperfect, yet delicious, produce directly from farmers to reduce food waste, help farmers generate profit, and create a market for the unwanted fruits and vegetables (“Compass Group USA and Bon Appetit”, 2015). To date the company has rescued over 2 million pounds of produce in 30 states and continues saving thousands of pounds of ugly produce per month from going to waste on farms and during distribution through its program (Gunders et al., 2017). Showcasing the importance of reshaping both societal and industry standards of visually acceptable fruits and vegetables by reducing the negative stigma of ugly produce, this paper offers important implications from their business practices.
ORGANIZATIONAL IDENTIFICATION BETWEEN FRANCHISORS AND FRANCHISEES AND ITS IMPACT ON THE ATTITUDES AND BEHAVIORS OF RESTAURANT FRANCHISEES

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Introduction

Quick Service Restaurants accounted for 45.5 percent of all jobs in business format franchises and produced 30.5 percent of all GDP in business format franchises (IFA.com). Although franchise system became a major way to expand operations in quick service restaurant industry, the relationships between franchisors and franchisees are very fragile especially when restaurant franchisor companies go through hardships (Bachelder, 2016). For franchisors’ perspective, it is critical to recruit right franchisees for the brand and stay them loyal. So they have become increasingly interested on how to build long-lasting and strong relationships with franchisees and under what conditions do franchisees response favorably or resist their operations and marketing strategies. Despite the importance of franchise system in today’s economy, much less is known concerning the psychological determinants of franchisee’s performance or satisfaction. (Michael & Combs, 2008). Previous studies found that identification may bring benefits to the organization including increasing members' long-term commitment and support for the organization (O'Reilly & Chatman, 1986). This study aims to determine antecedents of OI and ODI between franchisor and franchisee. Furthermore, the study investigates whether OI and ODI of franchisees influence their attitudes and behaviors toward the franchise as mediated by job satisfaction and dissatisfaction, respectively.

Methods

In this study, we will present a conceptual framework and empirical tests of OI and ODI on the franchisor–franchisee relationship using a two-stage design. In Study 1, focus groups and semi structured in-depth interviews will be conducted with a franchisor and franchisee groups to obtain collective views on the OI between franchisor and franchisee and the scale development.

In Study 2, a survey questionnaire will be generated to test the conceptual framework. The primary means of data collection in this study will involve an email questionnaire survey using franchisee contact information from franchise disclosure documents (FDDs) of quick service chain restaurant brands in USA.

Expected Results/Discussion/Implications

We propose that brand-self similarity, authenticity, and perceived organizational support function as antecedents of OI, whereas value incongruence, perceived organizational obstruction, and unethical corporate behavior are ODI antecedents. Furthermore, OI will positively affect satisfaction and behavioral intention including retention and contract renewal, whereas purchasing extra units ODI will negatively influence those outcomes.

Practically, this study will enhance the understanding on how franchisors can motivate their franchisees as partners with shared goals and reduce the negative side of relationship conflicts. Theoretically, this paper will examine antecedents of OI and ODI between franchisors and franchisees from the perspective of the social identity approach. The results will provide theoretical insights into the drivers of OI and ODI through an empirical investigation.
PERCEPTION OF RESTAURATEURS ABOUT SUSTAINABILITY IN THE U.S. BEEF INDUSTRY: A PRELIMINARY INVESTIGATION

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Introduction
The beef cattle industry is the single largest commodity market of the U.S. agriculture, representing 18% of total farm sales (Donnelly, Deines, & Katz, 2002). Ensuring a sustainable supply chain in this beef industry may have a great impact throughout the segments and, therefore, important. The U.S. beef industry has a complicated value chain with eight different segments (National Cattlemen’s Beef Association, 2014). The pre-harvest segments comprise of (i) seedstock producers, (ii) cow-calf producers, (iii) stocker operators, and (iv) feedlot operators. The post-harvest segments comprise of (v) packers, (vi) processors, (vii) retailers, and (viii) consumers. Ensuring a sustainable beef supply chain may be challenging without transparent communication because each of these segments is highly interdependent.

To improve communication, researchers developed an integrated nationwide cloud-based application that allows transparency and traceability of transactions between all segments of the beef industry. However, participation from all segments, especially the restaurateurs as customers is essential for the system to work. Therefore, it is crucial to assess restaurateurs’ perception towards sustainable beef products and their willingness to adopt a platform that helps them communicate among segments.

Specific objectives of this study are to (1) assess the perceptions of restaurateurs related to the sustainable practices in the beef cattle industry, (2) identify challenges in securing local beef products, and (3) determine how likely they will contribute or support the web-based communication platform.

Methods
First phase of developing a web-based communication platform has been completed prior to this study. This application was built in the form of interactive website that can run on desktop and mobile devices providing an easy-to-use interface to capture necessary information flow during the product movement along the beef market channel. Specific information included in this application are cattle numbers, genetic composition, grade and certification, weights, cattle fodder with commodity price information to assist in feed procurement, specific demands requirement, transaction price along value chain and customer feedback. However, little has been explored how restaurateurs actually address or even attempt to relate their operation in acknowledging their consumer perception. Therefore, in-depth interviews with 30 restaurateurs will be conducted and analyzed in this study. Interviews will be recorded, transcribed, and analyzed to find themes and subthemes for reporting and developing a quantitative survey instrument.

Discussion
Data collected then will be used to predict the feasibility of web-based communication platform utilization and future research development.
THE EFFECT OF A WATER FLOW TIMER ON FOOD HANDLERS’ HANDWASHING BEHAVIOR

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Introduction

Despite the importance of proper handwashing to prevent foodborne diseases outbreaks (FDA, 2017; Green et al., 2006), observations reveal that compliance with proper handwashing is still problematic in foodservice operations (FDA, 2010). Although mounting evidence suggests that active/direct intervention training involving motivational behavior change is more beneficial than classical education strategies of mere knowledge transfer (Pellegrino et al., 2015; Yu et al., 2017), this study proposes a passive/indirect intervention strategy involving system or environment changes to save cost, time, and labor while gaining similarly effective behavioral changes. More specifically, this study addresses (1) whether the presence of a water flow timer on a handwashing faucet improves foodservice food handlers’ handwashing behavior, (2) whether an additional informational poster facilitates the effect, and (3) how the effect is affected by consumer volume.

Methods

A within-group, multiple-intervention experiment was conducted over four weeks during morning to lunch hours in a student-operated restaurant lab on campus. The interventions included a baseline, a single intervention (water flow timer), a multiple intervention (water flow timer + poster), and a withdrawal phase. The water flow timer displayed a 30 second countdown to encourage a sufficient duration of handwashing. Data collection was conducted by recording handwashing behaviors using a motion-detecting video camera. The camera installed above the sink captured handwashing instances without person-identifiable information. Coding of behaviors included quantitative measures of the frequency and duration of handwashing instances and qualitative measures of handwashing procedural compliance (e.g., whether hands were scrubbed with soap for at least 10 seconds, and whether the five handwashing step sequence was correctly performed).

Results/Discussion/Implications

The video recordings yielded 112 hours of observation involving 839 instances of handwashing. The analyses of variance (ANOVA), point-biserial correlation, and logistic regression results showed that: the duration of handwashing was significantly affected by the intervention ($p < .001$), in the direction that the presence of a water flow timer increased the duration in the single intervention week ($p = .002$) and the effect disappeared in the withdrawal week ($p = .02$); the increased duration was positively and significantly associated with all qualitative measures ($ps < .001$); the frequency and qualitative measures were not significantly different or different with only a marginal significance across the four weeks ($ps > .05$); and the effect of the water flow timer was robust regardless of high consumer traffic.

Findings provide useful information about whether passive/indirect interventions, such as the use of a water flow timer, lead to a behavior change in food handlers’ handwashing practices.
THE IMPACT OF HALAL FOOD ON NON-MUSLIMS

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Introduction

Halal is a symbol of meat prepared as prescribed by Muslim law, aside from those unmistakably recognized in the Quran as non-Halal (Haque, Sarwar, Yasmin, Tarofder & Hossain, 2015). The demand towards Halal food in the U.S. is expanding, and the market for Halal sustenance items is growing rapidly. Halal food is noticeably more accessible around the nation, as the Muslim population is expanding as well as their demand for Halal food. It is also becoming popular to non-Muslim people who are particularly interested in health, wellbeing, cleanliness, and quality affirmation of what they eat or drink every day. Halal food is considered to be a clean, quality, and safe product to many consumers when it is produced by certified Halal organizations (Green & Giammona, 2016).

Currently, the U.S. market for Halal food is worth an estimated $20 billion (Green & Giammona, 2016). Therefore, this study aims to investigate fundamental motivation and intention of non-Muslims’ Halal food consumptions. Furthermore, this study is extended to investigate non-Muslims’ awareness and understanding of Halal food and their reasons consuming Halal food.

Methods

This study will be based on survey data gathered in the state of Texas. The questionnaire will be prepared using the Planned Theory Behavior (PTB) theory. The first section of the questionnaire will have questions regarding general information of participants about gender, age group, education level, religion, and employment status. The second section will have questionnaires focusing on three factors of PTB theory: Non-Muslim consumers’ attitude, subjective belief and perceived behavior control. The questionnaire items will be adapted from Haque et al. (2015).

Results/Discussion/Implications

Considering the growing popularity of Halal food among non-Muslims, this study is expected to provide important implications to the industry. First of all, this study is expected to find the major driving force of Halal food consumptions among non-Muslims. This will help marketers understand their motivation and intention of consuming Halal food; therefore they can create appropriate marketing campaigns focusing on several factors that influence non-Muslim Halal food consumers the most.
THE IMPACT OF TRAYLESS UNIVERSITY DINING IMPLEMENTATION ON CUSTOMERS’ FOOD WASTE BEHAVIOR AND SATISFACTION
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Introduction
Food waste accounts for one fifth of total municipal solid waste in the U.S. (Environmental Protection Agency [EPA], 2013). On average, each American discards 474.5 pounds of food per year or 1.3 pounds per day. The majority of the solid waste generated in the U.S. (69%) is buried in landfills, which has a series of negative impact on the environment (Haaren, Themelis, & Goldstein, 2010).

One of the biggest contributors to food waste is foodservice operations including university dining (Whitehair, Shankin & Brannon, 2013). Few studies have quantified the amount of food disposed in universities. University dining facilities attempted to reduce food waste by informing college students (Manomaivibool, Chart-asa, & Unroj, 2016; Whitehair, Shankin, & Brannon, 2013) and adopting trayless dining, which contributed to food waste reduction, increased sustainability awareness, and food cost reduction (ARAMARK, 2008; Babich & Smith, 2010; Thiagarajah & Getty, 2013; Wansink, Just, & Shimizu, 2011).

Even though previous studies reported that trayless dining reduced food waste (ARAMARK, 2008), few researchers have quantified the amount of reduction. Additionally, students’ food selection and satisfaction were not explored. Therefore, this study aims to explore the impact of trayless dining implementation on students’ food selection and waste behaviors and on customer satisfaction at a university dining center. The specific objectives of this study include to 1) assess college students' food selection and waste behaviors, 2) analyze consumer’s food waste patterns, 3) evaluate customer satisfaction, and 4) analyze relationships between and among variables before and after implementing trayless dining.

Methods
The study sample includes on campus diner at a university in a Midwest state during the 2-week data collection period. For the first week, students will dine with a tray as usual. Then during the following week, no tray will be provided for those who are participating in this study. Digital photography will be used to determine participants’ food selection and waste. The amount of food waste will be weighed by the plate waste method. When the students return their trays to the designated tray racks, research assistants will take a picture, weigh using a digital scale, and record the amount of each food item left to the nearest gram. In order to explore the relationships between trayless practice and students’ attitude towards sustainability and food waste, a self-administered questionnaire will be developed and administered at the beginning of the study.

Potential Outcomes/Discussion/Implications
This study aims to explore the impact of trayless dining on students’ food selection and waste behaviors and on customer satisfaction. The findings of this research will provide a more comprehensive understanding of the impact of trayless dining on university foodservice facilities including types and amount of food waste reduction.
U.S. CUSTOMERS’ PERCEPTIONS TOWARDS TURKISH ETHNIC RESTAURANTS

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Introduction
Data from the National Restaurant Association reveals that the U.S. restaurant industry is healthy and growing (NRA, 2017a), and ethnic restaurants are a long-term trend in the U.S. foodservice market (NRA, 2017b), since customers are increasingly interested in different cuisines. However, it still remains difficult for ethnic restaurants to establish themselves in the U.S. (Parsa, Self, Njite, & King, 2005) due to either an unfavorable reputation or no reputation at all. In the first case, customers can hold incorrect perceptions of an ethnic cuisine by wrongly believing, for instance, that an ethnic restaurant serves foods that are unhealthy or too spicy. In the second case, customers may not know what to expect from an ethnic cuisine that they have not tried (Sukalakamala & Boyce, 2007).

Home to 135 ethnic groups who speak 150 languages among them, the U.S. is essentially a nation of multiculture and ethnic diversity (Sukalakamala, 2007). Though numerous ethnic cuisines are present in the U.S., only a few – Italian, Mexican, and Chinese – have recognized and adapted to the expectations of U.S. customers thoroughly enough to be perceived as mainstream (Agarwal & Dahm, 2015; Sukalakamala & Boyce, 2007). Turkish cuisine is considered as one of the richest and oldest cuisines in the world (Güler, 2010). However, it is neither as represented in the U.S. foodservice industry nor as recognized by U.S. consumers as it should be.

Method
This study will assess U.S. customers’ perceptions of Turkish food and Turkish ethnic restaurants. An online survey has been developed and disseminated among consumers who have had dining experience at a Turkish restaurant in the US. A total of 400 questionnaires is expected to be collected during the data collection period. Ordinary least squares multiple regressions will be used to determine which factors, focusing primarily on perceptions, provide the greatest influence on intention to return to Turkish ethnic restaurants.

Implication
Because ethnic restaurant is a growing trend in the foodservice industry in the U.S. and Turkish cuisine has a great potential to become a popular trend, we need to understand the consumers’ preferences, experiences and intention to return to Turkish ethnic restaurants. Findings from the current study will contribute to this understanding at both conceptual and practical levels. This research study will be one of the first studies to systematically examine the opinions and perceptions of customers who dine in Turkish ethnic restaurants in the U.S.
UNDERSTANDING THE SOMMELIER EFFECT ON WINE SALES IN FULL-SERVICE RESTAURANTS

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Introduction
Evaluation of previous literature regarding back label composition and word of mouth recommendations gave insight on how consumers had been choosing wine. However, prior research has shown positive correlations between server’s level of wine education and overall wine revenue. With the growing rate of wine consumption in the U.S. it has become glaringly obvious that employment of wine expert may bring higher revenue in restaurants. The purpose of this study is to compare servers’ wine revenue to see how their level of certification affects their ability to sell wine.

Methodology
Sales records of service staff in nine full-service restaurants will be collected and analyzed. A survey will be administered to participating servers to understand their point of view of internal and external wine training and selling techniques, as well as evaluate their current wine knowledge. Wine knowledge will be tested using level one Court of Master Sommeliers minimum criteria in the form of a 25-question test. Regressional and Cluster analysis will be used to understand the overall relationships between overall wine sales and isolated bottle sales of each individual server in conjunction of their certification level.

Results/Discussion/Implications
Results of this study will show further insight into the value of having educated certified wine stewards in restaurants, and the enhanced selling abilities they obtain from continued education in pursuit of further certification.
There will be a true evaluation of wine knowledge between certified and uncertified servers. This data will further display the gap in product knowledge that may or may not exist for those who do not seek formal education and training.
WHAT IS TRULY REPRESENTATIVE? A PROPOSED STUDY TO DEVELOP A RESTAURANT AUTHENTICITY SCALE (RAS)

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Introduction
Dining out has become a cornerstone of life in the United States (U.S.). Today, most Americans spend approximately half of their food budget dining out (USDA, 2016). This has led the restaurant industry to be a major component of the U.S. economy. In 2017, it is projected to have $799 billion in sales (National Restaurant Association, 2017b). Within the restaurant industry, the full-service sector represents the largest portion of sales (National Restaurant Association, 2017a). Although it is large, there are signs of concern. Annual sales growth for this sector (2.6%) have fallen behind the rate of sales growth for the overall American restaurant industry (3.9%) (Alvarez, 2016a, 2016b; National Restaurant Association, 2015a, 2016). Thus, steps should be taken by full-service restaurants to enhance sales.

One avenue for growth is to increase customer perceptions of restaurant authenticity. This is because authenticity can increase guest satisfaction and intentions (Tsai & Lu, 2012). Yet, restaurant authenticity is a complex concept comprised of multiple conceptualizations and restaurant attributes. To date, no study has developed a comprehensive scale containing multiple conceptualizations and attributes to measure it. Thus, the current study posits the following question: Which authenticity conceptualizations and restaurant attributes comprise a comprehensive restaurant authenticity scale?

Methods
It is proposed that the current study adopt the four-step scale development procedure put forward by Netemeyer, Bearden, and Sharma (2003). Initially, in the first step of the scale development process, the domain and potential dimensions for the proposed model will be developed. In the second step, an initial item pool will be developed via a review of the literature and ten to 15 layperson interviews. Also in the second step, layperson and expert panels will be conducted to refine the item pool. Following this, in step three, the measurement scale will be further refined via a pilot test. Data for the pilot test will be collected via questionnaire at two independent full-service restaurants serving Southern cuisine in the Southeastern United States. In this step approximately 300 questionnaires will be obtained. Data will be analyzed via exploratory factor analysis. In step four, a full data collection process, at six independent full-service restaurants serving Southern cuisine in the Southeastern United States, will take place. Approximately 800 samples will be obtained. Data from this stage will be analyzed via confirmatory factor analysis to further refine the scale and assess construct validity.

Results/Discussion/Implications
The current study proposes the development of a comprehensive restaurant authenticity scale. This has implications for researchers and practitioners. Notably, they can increase their understanding of which authenticity conceptualizations and restaurant attributes comprise the scale. Further, in future research, both researchers and practitioners can test the influence of the comprehensive scale on important outcome variables such as satisfaction and return intentions.
WHY DO QUICK-SERVICE RESTAURANT CUSTOMERS USE SELF-SERVICE KIOSK?

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Introduction
Self-service technology is an increasingly important delivery mode in the hospitality and tourism industries, particularly within the quick service restaurant sector. Many studies have contributed to our understanding of why customers use SSTs, identifying the specific factors that influence this choice. However, relatively little research has been conducted on why customers choose to embrace this mode in quick-service restaurants. Moreover, the research that has been done tends to focus on initial adoption rather than continuous use and most SST studies in a hospitality have been conducted in hotels and airport settings. Relatively few have been conducted in quick-service restaurants settings. Therefore, this study aims to identify the factors that influence a customer’s decision to use a self-service kiosk in a quick service restaurant.

An integrated model incorporating Technology Acceptance Model (TAM) and Satisfaction model is developed to examine the relationship among trust, self-efficacy, perceived ease of use, perceived usefulness, perceived enjoyment, perceived value, satisfaction and behavioral intention toward using kiosks in quick-service restaurants. In addition, the moderating impact of age, gender and past experience using the self-service kiosk will be examined.

Methods
Based on the proposed model, this study uses a quantitative research approach and develops a survey that targets self-service kiosk customers in a quick service restaurant to their perception and evaluation of the self-service kiosk. An online questionnaire (Qualtrics) is used to collect data. Alternatively, study participants have the option of completing a hard copy survey.

Discussion & Study Implications
The findings of this study will give readers more information about the factors that influence kiosk use in quick service restaurants. In particular, this study contributes to the existing literature by developing and testing an integrated technology acceptance model that includes the variables of enjoyment, trust and self-efficacy in the hospitality setting. The following study outcomes are expected: extrinsic motivations and intrinsic motivation act as moderators of trust and self-efficacy to customer satisfaction and perceived value which generate actual behavior. Experienced kiosk users are likely to have confidence in their ability to use the kiosk, and to have strong intrinsic and extrinsic motivations to value and use the restaurant kiosk; Finally, the findings can be also used to guide business owners’ decision-making re adoption of self-service technology and/or modification of existing self-service technology.
Work-in-Progress – Technology
ANALYSIS OF BIG DATA MATURITY STAGE IN HOSPITALITY INDUSTRY

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Introduction
Big data analytics has attracted a lot of attention in recent years from many industries and businesses due to its huge impact on businesses operations, decision making process, and profitability. As increasing the revenue and improving guest experience are the core goals of the hospitality industry, having a proper and efficient big data analytics platform can dramatically lead the industry to reach its goals and affect the way the industry runs in all the mentioned areas. Unfortunately, most of the hotels currently do not have enough knowledge about their acquired data, hence the data remains under-appreciated and under-used asset. For instance, most hotels capture data about customer loyalty, but very few go beyond the data collection stage and actually exploit this data to enhance their knowledge of their guests and develop a better understanding of the behavior of different customer segments, their expectations, and needs (Marr, 2016). Currently hotels collect more volumes of data than they can actually manage or analyze, however, hoteliers are aware of the significance of big data and its effectiveness on creating strategic competitive advantage. In order to gain a strategic competitive advantage, hotels need to understand where they are, where they have been, and where they need to go on their big data deployments. This study aims to guide information technology (IT) professionals in hospitality on their big data expedition. In particular, the purpose of this study is to identify the maturity stage of the big data in hospitality industry in an objective way so that hotels be able to understand their progress, and realize what it will take to get to the next stage of big data maturity.

Methods
To identify the maturity stage of big data in hospitality industry, this study uses a survey from Transforming Data With Intelligence (TDWI) Big Data Maturity Model and Assessment Tool. The survey targets the hospitality Information Technology (IT) professionals in the United States who are the member of Hospitality Financial and Technology Professionals (HFTP). The survey will be sent to them through Qualtrics. The obtained data will be later analyzed based on the TDWI (n.d.) big data maturity stages. According to the TDWI (n.d.), big data has five stages of maturity: nascent, pre-adoption, early adoption, corporate adoption, and mature/visionary.

Results/Discussion/Implications
This study will contribute to the public knowledge as well as hospitality IT professionals in order to understand how their big data deployments compare to those of their peers in order to provide advanced insight and support. In addition, this study provides guidance for hotels at the beginning of their big data venture by helping them understand best practices used by other hotels that are more mature in their big data deployments. Hospitality IT professionals can use the result of this study for their big data adoption on organization, infrastructure, data management, governance and analytics level.
COMPARING SELF-SERVICE TECHNOLOGIES AND HUMAN INTERACTION SERVICES IN THE HOTEL INDUSTRY

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Introduction
Due to the development of technology, one of the major trends in the hospitality industry is that the service has migrated from human interaction services (HISs) to self-service technologies (SSTs) (Lin & Hsieh, 2011). In particular, SSTs have been widely implemented while altering several job positions in the hotel industry (Deel, 2010). While more service organizations have substituted service employees with SSTs, only a few studies have examined the disparities of two different service options: SSTs and HISs.

Thus, this study will explore similarities and differences of customers’ service quality perceptions between SSTs and HISs based on several key service quality constructs. In particular, this study will investigate the hotel guest’s overall check-in process which SSTs have been applied the most (Deel, 2010). Based on the related literature, this study conceptualized the service quality constructs consist of five major dimensions (i.e., reliability, responsiveness, tangibles, competence, and enjoyment) and hypothesized to have a positive influence on customers’ satisfaction, and subsequently, on service loyalty.

Methods
The mediating role of customer satisfaction between service quality constructs and service loyalty, as well as disparities between SSTs and HISs in customers’ service evaluations are proposed within the research framework. A self-administered online questionnaire will be distributed to those who have stayed in hotels of the United States during last 12 months.

First, descriptive statistics and confirmatory factor analysis would be conducted as a preliminary data analysis. Furthermore, an independent sample T-test will be applied to explore general mean differences of major constructs between SST and HIS customers. Finally, multigroup structural equation modeling will be performed for hypotheses testing and examining measurement invariance in group comparison.

Results/Discussion/Implications
This study aims to increase researchers as well as practitioners’ comprehension of SSTs and HISs in hotels. To do so, the study proposes the conceptual model which could present the impacts of service quality constructs on customers’ satisfaction and service loyalty. The result of the research may reveal some differences regarding customers’ service quality perceptions, moreover, the level of customers’ satisfaction and service loyalty rely on different service providers: SSTs and HISs.

Results of the study would provide hotel managers with a better knowledge of customers’ perceptions towards SSTs and HISs at the service encounter. In addition, this research could contribute to related SST literature, as it would investigate differences of customers’ service perceptions and their future behavior (i.e., service loyalty) between SST and HIS customers in the hotel industry.
DEVELOPING A SCALE TO ASSESS HOTEL SMARTPHONE APP QUALITY (HAPQUAL)
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Introduction
A substantial amount of people have started using smartphones over the last decade. By the end of 2014, the number of smartphone users reached to a total of 1.82 billion. Moreover, the Internet usage from handheld devices almost doubled (81%) itself within the same time (Stoyanov et al., 2015). The growing mobile Internet usage is also supported by the high number of mobile app downloads. By the end of 2013, the number of the smartphone apps downloaded from Google Play has exceeded 80 billion. The same increasing trend was also observed in the Apple (iOS) apps. Towards the end of 2014, there were 1.2 million total available apps on iOS store and they have been downloaded for 1.2 billion times (Cao & Lin, 2017).

On average, a hotel smartphone app is downloaded 142,000 to 432,000 times and an OTA app is downloaded 12 million to 25 million times (Chen et al., 2016; Freed, 2014). Moreover, it has been stated that 58% of the handheld device bookings have been made by using a smartphone app in 2014 (Schaal & Team, 2014), making it one of the preferred online channels for many travelers. Consequently, ensuring quality of these smartphone apps is becoming significantly important for travel and tourism service providers.

Despite the growing trend of using smartphones for tourism related activities, it has been pointed out that there is a scarcity of academic studies on the usage of mobile devices in the tourism context (Chen et al., 2016). The expanding usage of the smartphone hotel apps and limited amount of resources call for further research. In addition, a careful review of hospitality and tourism literature also shows that there is no specific scale to assess and measure service quality of hotel smartphone apps. Hence, this study intends to follow a detailed scale development procedure and propose a scale to assess the service quality of hotel smartphone apps.

Methods
A detailed review of the literature regarding website and smartphone app quality measurement was conducted. The keywords used for the article search were: “smartphone, hotel, website and app” together with “measurement, quality and evaluation”. The relevant smartphone app quality evaluation items were taken to be adapted into HAPQUAL (Hotel Smartphone App Quality). A team comprising of two hospitality professors and 6 experienced hotel smartphone app users was created to reveal the most essential quality measurement criteria and categorize them under conceptual titles to determine the proposed measurement dimensions of the HAPQUAL. The necessary final modifications are made until all the dimensions and their underlying items of the scale were accepted by the team members.

This factorial structure will be used to develop a final questionnaire. 10 respondents for each measurement item will be recruited and the data collected will be subjected to Exploratory Factor Analysis (EFA) (O'Rourke & Hatcher, 2013). Following the EFA, a second set of data will be collected to perform Confirmatory Factor Analysis (CFA) to confirm the factorial structure of HAPQUAL.

Results/Discussion/Implications
This is a work in progress study. Findings will be presented after the data collection and analysis.
DOES TECHNOLOGY ENHANCE TOURISTS’ EXPERIENCE AT SMART TOURISM DESTINATIONS?
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Introduction
Encouraged by the development of the smart city, tourism destinations have been incorporating smart technology to enrich tourists’ experience at the location. Today, many tourism destinations have adopted the concept of ‘smart tourism’ as the destinations are becoming ‘smarter’ through an integrated technological platform where tourism stakeholders can share and exchange tourism activity information instantly with others (Buhalis & Amaranggana, 2014). Having the advanced information and communication technology (ICT) embedded in their environment, smart tourism destinations (STDs) are making a great effort to enrich tourist experiences as well as enhance destination competitiveness.

Since the concept of STD, researchers have conducted various smart tourism-related research (i.e., Wang et al., 2016; Li et al., 2013; Buhalis & Amaranggana, 2014). Most studies have focused on conceptualizing and describing smart tourism destination and examining fragmented topics. Few studies, however, have assessed the effects of tourists’ use of advanced ICTs on their overall tourism experience with a STD. By adopting the experience economy framework (Oh et al., 2007), this study will (1) explore types of advanced ICTs available for and used by tourists at STDs, (2) examine how tourists’ perceived technological experiences can lead to maximizing their overall experience and satisfaction, and (3) propose a best practice of STDs from the perspectives of tourist experience.

Methods
This study will use a convenient, yet national sampling approach by working with a marketing survey company such as Qualtrics to contact those who have traveled to one of the following smart tourism destinations during the year of 2016: New York City, Boston, Washington DC, San Francisco, and Seattle. These five cities are top five smart cities in the United States where the advanced ICTs are embedded within the city, and they are top US tourism destinations as well (Cohen, 2017). This study will apply structural equation modeling to analyze the data. The partial least square method will be used to develop a concise set of STD indicators.

Results/Discussion/Implications
Adopting the concept of the experience economy, this study will examine tourists’ technology experience at STDs. Identifying tourists’ preferred technologies at STDs, this study plans to develop tourists’ experience indicators at STDs, which can be differ by their generations and innovativeness. Additionally, this study will determine the best practices of STDs by identifying a set of tourists’ key technology needs during their trip at a STD.

Findings of this study will offer theoretical contributions to the body of relevant literature in STDs and the experience economy as well as practical suggestions for tourism destination organizations to promote their destinations from the perspectives of tourists.
EFFECT OF REALISTIC SERVICE PREVIEW USING VIRTUAL REALITY (VR) ON CONSUMER PATRONAGE

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Introduction
While the dominant research stream on service technologies investigated the adoption of self-service, mobile technologies (Jin, 2013; Meuter et al., 2003) and web-based services (Walker et al., 2002), the full potential of services marketing through virtual technologies is yet to be exposed. Virtual reality (VR) is believed to be an innovative platform that would inevitably change how individuals communicate, perform daily tasks, and experience media. Due to the limited empirical knowledge about the application of VR in hospitality and tourism, it is necessary to understand better how VR can be used as platform for experiential marketing. Therefore, this research seeks to investigate how VR as an interactive, dynamic service preview tool to motivate customers to experience hospitality services in-real-life (IRL), due to enhanced indirect brand experience through VR.

Methods
The study will employ a lab-coordinated between-subjects experimental design. Two-hundred U.S. adult hotel guests will be randomly assigned to one of three service preview mode (images vs. 360° tour vs. VR) of the standard room in a newly developed hotel. Following the experimental stimuli, the participants will complete a questionnaire reflecting their evaluations of brand experience, patronage intentions, control variables, and demographic characteristics. The hypotheses will be tested using MANOVA procedure and PROCESS macro in SPSS and structural equation modeling in MPlus.

Results/Discussion/Implications
From a theoretical standpoint, this research aims to enhance the understanding of the brand experience construct, elicited indirectly through “realistic service preview” in VR. Specifically, this research would be the first to compare the effectiveness of VR service preview against traditional service previews, to define the possibilities for VR to connect brand-owned and customer-owned touch points in the pre-experience stage of the customer journey.

From a managerial standpoint, the research findings would provide empirical evidence for the application of VR as a marketing and experiential tool in service businesses. Due to ubiquitous expansion of virtual platforms, digital technology, collaborative/sharing consumption, smart applications, VR could be substantial for prompt customer insight into new services/products in the service design phase.
EVALUATING THE IMPACT OF TECHNOLOGY ON CUSTOMER SERVICE IN THE HOTEL INDUSTRY

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Introduction
Karl Max once said, “The production of too many useful things results in too many useless people” (Marx, 1959). Technology is pervasive in the hospitality and tourism industry. Businesses use technology to gain a competitive edge, while at the same time, attain customers (The International School of Hospitality, 2015). With technology implementation, sales could be increased and the company could establish a strong customer base (Harvard Business Review, 1975). However, some customers may feel as if technology is becoming too prominent in these organizations. Thus, the customer-employee interaction could be rendered obsolete.

In nearly every industry, customer service has become an essential part of product offerings (Levitt, 1972), and has emerged as a critical source of differentiation and competitive advantages (Bowen, Siehl & Schneider, 1989). The purpose of this research is to evaluate the advantages and disadvantages of technology in hotels and the impact it has on customer service.

Methods
The research will be conducted using a qualitative method of field observations and in-depth interviews. First, observations will be made on guest interactions with hotel technology at a self-service check in kiosk. The researcher will be observing how long it takes guest to use the self-service kiosk. Customer-employee interaction during the check-in process will also be observed at the front desk. Observation will also be made of body language for visual cues of satisfaction or frustration. Interviews will be conducted with line level hotel employees and front desk supervisors. The data will be synthesized for overall themes and outcomes.

Results/Discussion/Implications
The anticipated results of this research is to provide feedback to hotels for improved customer experiences. This information will allow hotels to retain more customers. The results may initiate a plan of action based on how hotels can improve, maintain, and balance customer service; along with innovative technology.
HOW DIFFERENT ARE TECHNOLOGY ADOPTION LEVELS OF HOTELS AND CONSUMERS? AN INVESTIGATION

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Introduction

Guest technologies are essential components of the overall lodging product (Olsen and Connolly 2001; Parasuraman 2000). This is underscored by the enhanced role of technology in consumer lifestyles in society as a whole. Consumer adoption of technologies at home are of critical importance to the lodging industry because it aligns itself to the notion of the “home away from home” (Echeverria, 1999; Paletta 2013; Locke 2016; Rush 2016). Importantly, home is integral in the evaluation of hotel or hospitality experiences (Beldona & Kher, 2015), and this includes technologies because they enable people to connect, access and manage home in general (Beldona, Schwartz and Zhan, 2017).

Technology is an integrated component of the overall lodging product (Olsen and Connolly 2001; Collins, Cobanoglu and Malik 2001). Past research on guest technologies has focused on perceptions as to what is important such as TVs, High Speed Internet etc. (Beldona and Cobanoglu 2007; Bilgihan et al. 2011, Cobanoglu et al. 2012; Bilgihan and Wang 2016). The technology lifecycle (TLC) and the theory of diffusion of innovations (Rogers 1995) will be two frameworks that will guide the examination, development and analysis of the data. The TLC outlines the various stages in the progression that a technology may undergo in the marketplace namely, introduction, growth, maturity and decline.

The purpose of this study is to examine if technological offerings in the lodging industry have kept pace with consumer adoption of technologies at home. Under this broad scope, it will examine adoption levels at the segment (economy, mid-scale, full service etc.) and structural (franchised vs. independent) levels and compare them with home technology adoption.

Data & Methods

The first stage will involve a content analysis of academic and trade press articles, industry databases, historical records and related documents as they relate to guest technologies. Individual records will then developed for each guest technology in terms of when and how they were introduced by the manufacturers, and subsequently adopted by the industry. The final stage will involve analyzing the differences in adoption levels using a combination of qualitative and quantitative techniques.

Results/Discussion/Implications

Findings from the study can improve our understanding of how effectively the hotel industry keeps pace with adoption of guest technologies. It will provide insights for lodging firms in the form of benchmarks such that they can measure their performance in guest technology adoption, and develop strategies for future deployment. The study will have the potential to be extended on a global scale for the purpose of adaptation across other countries or regions.
INVESTIGATING CONFERENCE ATTENDEE’S MOBILE APPLICATION ADOPTION BEHAVIOR

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Introduction
Conferences are not environmental friendly in their current form (Hischier & Hilty, 2002). Literature reveals that conferences can be made sustainable by utilizing information systems (Dedrick, 2010). Though conference organizers are promoting conferences as green by promoting mobile applications (apps) use (Cvent, 2015), there is no scientific evidence of attendee’s adoption.

Mobile conference apps are intuitively considered as unattractive as they do not provide much utilitarian benefits to the users. However, if mobile conference apps are adopted, they can help reduce cost and conserve the environment (Lee & Lee, 2014). In order to assess adoption behavior of unattractive technologies, this study integrates altruistic, biospheric, and self-interest value constructs in adoption domain (Han, 2015). Modified Unified Theory of Acceptance and Use of Technology (UTAUT-2) (Venkatesh, Thong, & Xu, 2012) model is hypothesized as inappropriate to assess predictors of unattractive technologies like mobile apps. Additionally, hierarchy of effects model (Ray, 1973) suggest that appealing messages motivates behavioral actions. So, influence of messaging on adoption behavior will also be assessed in this study.

Methods
Mixed method approach and experimental research designs will be used in this study. First phase utilizes qualitative method to elicit conference attendees’ beliefs towards mobile conference apps as suggested by Ajzen (1980). The beliefs from this phase will be used as ‘ecological attitude’ construct. 100 faculty and graduate students in a large Midwestern university will be surveyed using an open-ended questionnaire. Content analysis will generate codes and final themes. Second phase involves development and pre-test of moral message. A positive and a negative moral message will be created and pretested for believability using five-point semantic differential scale (Bhat, Leigh, & Wardlow, 1998) with five polar-adjectives, to be used as treatments. Third phase is an experimental phase with two treatment groups (with a message each) and a control group (without message).

A questionnaire consisted of 48 items, adopted from existing scales: UTAUT-2, New Environmental Paradigm (Dunlap, Van Liere, Mertig, & Jones, 2000), and ecological attitude will be sent to six hundred samples by using Amazon’s Mechanical Turk. The hypothesized model will be tested using AMOS 7.0 (J. L. Arbuckle, 1994, 2003), a structural equation modeling (SEM) package from SPSS, Inc. In the SEM process, the Maximum Likelihood (ML) method of estimation will be conducted. SEM will be used to estimate the UTAUT-2 model explaining adoption intention for ecological concerns.

Results/Discussion/Implications
It is the first study on technology adoption from value perspective. The results will be useful in mobile conference apps adoption and reducing carbon foot print of conferences. Moral messages can be used in communication strategies by organizers.
IS TEAM CHAT AN EFFECTIVE TOOL FOR MANAGER-EMPLOYEE COMMUNICATION? THE APPLICATION OF TEAM CHAT IN THE HOSPITALITY INDUSTRY

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Introduction
With the development in mobile-mediated communication, hospitality organizations have adopted business messaging or team communication apps to better communicate with their employees, suppliers and customers (Billington & Billington, 2012). In cross-cultural research, the individualism/collectivism has been studied to examine cultural differences that have different impacts on societies, motivations and usages (Talukder & Yeow, 2007). Communication behaviors between individualistic and collectivistic cultures in Social Networking Sites (SNS) use vary. However, little is known about the application of mobile team chat as an employee’s communication tool and how it relates to the employee’s job satisfaction in the hospitality organizations.

By adopting Hofstede’s cultural dimensions and self-determination theory, the purpose of this study is to examine the effects of cultures on motivations to use team chat and how these affect employees’ job satisfaction and work performance.

Methods
The target sample for this study is composed of Korean (e.g., collectivistic country) and American (e.g., individualistic country) employees who work in the hospitality industry using any mobile SNS messengers. The researcher especially focuses on South Korea and the U.S. because they are culturally different, but their levels of SNSs usage are very high. A Qualtrics survey is used to measure respondents’ team chat use motivations (i.e., social motivation and knowledge sharing motivation), job satisfaction and work performance, as well as demographic variables. Web-site survey will be distributed to the Qualtrics panel to collect data.

A team chat scenario will be given to participants. They will be asked to imagine that they are invited to the online team chat from a manager while they are working in the hospitality industry as employees. After that, participants will be asked to answer what their team chat motivations will be and how they react toward this team chat along with their job satisfaction and work performance.

Results/Discussion/Implications
The findings of this study will have meaningful implications for international hospitality organizations in terms of team communication marketing and activities in a way to interact with employees effectively and to motivate high-performance work. Importance of company-initiated online team chat for organizational communication will help hospitality managers have effective communication with employees. Moreover, the findings of the study will show how to build positive relationships with their employees and customers via effective team chat usages.
“SEEING THROUGH CONSUMERS’ EYES”: EXPLORING ONLINE RESTAURANT SELECTION BEHAVIORS USING EYE-TRACKING TECHNOLOGY

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Introduction
Consumers in the hospitality industry tend to conduct extensive information search when making purchase decisions because of the intangibility of hospitality products (Litvin, Goldsmith, & Pan, 2008). Today’s consumers make many decisions online, and therefore, understanding consumers’ information search behaviors in the online setting is important for businesses to succeed (Mazaheri, Richard, & Lorache, 2011). While previous studies have explored online consumer behavior in hospitality, the majority have focused on the features and effects of online reviews or eWOM (Kwok, Xie, & Richards, 2017; Lu & Stepchenkova, 2015; Schuckert, Liu, & Law, 2015); and little is known about consumers’ actual information search behaviors. Therefore, the purpose of this research is to explore consumers’ actual online information search behaviors when making restaurant selections using consumer review websites.

According to the eye-mind assumption, eye movement is a good reflection of people’s cognitive process (Day, Lin, Huang, & Chuang, 2009). The innovative eye-tracking technology allows researchers to precisely capture consumers’ eye movements and attention patterns, allowing hospitality researchers to objectively reveal actual online consumer behavior (Robson & Noone, 2014). In this study, we will use eye-tracking technology to explore consumers’ online information search behaviors when selecting a restaurant. The results will provide valuable insights into the study of consumers’ online decision-making process.

Methods
Eye-tracking experiments will be utilized to capture eye movements and attention patterns of the consumers when they use consumer review websites (CRWs) searching online information to choose a restaurant. The target population is consumers who search online information for restaurant selections. The study sample is 30 consumers who have used CRWs for making restaurant choices in the past six months. Through the maximum variation sampling procedure, a diverse participants will be recruited and instructed to conduct two restaurant selection tasks. A Tobii Pro screen-type eye tracker will be used for data collection and recording. Areas of Interests (AOIs) will be determined and eye-tracking measures including fixation duration, frequency, and sequence will be identified. Data visualization tools including heat maps and gaze plots will be utilized to show sequence of search activities and areas that customers are most interested.

Implications
This study will provide a holistic view of consumers’ online information search behaviors and decision-making processes, which is not clearly known to hospitality researchers. From this research, hospitality researchers may gain a deeper understanding of online consumer behavior. This study will also provide insights for future researchers into the application of the innovative eye-tracking technology to consumer behavior research. For practical implications, identified consumers’ decision-making processes may assist website developers and restauateurs to use the findings to enhance user experience and improve customer satisfaction.
THE IMPACT OF ONLINE REVIEWS ON HOTELS IN RIYADH

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Introduction
The use of social media has increased, especially in the field of tourism. The recent figure showed that 96% of tourists book hotels online, and 62% of tourists make booking decisions based on online reviews and information gathered from social media (Lee, & Blum, 2015). According to Anderson (2014), about 88% of consumers trust online reviews, and hotel guests read 6 to 12 reviews before making booking decisions. Therefore, social media can be a good tool for marketing. In addition, engaging in social media has become a necessity for hotels to attract new customers and keep existing customers. Therefore, the purpose of this study is to analyze the impact of online reviews on hotels in Saudi Arabia. Additionally, this research aims to answer the following questions: How do hotel managers respond online reviews based on the level of negative and positive reviews? Do hotel managers respond differently to online reviews depending on the level of the hotel? To what extent does the TripAdvisor's rating affect the response of hotel managers to online reviews? How long does it take for hotel management to respond to positive/negative reviews? What are the keywords in the positive online reviews and what are the most negative keywords in negative online reviews?

Methods
This study will use secondary data analysis. Online customer and management reviews will be collected from TripAdvisor.com for hotels located in Riyadh, which is the capital city of Saudi Arabia. This research will only use TripAdvisor.com online reviews because it is the leading online website in Riyadh. Two hotels from each hotel class will be selected for sampling. Therefore, total 10 hotels will be analyzed in this study. The data sample period for online reviews will be from April 2016 to April 2017.

Results/Discussion/Implications
This study will be useful for the industry, government and researchers in this field because there is a lack of research regarding the impact of online reviews on hotels in Riyadh. This study will be helpful to hotel operators because it will show important keywords that are frequently used on guests’ positive and negative online reviews. In addition, this study will provide hotel operators to identify best social media practices in responding to guests’ online reviews.
THREE-WAY INTERACTION EFFECT OF EXPERIENCE OF SELF-SERVICE TECHNOLOGY, TECHNOLOGY ANXIETY, AND PERSONAL INTERACTION ON PERCEIVED VALUE: A SERVICE-DOMINANT LOGIC PERSPECTIVE

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Introduction
Service-dominant (S-D) logic paradigm (Vargo & Lusch, 2004) has gained wide recognition from academia. Not only has the marketing concept been reinterpreted with S-D logic view (Halliday, 2016; Madhavaram, Granot, & Badrinarayanan, 2014), but the boundaries of research applying S-D logic have been also expanded to such as service innovation (Ordanini & Parasuraman, 2011) and customer value in tourism management (FitzPatrick, Davey, Muller, & Davey, 2013). S-D logic argues that service is the fundamental basis of exchange, and goods or services are a service delivery tool (Vargo & Lusch, 2004, 2008). The exchange occurs primarily to access resources (e.g., knowledge, skills) with value potential (Chandler & Vargo, 2011). That is, value is not embedded in resources but perceived and determined by customers in use process (Vargo & Lusch, 2008).

Following S-D logic, this study aims to design and verify a new model of linkages between experience of self-service technology (SST) and customer value. SST has been increasingly adopted in the hospitality industry and brought about a marked shift in service encounters (Kim & Qu, 2014). However, customers are not often willing to use SST, and they rather seek assistance from service employees. Maintaining the value-centric perspective of S-D logic, this study explores how customers integrate resources from SST and service employees, thereby creating value. Specifically, customers with high technology anxiety (TA) encounter difficulties with value creation from experiencing SST. Nevertheless, if customers can use resources from available service employees, then value will rebound. This study attempts to describe the three-way interaction effect of customer experience of SST, TA, and personal interaction on perceived value.

Methods
This study will conduct an online survey through Amazon Mechanical Turk. The survey questionnaire comprises three sections. The first section relates to respondents’ previous experience of SST, the second section asks questions on four constructs, and the last section collects respondents’ socio-demographic information. All the constructs are operationalized with multi-items on a five-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To test the proposed hypotheses, this study will perform structural equation modeling with a three-way interaction effect.

Results/Discussion/Implications
To our knowledge, this research will be the first that conceptualizes S-D logic to examine customer experience of SST and value creation in hospitality settings. This study will extend the potential of SST research from the property-oriented viewpoint of technology to the customer perspective of S-D logic. In addition, this study will provide a practical insight into the interdependent role of SST and service employees from a customer value perspective.
EXAMINING THE EXPECTATIONS FOR HOSPITALITY TECHNOLOGY EDUCATION: A MANAGEMENT PERSPECTIVE

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Introduction
Advancements in hospitality technology (HT) have improved both the guest experience and business operations (Cobanoglu, Berezina, Kasavana, & Erdem, 2011). As technology continues to evolve, so must its users; and from a stakeholder’s perspective, the users also include new hires in the hospitality workforce. Those who seek a career in hospitality are developing themselves through various means, one of which is a formal education in hospitality. Understanding managers’ expectations of new hires allows educators to address such expectations prior to graduation. Given the fast pace of technological advances and the frequent introduction of new or advanced technology tools and programs used in the workplace, this study aimed to document various technologies managers expect new hires to be proficient in.

Methods
This was two-phase study. The first phase utilized convenience sampling to carry-out structured interviews with 19 hospitality managers. The interviewees were asked about the top three most frequently used technology applications as well as the most desired technology skills at their respective companies. The results were then utilized to formulate open ended questions for phase 2. The in-depth interviews in phase 2 of the study followed the guided and semi-structured format as described by Eriksson and Kovaleinen (2008). All questions were focused on the expected technology know-how for newly-hired college graduates from hospitality programs. Each interviewee was asked about his/her expectations from newly hired hospitality management students in regard to technology savviness and his/her level of satisfaction with the technology-use skills demonstrated by the newly hired hospitality college graduates. A total of twelve C-Level executives were invited to an hour long interview. The executives were selected based on purposive sampling. Four C-level executives with considerable training and technology expertise in the hospitality industry accepted the invite. Both restaurant and hotel segments of the hospitality were represented in terms of the interviewees’ expertise. A set of response patterns and common themes were discovered through the analysis of the interview transcripts.

Results/Discussion/Implications
Specific software programs that newly hired line-level employees are expected to know ranged from commonly used software solutions (Word, Excel, Outlook, and internet browsers) to industry specific (PMS’, central reservation systems, POS systems, inventory management systems, and scheduling systems). All four interviewees expected newly hired supervisors and managers to be familiar with the same technologies as line-level employees, but at a more proficient level. When asked whether hospitality students receive sufficient training with technology tools to be effective in the workplace, most respondents felt that students were minimally prepared, and that additional on-the-job training was almost always necessary. The results confirm previous studies’ findings that hospitality managers perceive the technology savviness of hospitality program graduates to be less than proficient. This study also presents an up-to-date list of technology solutions and tech-related skills employers expect from new-hires.
VIRTUAL REALITY TECHNOLOGY AND CUSTOMER DELIGHT IN THEME PARKS: THE ROLE OF EXPERIENCE QUALITY

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Introduction
As virtual reality (VR) technology has become rapidly accessible, theme parks have started to integrate VR to augment their attractions. VR technology allows people to immerse in the virtual environment and interact with the settings and other users (Guttentag, 2010). Whether and how such a new experience dimension contributes to an optimal theme park experience remains unknown. Representing a highly hedonic consumption, theme parks are vulnerable to competition (Tasci & Milman, 2017). Theme park should upgrade experiences constantly to gain a competitive edge. VR technology brings novel theming, design, and variety to attractions, which are the major elements of theme park experiences (Milman, 2009). As theme parks’ ultimate goal is to sell experiences, the experience quality as visitor’s psychological outcomes is an essential concept to understand theme park experiences. Therefore, this study aims to examine whether and how VR experience contributes to an optimal theme park experience.

Customer delight is defined as positive emotion containing a combination of arousal and pleasure (Russell, 1980). It is one of the outcomes of hedonic experiences (Kao, Huang, & Wu, 2008), and stimulates the customer's loyalty and repurchase intention (Ma, Scott, Gao, & Ding, 2017). Thus, understanding customer delight in hedonic consumption experiences is crucial. This study is among the first endeavors to investigate how VR influence customer delight through experience quality in theme parks. The findings are expected to provide timely insights into guest experiences at theme parks both theoretically and managerially.

Methods
Data will be collected from visitors who have visited VR attractions in theme parks in the U.S. through a self-administrated questionnaire. The questionnaire will consist of several sections, which include the expectation of VR attraction experience, the perception of experience quality, customer delight, and demographic and visit-specific information. The results will be analyzed through path analysis.
Work-in-Progress – Tourism & Sustainability
A FRAMEWORK FOR DEVELOPING ALTERNATIVE DISPUTE RESOLUTION SYSTEMS FOR E-TOURISM CONSUMER PROTECTION

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Introduction
In recent years e-commerce has appeared as one of the most dynamic market activities. The shift from traditional commerce to e-commerce has come as a big shock to consumer’s life. At the same time, companies have extensive experience in the ways they sell or trade.

These changes in market activities have also emerged in the tourism market. Tourism consumers using the Internet have been rapidly increasing in diverse business transactions such as overseas tour products, hotels and air travel products and services, shopping travel products and so on.

However, the other side of e-tourism commerce causes many consumer problems. Especially, consumer problems caused by e-tourism have a wide range of negative impacts. Nevertheless, companies and government do not have appropriate countermeasures or resolution procedures to deal with these types of problems. In this regard, OECD(2016) emphasized consumer protection in the e-commerce market and recommended that the business society should prepare for effective consumer protection measures as an appropriate solution.

Therefore, this study aims to establish a framework for developing effective alternative dispute resolution system using expert survey method. By doing this attempt, this study expects to establish the proper legal position of alternative dispute resolution, to discuss the functioning and structure of the cooperative governance among stakeholders, and to build up the appropriate procedural methods for dispute resolution.

Methods
This study adopts the experts survey method. In this study, we constitute a pool of experts in the field of tourism consumer problems as well as dispute resolution professionals. To do this, researchers, practitioners, and academics are invited to participate in the survey. In order to collect data, open-ended questionnaires are used to ensure sufficient free opinion. In addition, a panel of experts will be organized to review the findings.

Expected Results
The framework for effective alternative dispute resolution for e-tourism consumer protection will be discussed and suggested with the following three key elements.

First, this study will discuss the proper legal position of alternative dispute resolution. Second, this study will discuss the cooperative governance among tourism consumers, NGOs, government organizations, and tourism companies for reasonable and effective dispute resolution. Third, this study will discuss the procedural methods of dispute resolution that can be applied on-line and off-line, reflection the characteristics of the e-tourism.
A META-ANALYSIS OF SUSTAINABLE BEHAVIORS ACROSS HOSPITALITY VENUES

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Introduction
Sustainability encompasses a range of actions to improve the quality of human life and the capacity of the natural world without harming the environment. This concept has continued to gain importance in both business practice and research. Among the tens of thousands of companies that have already incorporated sustainability at some level in their operations, over 7,700 companies in 130 countries went one step further and signed the UN Global Compact on sustainability-related issues in 2010.

Although the hospitality industry has adopted sustainability initiatives, few integrating studies have examined the relationship between customer perceptions of sustainability initiatives and behavioral intentions, particularly in hospitality venues. For example, what are the most important customers’ sustainability-oriented behavior determinants? Which outcomes are most strongly affected by customers’ sustainability-oriented behavior antecedents? These questions cannot be answered by a single study or a traditional approach to literature. Therefore, the purpose of the study is to investigate whether the perceptions of visitors are significant predictors of their intentions to perform sustainability-oriented behaviors at a meta-analysis level.

Methods
The foundation of the meta-analysis will be a comprehensive review of the literature involving multiple methods and following the guidelines of Rothstein (2012). A search will be conducted in five databases—Hospitality & Tourism Complete, ProQuest, Science Direct, Scopus, and Emerald Library—with the keywords “hospitality venue,” “events,” “conventions,” “hotels,” “special events,” “festivals,” “wineries,” “museums,” “loyalty and sustainability,” “green,” “environmentally friendly,” “eco-friendly,” and “corporate social responsibility.” To analyze the data, Comprehensive Meta-Analysis version 3 will be used, which provides a formula for converting standardized mean difference \((d)\) to a correlation \((r)\) and calculating their variance.

Results/Discussion/Implications
Anticipated results of the proposed study will introduce a framework for understanding a growing and diverse body of literature on sustainability-oriented behaviors. In terms of theoretical implications, the meta-analysis will contribute to the body of literature regarding the antecedents and outcomes of sustainability-oriented behaviors in hospitality venues. Along with furnishing evidence in support of sustainability in the hospitality industry, the results will suggest that antecedents of sustainability-oriented behaviors are generalizable across business segments. Among other practical implications, the relationships between antecedents and outcomes of intentions to practice sustainability-oriented behaviors in hospitality venues will underscore the importance of introducing a spirit of competitiveness in achieving sustainability into the events industry.
CHINA’S OBOR INITIATIVE: A DISRUPTION OF GLOBAL TOURISM SYSTEM?

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Introduction

One Belt One Road (OBOR) initiative refers to the New Silk Road Economic Belt and the 21st Century Maritime Silk Road, respectively proposed by the Chinese President Xi Jinping during his visits to Kazakhstan and Indonesia in 2013 (Zhang, 2015). This initiative represents China Dream, which is “to promote common prosperity, enhance mutual understanding, and strengthen all-round exchanges” (Belt and Road Portal, 2015). To achieve this goal, OBOR initiative emphasizes five cooperation priorities: policy coordination, facilities connectivity, unimpeded trade, financial integration, and people-to-people bond. All these strategies closely connect with and are beneficial to tourism. For instance, policy coordination simplifies document preparation (e.g. visa exemption policy); facilities connectivity improves the reachability of destinations (e.g. high-speed transportation development). OBOR initiative involves around 65 countries with 4.4 billion population and more than 500 of the World Heritage sites (China National Tourism Administration, 2017).

The cooperation between OBOR countries are ongoing to strengthen the connection and promote the tourism development. 34 tourism cooperation agreements were signed during the conference of China – Arab States Tour Operators Conference on September 4th, 2017 (Xinhua News Agency, 2017). Nepal Chinese Guide Association was newly established to provide more convenient tourism services for Chinese tourists (Xinhua News Agency, 2017). In addition, according to The United Nations World Tourism Organization (UNWTO), China inbound tourism and outbound tourism from/to OBOR countries maintain a steady increase during 2011 to 2015 (UNWTO, 2016). With this backdrop, this study initiates an investigation of the impacts of OBOR initiative on the global tourism by addressing the three questions: How will OBOR initiative change the demographic profile of current tourism market? How will OBOR initiative reshape the images of destinations? and How will OBOR initiative influence the travel preferences of tourists?

Methods

This study is to apply mixed research methods with both primary and secondary. The secondary data of China inbound and outbound tourism from/to the 65 OBOR countries from 2011 to 2015 sourced from UNWTO will be collected and analyzed. The personal interviews and questionnaire surveys will be conducted with tourism officials and industry leaders from representative countries.

Expected Outcome

The continuously increase of China inbound and outbound tourism as well as the implementation of five cooperation priorities imply that the global tourism flow and the directional patterns of it are likely to be changed by OBOR initiative; the destination images of OBOR countries are being reshaped; and international tourists’ travel preferences are likely to be influenced and changed. In particular, tourists from OBOR countries may travel more within the regions and tend to include China. Likewise, Chinese tourists are likely to take more independent trips within OBOR countries.
DEVELOPING AND MEASURING AGRITOURISM BUSINESS PROVIDERS’ ENVIRONMENTALLY RESPONSIBLE BEHAVIORS

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Introduction
Environmental management toward sustainability has become an important issue in the agritourism industry (Valdivia & Barbieri, 2014). Agritourism is a form of niche tourism that incorporates “a working farm environment and a commercial tourism component” (Weaver & Fennell, 1997, p. 35). Agritourism can play a vital role in supporting sustainable tourism by preventing environmental degradation, sustaining agriculture businesses, supporting the residents of farming communities, and promoting recreational activities (Carpio, 2006).

In the agritourism context, environmentally responsible behaviors (ERB) can preserve agricultural-based resources for greater sustainability while maintaining agriculture-related businesses. However, the ERB practices have been rarely measured from the agritourism providers’ perspectives. This study aims to develop the ERB scale for the agritourism business. This study conducts a three-stage process to (1) generate measurement items using a Delphi method; (2) test the measurement scale; and (3) assess the cross-validation of the ERB scale.

Methods
The study developed the ERB scale through a three-stage procedure: Study 1 for item generation, Study 2 for exploratory factor analysis (EFA), and Study 3 for confirmatory factor analysis (CFA). The study 1 was completed to generate the measurement items using Delphi technique in May 2017. In total, a 22-item measurement scale was generated.

The study 2 for EFA and study 3 for CFA will be conducted to evaluate the ERB scale in September 2017 and December 2017, respectively. The ERB measurement scale will be measured on a five-point Likert response scale that ranges from one (never) to five (always). The study population consists of farms that provide agritourism and recreation services within the U.S. EFA using a principal component analysis with a varimax rotation will be performed to test the ERB scale using SPSS 20. CFA will be conducted to assess the cross-validation of the scale using AMOS 21.

Results/Discussion/Implications
This study makes the first attempt to develop the agritourism business providers’ ERB scale through qualitative and quantitative methods. Tourism operation-oriented researchers can apply this scale to survey providers/operators’ ERB for their academic research.

This research is expected to offer a comprehensive instrument that will help tourism researchers to measure the environmental behaviors toward sustainability. The measurement will help agritourism business providers for assessment and environmental management toward environmentally sustainable tourism development.
DIFFERENCES ON ENVIRONMENTALLY RESPONSIBLE BEHAVIORS BETWEEN AIRBNB AND HOTEL GUESTS
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Introduction
Airbnb.com is an online platform for accommodation sharing (Guttentag, 2015). Airbnb users in general have more opportunities to experience the local community than hotel guests. In addition, the personal and interactive relationship with the host leads Airbnb guests to enjoy the local life, and gain deeper and more meaningful experiences. As a result, guests may exhibit higher place attachment and involvement than hotel guests (Van Der Heide, 2015). Place attachment refers to a functional and emotional connection between a person and a place (Williams & Patterson, 1999). Involvement describes the importance and interest of certain activities (Mowen & Minor, 1998).

Tourists’ intention toward environmentally responsible behavior (ERB) is influenced by place attachment and involvement (Bricker & Kerstetter, 2000; Lee, 2011). This study assumes that Airbnb users have ERB intention due to the high level of place attachment and involvement (Bricker & Kerstetter, 2000; Lee, 2011). However, few empirical studies have explored ERB intention within the Airbnb context, while numerous studies have examined the ERB in the hotel business.

The purpose of the study is to identify if Airbnb users exhibit higher ERB intention influenced by place attachment and/or involvement than hotel guests. To achieve the goal, a model is proposed to examine the causal relationship among place attachment, involvement and ERB intention and compare the relationships among those variables between the users in Airbnb and hotels.

Methods
This study will employ a survey that includes ERB intention (Miao & Wei, 2013), place attachment (Williams & Roggenbuck, 1989), involvement (McIntyre, 1992) and demographic information. The selected sample will include tourists who have stayed in either a hotel or an Airbnb in a major city (e.g., Chicago) during the past 12 months. The survey will be distributed by Qualtrics. Independent samples t-tests will be used to compare the mean values of place attachment, involvement, and ERB intention between the two groups. Structural equation modeling (SEM) will be further used to examine the relationship regarding place attachment, involvement, and ERB intention and conduct invariance tests to compare the models of the two groups.

Results/Discussion/Implications
This study is expected to reveal the differences between Airbnb users and hotel guests regarding the impact of involvement and place attachment. Moreover, the results of this study will offer the hospitality industry with suggestions for improving tourists’ ERB by using the concept of place attachment and involvement.
DOES THE NUMBER OF ATTENDEES AT THE DAYTONA 500 BENEFIT THE ECONOMY OF DAYTONA BEACH FOR THE MONTH OF FEBRUARY?

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Introduction
The Daytona 500 is a mega sporting event that is held in February annually in Daytona Beach, Florida. There have been studies in the past to determine whether a sporting event has an economic impact on a market. On the contrary, there are researchers that suggest that it was difficult to analyze the economic impact of major sporting events on their host regions. This study is to see how a small market such as Daytona Beach, Florida benefits economically from a one-day sporting event (i.e., the Daytona 500). The objective of this research is to assess whether the Daytona 500 has a beneficial impact on the local economy of Daytona Beach. It is important to analyze that the heavy investment in an event yields great economic benefit, this study will contribute to the assessment of deciding on hosting a mega sporting event for a local economy.

Methods
The data collection method will be relying on secondary data retrieved from the Convention & Visitors Bureau of Daytona Beach, Smith Travel Research data on the Daytona Beach market, and the City of Daytona Beach’s annual report. The data will be analyzed by using analysis of variance (ANOVA) with the Statistical Package for the Social Sciences (SPSS). This method examines whether the revenues generated by the Daytona 500 has a significant difference during the month of February compared to the rest of the months. The revenues explored will consist of the past 30 years in which the Daytona 500 has taking place, and it will include revenues that occur in food and beverage, hotel, other accommodations and retail. A regression analysis will be conducted on SPSS to see if the increase in revenues for the month of February correlate with the number of attendees at the Daytona 500.

Results/Discussion/Implication
As far as the implications are concerned, at an academic level, it gives researchers and other academic professionals the opportunity to conduct more studies and thus, analyze the data with more scrutiny based on the data collected during this study. This study would help working professionals and managers to help prepare for such events in advance. Local business can benefit from the research because the data will shed a light on how a major event attracts people from across the country, which generates business for all locals. Although this study has much positives, there are some limitations to it as well. Due to shortage of time, the data collected was based on previous studies and actual updated surveys were not conducted. This research would also open opportunities for future studies. There are multiple sporting events that occur in various locations. Events such as bike week and Miami open in South Florida are annual events that to generate a huge revenue for their local markets. Thus, the impact of these events on their host cities can be compared to the Daytona 500 and others to obtain a better understanding and better analysis of the impact of sporting events on their host regions.

ECONOMIC IMPACT OF MUSIC FESTIVAL TOURISM IN MEMPHIS, TENNESSEE

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Introduction
Memphis, Tennessee is the Home of the Blues and the Birthplace of Rock ‘n’ Roll (Memphis Convention & Visitors Bureau, 2017). Memphis is known for its iconic music scenes like Graceland, Sun Studio, and Beale Street. As such, music tourism is an important factor for the city’s economy (Younger Associates, 2016). Memphis generates revenue by playing host to multiple annual music festivals that capitalize on the city’s musical reputation. Music festivals that feature multiple genres, are well-known, and attract out of town tourists will have greater economic implications for a city than music festivals that do not have these qualities.

Methods
A survey has been adapted from another academic study on concert attendance and preference to music genres (Fink et al., 1985). The survey can be administered online to tourists who have purchased tickets to music festivals or via follow-up email post-festival. Interviews with industry professionals should be included to determine what role music festival familiarity plays in economic implications. Meta-analyses of previous research on music festival familiarity can measure economic impact. Academic works that study music festivals in other American cities can be used to measure economic impact on music festivals in Memphis, Tennessee.

Implications
A survey conducted found that Hip-Hop/Rap, Hymns, Folk, Bluegrass, and Country are the most popular genres of music in America (Fink et al., 1985). The 2016 Beale Street Music Festival in Memphis featured multiple acts from four out of five of these genres. The economic impact of the that music festival was $39,402,981. It could be implied that the more diverse the music festival, the greater the economic implications for the host city.

Popularity is an important factor to consider. Coachella, a Californian music festival, is known by 36% of America’s general population. Bonnaroo, a Tennessean music festival, is known by 21% of America’s population. (The Nielsen Company, 2016). Coachella recorded an economic impact of $403 million while Bonnaroo brought in $50 million. It could be implied that the more recognizable the music festival, the greater the economic implications for the city.

The Waterfront Concert series in Bangor, Maine included acts: Bob Dylan, Barenaked Ladies, Def Leppard, Jason Aldean, Godsmack, and more (Gabe, 2013). The study of drive times to Bangor found that in 2012, 33% of attendees drove an hour or less while the remaining 67% drove over an hour. In a three-year average, 44.2% drove an hour or less while 55.8% drove over an hour (Gabe, 2013). This could imply that out of town tourists have the greatest impact on music festival host cities because they make up the majority of attendees.
EXAMINING NON-REVENUE TOURISM AND COMMUNITY IMPACTS OF RETAIL CANNABIS

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Introduction
Recreational cannabis became legal in the state of Washington on July 8th, 2014. Tourism businesses, destination managers and communities where cannabis is sold recreationally have encountered a new challenge of understanding the needs of the new niche market of cannabis tourists and the community members where cannabis retail locations exist. The first goal of this research is to determine what effect, if any, cannabis shops have on communities where cannabis tourist’s visit cannabis retail locations. Do cannabis shops effect a tourist’s affect toward a destination? Does it make them more likely to return to the area? Are they more likely to spread positive word-of-mouth of the community? The second goal of this research is to determine where cannabis shops fit into the sense of community that exists in a cannabis retail location. What does the cannabis shop mean to locals? Is it a place of community gathering that strengthens community bonds? What does it mean to their sense of place for their home community? These questions have not been researched and are vital in understanding where the cannabis shops industry fits into the economic and social landscapes of communities where cannabis retail sales are attracting tourists. The purpose of this research is to examine the non-economic impacts of retail cannabis sales, hypotheses for the study are focused around understanding non-revenue social impacts of cannabis tourist visitors to recreational cannabis outlets. The approach is two-pronged: 1) to examine the impact of retail cannabis outlets on tourists’ sense of place of a destination and the impact it has on word of mouth marketing, and 2) to examine sense of place and sense of community as a social impact for local people who live in communities with local cannabis shops.

Methods
This research will adopt a case study approach using mixed methods. Two cannabis shops will participate in Washington for the pilot study. Case studies are defined by Veal (2006) as useful for understanding people, events, experiences and organizations in their social and historical context. This will be an important perspective to assist with understanding the non-revenue impacts of cannabis shops in Washington. In addition, case studies are also suitable for the quantitative and qualitative paradigms of tourism research to answer exploratory questions and to obtain place-specific conceptual insight that can be tested for wider applicability (Singh, Milne & Hull, 2012). The research is expected to expand to all Washington cannabis locations over the next three to five years.

Results/Discussion/Implications
As more states vote to legalize recreational cannabis, research should continue to evaluate the various non-revenue impacts within the cannabis tourist markets to help cannabis businesses and communities where cannabis sales exist to better understand their needs and meet their expectations.
HOW PERCEPTIONS OF MEDICAL TOURISM VARY BASED ON DIFFERENT GENERATIONS: BABY BOOMER AND GENERATION Y

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Introduction
Medical tourism is one of the fastest growing markets. Medical tourism refers to patients traveling to another country to receive either cheaper or higher quality health care than they had access to in their home countries, and in some cases even both. Medical tourism is also known as “the most lucrative hospitality sector for many countries” because it is increasing in terms of both the medical and tourist markets (Han, 2013, p. 1; Yu & Ko, 2015). The medical tourism market generated around USD 10.5 billion in 2012, and the number of medical tourists will exceed USD 32.5 million by 2019 (Future Marketing Insight, 2016). Within the United States, medical coverage is expensive, with middle- to low-class citizens unable to afford insurance, causing them to visit other countries to receive treatment at a more affordable cost (Turner, 2010; Wood, 2017).

This swift expansion of the medical market impacts the Asian market, especially Thailand, Singapore, India, South Korea, China, and Japan; these countries have started to attract foreign patients, thereby improving the quality of medical services for foreign patients (Turner, 2010). Many studies have been conducted on medical tourism and the motivations and perceptions of medical tourists in the Asian market. However, limited research has been conducted on Americans’ perceptions of medical tourism, even though the rate of North American outbound medical tourism has risen. Therefore, the purpose of this research study is to determine the different perceptions of baby boomers and Generation Y toward medical tourism.

Methods
Participants will be divided into two groups; the first will be baby boomers, born between 1946 and 1960, and the second will be members of Generation Y, born between 1981 and 1999. The two groups will be compared to examine the differences in their perceptions. The questionnaire will explore the perceptions of the medical tourism market among the different generations. The questionnaire will combine prior studies (Dend & Ritchie, 2016; Larsen et al, 2009; Fuchs, 2013). For the data analysis, IBM SPSS Statistics 22 software will be used. Descriptive statistics, correlation analysis, and an independent-samples t-test will be applied to test the hypotheses.

Results/Discussion/Implications
Understanding the different perceptions of baby boomers and members of Generation Y is important for analyzing the medical tourism market. The results of this research will show medical travelers’ behavior. Additionally, the results will allow for a better understanding of how to meet the needs of these groups and how to market material to them, thereby allowing for an increase in the medical tourism market size.
HOW SOCIAL MEDIA IMPACTS CHINESE GENERATION Y TRAVELERS’ DECISIONS ABOUT INTERNATIONAL TRAVEL

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Introduction
The Chinese outbound market has been rapidly growing throughout the world (Dragon Trail Interactive, 2017). In 2016, the number of Chinese outbound tourists reached a record of 122 million (World Travel Online, 2017). According to a report from the World Tourism Organization (2017), Chinese tourists spent 12% more traveling abroad in 2016 compared to previous years. In particular, Chinese Generation Y travelers are the biggest spenders among Asian Generation Y individuals. They spend upward of $14,000 on travel each year (Simson, 2016). In addition, 93% of Chinese Generation Y individuals stated that travel is significant in their lives because it is part of their identity (Dragon Trail Interactive, 2017).

Social media may impact Chinese travelers’ visiting intentions, especially those of Generation Y individuals. In China, 80% of travelers use social media to plan and book their trips, and 30% of Generation Y individuals use social media when making travel decisions (Andrews, 2015). The most popular social media platforms in China are Tencent WeChat, Sina Weibo, and Tencent QQ (Millward, 2013). According to a report from Dragon Trail Interactive (2017), 48% of Chinese Generation Y respondents received travel information from a WeChat subscription. Even though social media plays an important role in travelers’ decision-making in China, limited research has been conducted that considers the perceptions of different age groups, especially Chinese Generation Y travelers. Therefore, this study aims to explore how social media platforms influence Chinese Generation Y travelers’ international-travel decisions.

Methods
The questionnaire will be designed to examine Chinese Generation Y individuals’ motivation for social media usage when they are looking for international-travel information and the way in which the information influences their decisions. It will consist of three sections. The first section will gather each respondent’s level of experience in terms of social media and international travel; the second section will comprise their perceptions of functional dimensions, and the third section will consist of questions designed to gather respondents’ demographic profiles. Data will be collected by a self-administered questionnaire through Qualtrics. Participants will be Chinese Generation Y travelers born between 1981 and 1999 who have had international-travel experience within the past year. We will use IBM SPSS Statistics 22 software for the descriptive statistics and the regression model.

Results/Discussion/Implications
The results of this study will determine Chinese Generation Y’s social media usage and social media preferences for international travel. Also, the results will show why Chinese Generation Y tourists are willing to search for and follow the travel information provided by different social media networks both before and during their trips. This study will contribute to the expansion of the research on Chinese travelers’ information-seeking behavior and provide insight into how the tourism market can provide travel information through social media.
HUMAN-WILDLIFE INTERACTIONS IN NATURAL PLACES—
A SYSTEMATIC REVIEW

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Introduction
As cities and suburbs expand and human activities stretch to previously unexploited areas, interactions between human and wildlife have increased, especially the non-consumptive forms such as recreation and passive-appreciation activities (Kretser, Curtis, Francis, Pendall, & Knuth, 2009). With tourism becoming more prevalent and affordable—particularly sustainable and educative forms such as nature-based tourism—the probability of more frequent and in-depth human-wildlife encounters is greater.

It is essential to acquire increased knowledge of tourists in terms of expectation, motivation, and satisfaction regarding their interactions with wildlife in natural settings, which allows for more effective management of wildlife and tourism activities to achieve the ultimate goal of conservation (Reynolds & Braithwaite, 2001). Additionally, the impact of human-wildlife interactions on the attitudes and behaviors of humans visiting natural places as well as on wildlife and the broader concept of biodiversity need to be examined. This paper aims to explore and analyze extant literature regarding human-wildlife interactions in natural places to gain a holistic understanding of previously investigated subjects, and to identify emerging trends in previous studies and research gaps in the field.

Methods
Systematic review is a method to systematically search for, appraise, and synthesize research evidences in a comprehensive, transparent, and rigorous manner (Victor, 2008). Based on the guidelines provided in previous literature, the following steps are taken: 1) Define review scope. Evidences and perspectives of expectation, motivation, and satisfaction regarding visitor experiences in natural places and related impacts of human-wildlife encounters are expected to be discovered and examined. 2) Search for relevant studies. Databases (e.g., Hospitality & Tourism Complete) are used to locate relevant studies, and studies published between 2000 and 2017 are searched for using a set of keywords. 3) Document screening and selection. A preliminary screening is conducted by reading article titles and abstracts, and a detailed set of inclusion and exclusion criteria will be developed to conduct a second screening to obtain the final study sample. 4) Coding and analysis. By reading through the full text of the included articles, categories will be identified to describe all pertinent aspects of the content. 5) Data extraction and research synthesis. A data-extraction form will be constructed to transparently document the reviewing procedure. Research synthesis will be conducted to identify trends and themes, and findings will be summarized in a structured, narrative manner with the assistance of tabular presentations.

Results/Discussion/Implications
Current literature covers various contexts and emphasizes different dimensions of human-wildlife interactions, which makes it difficult for researchers and practitioners in the field to draw key findings and implications. The present paper aims to use systematic review to provide a big-picture overview of the research topic to enable more appropriate practical implications to be made and to allow for richer discussions for future studies.
MEDIATED GUEST AND HOST RELATIONS: A SOCIAL MEDIA FRAMEWORK

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Introduction
The guest and host relations are usually examined in terms of either the guest experience or the host attitude in tourism literature. This study approaches the relationship by discussing both facets, in recognition of the value of interactions attached to it by both groups. As technology has become a prevalent factor in human interactions, it is vital to understand how the guest and host interaction has evolved with technological advancement. Readiness of the social-media platforms has enabled tourists (guests) to access, create, and share information, emotions, and experiential moments and transformed landscapes of mediation in tourism. Effects of the technology on mediating guest experience has been formerly investigated in literature but how they affect guest and host relationship remains unexplored. The present study aims to examine such relationship and the mediating role of social media. The objectives of this study are two-fold: 1) to develop a framework for understanding guest and host relationship through integrating the theories of guest experience and host attitude; and 2) to determine the role of social-media in mediating this relationship.

Methods
The study employs mixed methods to develop the constructs for a robust guest and host relationship framework by taking into full consideration the prevalence of social media in tourism. To examine the relationship and the mediation by social media, the study will use an expert panel encompassing connoisseurs of academics as well as the destination marketing professionals via in-depth interviews. The survey instrument will be designed in consultation with the expert panel and will be validated with literature review. The survey thus designed will be used to investigate both tourists (guest) and the locals (host) to understand the mediating role of social-media in their relationship.

Preliminary Outcome
A framework is proposed to understand guest and host relationship in the age of social media. The framework suggests that social media mediates this relationship by influencing both guest experience and the host attitude. Guest experience is mediated by internet and mobile technology in all three temporal dimensions of guest experience, i.e., anticipatory, experiential, and reflective. It facilitates guests’ need for functional and social information, novelty, and inter-cultural interactions and influences guest activities and emotions. Hosts’ involvement in tourism and their received benefits are mediated by social media through facilitation of interaction and socio-economic exchange, since an enjoyable and cooperative interaction with the guests induces positive attitude among host community. The favorable host attitude is gained when hosts believe general and personal benefits from this relationship. A survey instrument will be developed and validated to test the relationships among the constructs in the framework. This study is expected to advance the knowledge on guest and host relationship and to provide both academic and practical implications.
RECYCLING IN THE MINDS OF FESTIVAL ATTENDEES:
THE EFFECT OF CONSTRUAL LEVEL ON RECYCLING INTENTIONS

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Introduction
Zero waste events have become a popular sustainable theme for public events ever since they were first introduced to the 2012 London Olympic Games (The International Olympics Organization, 2012). However, the effect of a specific recycling goal on attendees’ compliance has rarely been discussed for environmental efforts at a festival event in the literature.

Recycling is a pro-environmental behavior (PEB) to minimize negative human impacts on the environment (Osbaldiston & Schott, 2012). In particular, recycling is one of the environmental challenges that festival organizers are addressing. Recycling behaviors tend to be driven primarily by perceptions of convenience, even when people are concerned about environmental issues. It is therefore worthwhile investigating, under what message condition, environmental concerns (EC) can be bolstered to encourage recycling efforts.

A matching between the message frame of a behavior and people’s construal (mental representation) of the behavior influences their behavioral intentions. Construal level theory (CLT) states that people construe behaviors at different levels of abstraction. Psychological distance to a behavior determines people’s construal. Recycling is perceived to be psychologically close to people, who are generally concerned about how to recycle properly. Drawing on goal-setting theory, the perceived specificity of a goal influences people’s construal of a goal at the low-level CL. This research aims to determine which goal, non-specific vs. specific (100% recycling), is most effective at inducing recycling intentions by matching it with a concrete vs. abstract recycling message frame. For the purpose, this experimental study will examine when the interplay between goal specificity and the message frame will moderate the relationship between EC and recycling intentions in a festival setting.

Methods
In a between-subject experimental design, a festival scenario will be introduced to 200 participants, who will then be randomly assigned to one of the two recycling goal (non-specific vs. specific) × 2 construal message frame (how vs. why) conditions. Manipulation checks will be conducted. Environmental concerns and recycling intentions will be measured with five seven-point Likert-scale items. Participants will be recruited via the online survey platform Qualtrics. A comparison of structured means and multi-group analysis across four message conditions will be conducted in a structural model using IBM SPSS and Mplus 8.0.

Results/Discussion/Implications
The current study should demonstrate that the matching effects of goal specificity and construal frame in a recycling message will have a significant impact on the relationship between environmental concerns and festival attendees’ recycling intentions. The integrative framework adopted for this study will provide a new theoretical approach to developing an effective message for PEB. The findings will provide researchers and practitioners alike with insights into the construction of persuasive recycling messages.
RURAL AGRITOURISM IN NORTH TEXAS: A SWOT-ANP ANALYSIS

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Introduction
Rural agritourism is an opportunity for framers to expand their economy beyond agricultural activities. This kind of diversification is being used by Texas farmers to adapt to a changing agricultural context with the goal of preserving their lifestyles (Barbieri, Mahoney, 2009).

Agritourism in the North Texas Region holds significant potential for economic diversification of farm operators. However, there is a lack of research examining the factors affecting operation of agritourism practices in North Texas which can be filled by finding the SWOT in agritourism, allowing the long-term advancement of agritourism as an option for economic diversification motivated by the ability to supplement their farm income (Nickerson, Black, McCool, 2001).

Methods
SWOT-ANP will be vital in understanding the interdependencies between the factors, thus enabling identification of the most important factors for the operators to understand, via comparing them in terms of relative importance (Catron, Stainback, Dwivedi, & Lhotka, 2013). Two rural counties of Montague and Cooke have been selected based on the Center for Health Statistics Texas Department of State Health Services (2015) published classifications of rural and urban counties.

In person interviews will be conducted with agritourism operators to identify and compare factors. This data will be analyzed using the eigenvalue method for pairwise comparisons in a reciprocal matrix. After the analysis the most significant factors impacting the agritourism entrepreneur in North Texas can be identified, and informed suggestions can be made to them.

Results/Discussion/Implications
The study will allow us to identify factors affecting agritourism practice, as well as quantitative assessment of factors within each category (i.e., SWOT) and across the categories, so that prioritization is possible to foster sustainable practice of agritourism. This will also create a more complete body of literature for future scholars as this fills a gap in the body of works concerning SWOT analyses of agritourism enterprises. From the practitioner’s perspective, results will be applicable to extension agents and similar entities in promoting agritourism and the continuation of the traditional farm lifestyle of entrepreneurs in the rural parts of North Texas who are involved in agritourism ventures (Brandth, Haugen, 2011).
POLICY ANALYSIS OF PROPERTY TAX INCENTIVES FOR HERITAGE CONSERVATION IN PHILIPPINE CITIES

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Introduction
Heritage cities are important attractions for tourism. To maintain these conservation areas, funding is required. Government resources are however inadequate to address requirements for heritage conservation. Incentives thus encourage private sector conservation initiatives, participation, and compliance with conservation guidelines.

Property tax incentives are one of many options available to entice owners to invest in their properties. While many countries have adopted them, they are not yet available on a national scale in the Philippines. A few local governments have enacted ordinances granting them. The cost of the policy to cities vis-à-vis its effectiveness to increase willingness of owners to preserve their properties has yet to be determined.

This research will conduct a holistic policy analysis of the heritage property tax incentive policies enacted in four cities in the Philippines – San Fernando, Iloilo, Angeles, and Silay. It will analyze the policies from the points of view of both the cities and the building owners.

Methods
This research will follow a mixed methods research design, specifically the concurrent triangulation design (Creswell, 2011, 2015), with the problem being explored by both qualitative and quantitative data collection and analysis. Two quantitative studies will be undertaken as part of the holistic analysis of the policy. Study 1: Analysis of Financial Information determines the actual cost of the incentives to the city. While Study 2: Survey of Property Owners determines perceived effectiveness, willingness of property owners to preserve and invest as a result of the policy, and any changes in mindset and perspectives. In Study 1, real property tax data from cities granting property tax incentives will be collected. The total value of incentives will be compared to the total property taxes collected by the city to understand the cost of the incentives to the cities. In Study 2, information will be collected from property owners through a survey. Two sets of questionnaires using five-point Likert scale will be sent to property to determine their level of agreement or disagreement to statements regarding the operation of heritage tax programs. Open-ended questions will be included in the questionnaire to better understand their concerns and acceptance of incentives vis-à-vis heritage regulations attached to heritage properties.

For the Documentation of Local Legislative Process, ordinances from the cities will be analyzed. Semi-structured interviews with local officials will determine the rationale and process behind the incentives. Semi-structured interviews with local officials of cities that have not granted incentives will determine the reasons why property tax incentives are not yet given to property owners.

Results/Discussion/Implications
The study is needed for policy makers understand if incentive programs are perceived to be effective for heritage conservation in Philippine cities. The results of the study are expected to show support for property tax incentives among property owners. With this information, policy makers can understand whether property tax incentives work to conserve heritage in Philippine cities.
towns and cities, and thus implement more evidence-based policies. It will support the enactment of real property tax incentives in other cities, and on a national level.
THE EFFECTS OF DIFFERENT MESSAGE FRAMING ON CONSUMER SUSTAINABLE BEHAVIOR AND HOTEL BRAND IMAGE: THE MODERATING ROLE OF CULTURAL BACKGROUND

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Introduction
Encouraging environmental responsiveness of consumers has become a major concern in hotel industry (Bohdanowicz, 2005; Kirk, 1995) as hotels play an important role in energy consumption with large quantities of fresh water usage in daily operations (Shang, Basil, & Wymer, 2010). They implement corporate social responsibility (CSR) practices such as reuse programs to encourage customers to reduce the frequency of linen and towel changes (Shang et al., 2010). Particularly, to convince individuals to deviate from routine behaviors, marketers and public policy advocates often use the persuasive power of socio-cultural norms (White & Simpson, 2013) and different message framing (gain vs. loss focused) to increase the persuasiveness of the information (Uskul, Sherman, & Fitzgibbon, 2009). With this mind, the purpose of this paper is to observe the effects of different message framing (gain vs. loss) on sustainable behaviors of hotel customers and hotel brand image based on their cultural background within the foundations of regulatory focus theory. The theory proposes that when an individual is in promotion-focused mode, s/he shows a desire to attain gains, whereas when in prevention-focused mode, his/her behaviors are guided by a need for security and prevention of a loss (Uskul et al., 2009). It has been also found that individuals’ motivations to behave in a certain way show differences depending on their cultural background such as between Eastern (collectivistic) and Western (individualistic) cultures (Lee, Aaker, & Gardner, 2000). Individualistic cultures usually express themselves within their goals and preferences as they are motivated by being unique among others (Triandis, 1989), whereas collectivistic cultures tend to hold a loss prevention perspective and to avoid behaviors that will not be accepted by the community they live in (Heine, Lehman, Markus, & Kitayama 1999). On the other hand, environmentally concerned CSR practices of hotels contribute to create a favorable hotel brand image by associating the brand with ethical and social issues (Berry, 2000; Rust, Zeithaml, & Lemmon, 2000).

Methods
To test the hypotheses, 2 (gain vs. loss) × 2 (individualistic vs. collectivistic) between-subjects experimental designs will be utilized. Participants will be recruited from a national online marketing panel and randomly assigned to one of the two (gain vs. loss message) conditions. A MANOVA will be performed to test the effect of the frame of sustainable message on the intention to participate in sustainability programs of customers and brand image and moderating effects of culture.

Discussion
This paper aims to contribute to the sustainability and hospitality literature by demonstrating the moderating effects of culture on the relationship between message framing and environmental behaviors and hotel brand image.
THE ENVIRONMENTAL AND ECONOMIC IMPACTS OF TOURISM TOWARD SUSTAINABLE DEVELOPMENT

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Introduction
Growing awareness on sustainable development has led to the growth of research on sustainable tourism (Hunter, 1997). The United Nations (UN) declared 2017 as the International Year of Sustainable Tourism for Development, which emphasizes economic, environmental, and social aspects of tourism development (Lindberg, Kreg, Enriquez, & Sproule, 1995; UN, 2015). From the economic perspective of sustainability, tourism helps boost economic growth (Lee & Chang, 2008). For example, the travel and tourism sector in France contributed 3.6% of the total gross domestic product (GDP) in 2016 (World Travel & Tourism Council, 2017).

Although tourism produces beneficial economic outcomes, it can be also one of the principal contributors to environmental problems such as climate change and increased pollution (Creaco & Querini, 2003). However, tourism may help reduce the adverse environmental impacts through sustainable management (Lee & Brahmasrene, 2013). Previous sustainable tourism-based research has generally focused on the perception of sustainable tourism development and sustainable economic growth (Alhowaish, 2016). However, research on identifying how tourist activities are related to the environmental consequences, in order to understand the adverse impacts of tourism activities is limited (Gossling, 2002).

Thus, this paper aspires to comprehensively address the economic and environmental impacts of tourism toward sustainable development. It aims to identify the dynamic relationships between tourism demand, economic (e.g., GDP) and environment-related factors (e.g., energy use) in the top ten tourism destinations (e.g., France, USA, Spain, etc.).

Methods
France, USA, Spain, China, Italy, UK, Germany, Mexico, Thailand, and Turkey will be selected for this data analysis as they are the 10 most visited destinations by international tourist arrivals (United Nations World Tourism Organization, 2017). Econometric models will be developed using annual data on tourism arrivals, GDP growth, electric power consumption (kWh per capita), CO2 emissions from transport (% of total fuel combustion), and energy use (kg of oil equivalent per capita) based on the 1995-2013 database that was published by World Bank.

For data analysis, this study will use a time-series analysis based on panel Granger causality and vector autoregressive model to investigate the economic and environmental impacts of tourism. In addition, the Fisher-augmented Dickey-Fuller test will be performed to inspect non-seasonal stationarity panel time series data (Maddala & Wu, 1999).

Results/Discussion/Implications
This study has significant implications for the tourism and hospitality industries. This study will provide useful information of the economic and environmental impacts of tourism toward sustainable development. The findings will help tourism destinations develop tailored tourism promotion policies and tourism strategies, which can balance economic development and environmental sustainability.

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SAFETY AND SECURITY CONCERNS OF TOURISTS: AFTERMATH OF TERRORIST ATTACKS IN TURKEY
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Introduction
Despite worldwide disasters and crises, 1.23 billion tourists traveled internationally in 2016, demonstrating the resiliency of the tourism industry (UNWTO, 2016, p. 3). Terrorist attacks and acts of extremism, rising significantly since 2004, influence risk perceptions, affecting safety and security concerns, calling for an industry-specific line of research (Brown, Rovins, Feldmann, Orchiston, & Johnson, 2017; Institute for Economics & Peace, 2016, p. 18; Sonmez & Graefe, 1998). This study investigates leisure tourists’ safety and security concerns, while considering underlying terrorism risk, during the pre-experience and on-site experience travel phases to Turkey, setting forth two primary objectives:
1. To understand tourists’ perceived safety and security concerns in the aftermath of recent terrorist attacks, and
2. To examine tourists’ actual safety and security concerns, individual risk perceptions, and perceptions of crisis preparedness in the destination.

Methods
This research will undertake a mixed-methods approach by means of questionnaires, distributed to tourists, and qualitative interviews. Pre-experience phase questions will measure perceived safety and security concerns with travel to Turkey, analyzing risk reduction strategies operationalized by Fuchs and Reichel (2011). On-site experience will focus on actual safety and security attributes and avoidance and fear components. Sense of safety measures are adopted from Fishhoff, Bruine de Bruin, Perrin, and Downs (2004). The study will measure perceived risk conceptualized by Desivilya, Teitler-Regev, and Shahrabani (2014), psychographic variables, specifically personality, set forth by Hajibaba, Boztug, and Dolnicar (2016), and perceptions of destination crisis preparedness from Prati and Pietrantoni (2016). Finally, demographic characteristics and trip logistical information will be gathered, informing respondents’ profiles.

Complementing the survey results, interviews will be undertaken with tourism stakeholders such as destination marketing organizations, hotels, and tour operators to understand how safety and security concerns affect their operations.

Results/Discussion/Implications
The research addresses calls by Williams and Baláž (2015) to understand how individual tourists perceive various types of risk and uncertainty, their competence to manage such risk, and how this influences their pre-experience and on-site experience decisions. Effectively addressing this gap will discern causalities in the complex relationship between knowledge, risk, and behavior. The resultant model will lead to calls for validation in additional contexts and will yield beneficial outcomes for tourism firms, marketing practitioners, and destination managers.
TRANSFORMING RURAL ECONOMY WITH TOURISM TO IMPROVE QUALITY OF LIFE: DAYE COUNTY, CHINA

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Introduction
Rural tourism in China is developing rapidly in a variety of forms (Zhou, 2017). This study applies a case study approach to examine how rural tourism is strategized to transform the economic structure of rural communities and at the same time to improve quality of life (QOL) for the residents. The case study describes one specific project of “China Rural Horticultural Exposition” adopted by the case destination, Daye County, China, identifies unique features of the project, and examines its outcomes as evaluated by different groups of stakeholders in terms of improving QOL for the residents as the result. This study is expected to contribute to the understanding of rural tourism development as practiced at the grassroots level in China.

The Case in Brief: Daye County, China
The economy of Daye County was dependent on heavy industry and mining, both of which were declining due to the depletion of natural resources (Zhao, Tang, & Wang, 2015). To strive towards sustainable development in the long term, the people and the government of Daye County searched for alternative economic activities and identified rural tourism as one of the most viable choices. The most successful program—“Chinese Rural Horticultural Exposition” (CRHE)—has been held annually to speed up the rise of rural tourism as a transformative force and to optimize its effect on improving QOL for communities scattered across the county.

Preliminary Findings
A cursory review of public reports indicates that the implementation of the strategies through the annual-themed CRHE is characterized by three features: consistent branding, diversified cooperation, and village rejuvenation. First, from 2014 to 2016, the CRHE brand is consistent from visual identities, to destination images, and to media communications in different locations with different themes. Second, the brand and annual operation of CRHE are coordinated by an association that consists of people from diverse backgrounds. Third, while CRHE is to attract tourists mainly from outside of the county, it has become a rally to rejuvenate rural villages at and near the sites of CRHE. In these villages, infrastructure and service facilities have been improved, and the cultural relics, traditions, natural resources and the environment have been protected.

Next Steps
The next steps will include a more comprehensive presentation about the characteristics of the CRHE project and quantification of the three features. It will be achieved through the collection and analysis of secondary data from the Association of CRHE, other organizations involved in the CRHE, and government offices of Daye County. Primary data will be collected and analyzed through personal interviews and focus group sessions with different stakeholder groups in order to examine the project’s outcomes as evaluated by different groups of stakeholders in terms of improving QOL for the residents as the result. The interviewees include the staff from the Association of CRHE, government officials, corporate managers, and villagers.