Preface

Hospitality and Tourism are truly global in nature. This industry is the second largest employer in the world with one in 11 jobs being related to tourism. According to World Tourism Organization (UNWTO, 2015), over 1 billion tourists have contributed over $1.3 trillion in aggregate exports in 2013. The U.S. Travel Association alone estimates that in 2014 tourism in the U.S. contributes $2.1 trillion in economic impact and about $133.9 billion in taxes. In 2015 the restaurant sector which consist of one million restaurants in the U.S. alone, will generate $1.9 billion daily sales ($709.2 billion annual sales) with 1.5% restaurant industry sales increase in real (inflation-adjusted) terms. It shares 4% sales of the U.S. gross domestic product and 47%: Restaurant industry share of the food dollar. It employees 14 million people and by 2025 it will create 1.7 million new restaurant jobs. Over 10% of the Restaurant workforce as part of the overall U.S. workforce.

The purpose of this book is to contribute to the body of knowledge of Research on Global Hospitality and Tourism Management. It meets the demand for contemporary and futuristic Global Hospitality and Tourism Management learning tool that encompasses knowledge of theory and practice for all stakeholders involved in the Global Hospitality Industry, the largest industry in the world.

This book takes a global view of the challenges and opportunities hospitality and tourism managers face in the global market place. I am pleased to share with you that this book is conceptualized as a scholarly resource, with research articles from four continents. Specifically, the book aims at expanding the concept of “Global Hospitality and Tourism Management” by focusing on what is required to manage modern and ever-challenging hotel enterprises as well as tourism destinations. As the title suggests the book offers valuable discoveries and confirmations based on scientific research and blind peer reviews within the framework of hospitality and future developments in the global market place. The book is based on arduous theoretical and practical development. It is an ideal tool for global hospitality and tourism managers and researchers.

The topics covered include: Business Development / emerging hotel typology, ISO Certification, Strategy, Destination/ marketing management, Organization Behavior, Managerial-Corporate Finance, Global strategy and competitiveness, Social Media-Internet Marketing-Digital Marketing, Organizational citizenship behavior, Global marketing, Wellness trends, Cultural awareness, Tourism development, Food Trends, Innovation, Menu marketing, Strategic Risk Management, Virtual Enterprise, Tourism development, Strategic Alliance, Sustainability, Competitive advantage, Global Sex and Romance Tourism, Integrated marketing, Communication, Medical Tourism, Consumer Behavior and CSR, Strategic Human Resources Management.
In chapter 1, Camillo, Presenza and Di Virgilio discuss the characteristics and dynamic development of an emergent hotel business model in Italy: “Albergo Diffuso” (Diffused Hotel). A hotel typology that is emerging as a sustainable accommodation with the potential to compete and establish itself as a viable hotel business.

In chapter 2 the authors Hamzah, Karim, Camillo and Holt present the challenges in establishing environmental management systems in tourism and hospitality establishments. The conceptual paper investigates the challenges and opportunities within the concept of sustainability to raise awareness of the importance of Environmental Management Systems (EMS) and stimulate changes in the way management puts its effort toward enhancing the value these establishments put on adoption and implementation of EMS.

In chapter 3 Camillo and Di Pietro discuss the findings of an investigation on cultural cuisine of mainland China. Since China opened the doors to international trade, Chinese consumers have been exposed to both Italian cuisine and Italian food and beverage products. The aim of this study is to investigate the factors which contribute to the popularity of Italian cuisine in mainland China and identify implications for restaurant operators. Specifically the study identifies those factors that may or may not contribute to the expansion and sustainability of Italian cuisine in mainland China.

In chapter 4, Cassidy and Hume present the global perspective of tourism by examining core and peripheral destinations which are very significant to the South Pacific Island tourism because of core and peripheral islands. Core and peripheral destinations are very significant to island tourism because of core and peripheral islands. Peripheral locations may be disadvantaged as they are isolated from the core or economic centers and from the main population. This chapter reviews literature on the complexity of core and peripheral destinations, their development, planning, marketing and management together with local resident’s perceptions of tourists and the tourist’s expectations. The South Pacific is defined and it’s Colonial past discussed together with tourist motivations. It is becoming increasingly difficult for all stakeholders to agree on programs and tourism practices and that various South Pacific countries have different ways of collecting statistical data resulting in few generic standards to adhere to.

Moving on to chapter 5, Barbini e Presuti discuss the role of Destination Management Organizations (DMOs) in exploiting global opportunities of tourism destinations. Specifically they examine, compare and contrast an established mass-tourism destination and a new destination. By investigating this relationship they also analyze how cooperation has developed during the years within two destinations, and if actually hospitality stakeholders are interested in cooperating with DMOs, in achieving the destinations’ common goals.

The hospitality industry was one the first industries to become global. Within the framework of globalization and management, expatriates play an important role. In chapter 6, Causin and Ngwenya discuss the findings of a study on the influence of national culture and organizational culture on the success of an expatriate overseas assignment. The findings indicate that there were underlying dimensions that contributed to the success of hospitality expatriate executives on their overseas assignment.

Businesses of tourist destinations face the constant challenge of managing foreign currency. Although payments in U.S. dollar is the norm, the actual receipt must be converted in the local currency. The actual exchange rate and dollar multiplier will have an effect on future pricing and decision making by the tourists. In chapter 7 Samırkaş and Samırkaş investigate the foreign exchange rate and changes in the value of various currencies that can affect tourism, especially with regards to the demands of the tourists themselves. By using the Johansen cointegration and Granger causality tests, their study focused on identifying the relationship between currency exchange rates and the demand for tourism in Turkey.
Related to chapter 1 is chapter 8. Tani and Papaluca analyze the role of local area resources in the global hospitality market as a way for small and medium enterprises to create a portfolio of distinctive resources to reach a sustainable competitive advantage position in the international markets. The chapter adopts a resource based and market-driven approach to identify the resources’ role in shaping competitive advantages. The chapter discuss the example of a successful “Albergo Diffuso” (diffused hotel) in the Abruzzi region in Italy which identifies the core resources and those needed to support the strategies in creating a successful tourism product.

The Hospitality and Tourism industry today would not be able to compete and operate without the use of effective and efficient IT infrastructure. Within this context Nadda et al discuss in chapter 9 the role of social media in tourism. Websites and social media provide a wealth of information with regards to experiences and review of the destination, property, facilities and restaurants. In fact, social media has added new channels of communication to tourists. Most tourists always use the Internet for destination information seeking to decision-making. The tourism industry value chain starting from countries tourism boards, tourism agents, tour operators, transportations and airline companies, hotel and restaurant operators, destination management companies and local tourism management organization all use social media tools to reach potential customers. Therefore, businesses operating within the industry are compelled to using social media as the main vehicle of marketing exposure to potential customers.

In chapter 10 the authors Di Virgilio, Presenza and Sheehan, raise awareness that human resources are a vital part of the industry. They conducted a field study on the topic of organizational citizenship behavior by using the Italian hospitality industry as an example. They conducted a survey with 848 frontline employees from 63 hotels. The findings show that contingent employees exhibited less helping behavior than permanent employees but no difference in their voice behavior. In addition, work status was found to make more of a difference in both helping and voice in less work centrality organizations. Hotel managers are encouraged to focus attention on individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Particularly in Italy, it would be advantageous to develop retention strategies for talented people that exhibit a high degree of organizational citizenship behavior.

It is true that a hotel operation could not remain viable without food and beverage service and amenities. Luxury properties have expanded their offerings by including all possible products and service a guest can purchase. In chapter 11 Lin discusses the Marketing of Global Luxury Spa and Wellness Trends, Experiences, and Challenges within the industry. She argues that luxury hotel and resort spas have been perceived and criticized for their similarities and for not having a true authentic or culturally thematic identity, and for losing their original intention of a spa experience due to rapid commercialization. Lin highlights some of the important global market trends that force all sectors of the travel industry to gear towards a healthy, wellness-minded concept in designing their products and services, attempts to define wellness tourism and the meaning of spa and addresses several under-researched variables that account for a crucial role in differentiating or characterizing a spa’s identity and customers’ preferences or perceived authenticity of a spa.

Scholars of hospitality and tourism have researched the effect of culture on customer service however, there is much more to learn at the country level and on the micro level. In chapter 12, Liao, Soltani, and Wang present the results of an investigation on the influence of national culture on customer service experience in China. The chapter attends to these suggestions and examines the practice of service quality in the hospitality sector in the Republic of China (Taiwan) so it may serve as reference point against which to interpret the fieldwork data of cross-cultural service quality research and its implications for
customers’ (e.g. tourists) perceptions towards service quality. They posit that recent research on the topic has exposed theoretical and methodological weakness of the Hofstede paradigm, thereby raising legitimate concern over the use of the Hofstede paradigm as a theory. It has been suggested to go beyond Hofstede’s cultural framework and use Asian cultural norms which might provide additional insight into the impact of cultural values and norms on service quality dimensions and the resultant implications for customer expectations and satisfaction.

Tourism has become a significant source of revenue form many countries. However; many countries, especially those under developed are still in their infancy stage of tourism development. In chapter 13, Saner, Yiu, and Filadoro discuss the challenges and opportunities of tourism development in the least developed countries. They argue that effective tourism strategies of a developing country can create revenue generating opportunities (tax revenues) and provide sustainable employment for semi-skilled or unskilled workers. Such tourism development strategies require systemic thinking and comprehensive investment portfolio strategies regarding the tourism industry as a whole, i.e. going beyond investing in hotels, but also including transportation infrastructure, catering, restaurants, safe water, financial system etc. In other words, the destination countries need to review their tourism value & supply chains and identify structural impediments to the full utilization of their tourism assets and facilities.

In chapter 14, Georgiadou and Iasonos discuss the topic of diversity in hotel industry: satisfaction, retention, teamwork. They introduce the notion of diversity in hotel industry: its role, its interrelationship with productivity, retention and motivation. Hence, the right to difference and diversity should be incorporated not only in the whole range of processes, strategies, and actions of the company but also within the corporate culture. Indeed they confirm that managing human resources in the hospitality industry is a challenging task. In today’s competitive environment, an increasing number of organizations invest in promoting diversity in the workplace. Therefore, it is very important to understand “how diversity impacts individual and team processes and outcomes in the workplace”.

The globalization of cuisines has inspired hotel and restaurant business to consider important trends in menu innovation. In chapter 15, Mifli, Hashim, and Zainal investigate the impact of food trends on menu innovation analyzing the strategies of the restaurant industry in Malaysia. They determined that the search for the right ‘pedigree’ of innovative menus is endless. As the consumer foodservice markets are converging to one global market, increasingly demand for new menus is evitable posing a huge challenge for restaurateurs in managing their new menu innovation. Empirically, little is known in managing menu innovation amid facing market uncertainty. While there are several attributes that have been known to impact menu innovation, the chapter specifically aims to provide empirical evidence of the moderating effect of food trends on the link between innovation orientations and new menu development (NMD) process.

In line with chapter 9, Jeong touches on the use of technology by examining Risk Management Strategies and Management Implication of Cultural Difference for a P2P Virtual Enterprise. In chapter 16, the author examines and compares closely two virtual travel enterprises, Couchsurfing.org (CS, USA) and Gilbut.net (Gilbut, Korea). These platforms allow people to offer free travel resources including information, accommodation and transportation. Both organizations have become a mission driven enterprises similar to a not for profit model, and are run without receiving any advertising funds from the private sector. Their different cultural orientation provides interesting insights that emphasize same core strategies to create a critical mass of highly motivated contributors. At the same time, cultural dif-
ferences suggest that technical features and core designs should be customized according to the cultural preferences such as the degree of individual visibilities and strong/weak group identity. Comparison of both networks provides an invaluable insight to understand how critical it is to set up strategic online features in order to promote reciprocity and a certain degree of anonymity.

Drawing on the investigation highlighted in chapter 13 Yiu, Saner, and Lee, discuss the case of Lesotho as a tourism destination in chapter 17. Specifically they conduct an analysis of Lesotho’s current tourism products and potential for growth. The analysis includes assessments on how to improve performance and sustainability of the tourism industry in Lesotho including greater utilization of existing tourism infrastructure and further development of Lesotho’s tourism products and how Lesotho could increase the number of its tourists. In 2011, tourism revenues contributed 1.4% to Lesotho’s economy. Tourism development has been identified as a sector that can reduce poverty as well as absorb low or semi-skilled labor. They posit that boosting the tourism sector in the Kingdom of Lesotho would work towards alleviating poverty in the Kingdom overall.

The airline industry flows under the umbrella of the global hospitality industry.

In chapter 18 Akamavi, Xu and Mitreva investigate how pre-alliance motives do and strategies affect post-alliance performance in the airline industry as the base for a future research agenda. They concluded that the global airline industry has currently experienced major changes toward cooperation, where competitive advantages can be built via alliance memberships. The pressure of forming an appropriate alliance strategy is increasing because the airline industry has currently experienced uppermost shifts: intensive rivalry, rapid growth of technological explosion, environmental and terrorist events, etc. Despite positive pre-alliance motivations as recognized in most cases, after certain alliances strategies are formed and implemented, the post-alliance performance is not always satisfactory; indeed an under explored phenomenon. The study therefore, looks into the triple relationships among: motives, strategy and performance and attempts to explore the main factors consisting of each triple dimension and then the linkages between them. Subsequently, it identifies theoretical gaps which indicate areas of further investigations.

In chapter 19, Calhoun and Douglas undertake the task to conduct An Analysis of Hospitality and Tourism Research within the context of Learning Organization’s (LO) influence on sustainability practices. They determine that learning organizations (LOs) have been identified as an innovative practice essential for global businesses to not only effectively compete in today’s dynamic environment, but also to achieve and maintain a sustainable competitive advantage and increase overall firm performance. In the context of hospitality and tourism businesses, the literature examining LOs is limited though a wealth of studies have been conducted in the mainstream. Using a qualitative approach, they conducted a content analysis to investigate its impact on sustainability practices in hospitality and tourism organizations. The results indicate that destinations in particular have adopted this approach to compete globally and to address triple-bottom line sustainability.

Tourism typology and development have expanded significantly. Among the many form of tourism Smith identified Sex Tourism as a viable typology. In chapter 20 Smith discusses the Privileges and Problems of “Female Sex Tourism” and explores the intersections of culture, commodification, and consumption of foreign romance. Smith determined that a global consumer phenomenon has evolved over several decades. Even with recent strides in their social and economic empowerment, many women in advanced countries still are marginalized by constraints to freedom, mobility, and expression in many aspects of life. However, scholarly and anecdotal evidence suggest that sex tourism (combined travel and compensated sexual experiences abroad) has provided some women escape from such domestic con-
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straitns and entrée to a wealth of cultural privileges within their foreign destinations. Blending thought and theory from different disciplines, the chapter examines the obscure history, expansion, and evolution of female sex tourism. While female sex tourism is similar, but not identical, to male sex tourism, each variety is contingent upon a market paradigm that involves intersections of culture, commodification, and consumption of transacted (relations with) marginalized persons in select foreign countries. Thus, despite its liberating possibilities for women, this institution of tourism also relies upon and reinforces social structures that marginalize foreign romantic partners and their communities located predominantly in the developing world. Moving beyond tenured and clichéd stereotypes that overwhelmingly associate sex tourism with male consumers, the chapter brings to light the justifications, criticisms, and cultural debates surrounding this social institution.

In reference to chapters 8, 13, and 17, it is evident that the topic of tourism is one of great interest to hospitality and tourism scholars. In chapter 21, Leong and Karim, they look at the Global Perspective in Tourism Development in the Positioning of Malaysia as a Culinary Destination. Similar to the USA, Malaysia is a melting pot of cultures that includes people with European and Asian origin. Because of their rich cross-cultural heritage, the authors examine the potential of Malaysia as a food tourism destination from the international tourists’ perspective. The findings show the potential benefit for Malaysian food’s image and the potential of Malaysia being a promoted as a food destination. The results provide an important insight to the tourism and hospitality industry on the perceptions of international tourists towards Malaysian food and Malaysia as a food tourism destination.

In chapter 22, Šerić, Gil-Saura and Mollá-Descals, investigate the impact of integrated marketing communications on hotel brand equity to determine if the national culture really matters? In addition, the study estimates the moderating effect of national culture on the relationships examined. The study is approached from the customer perspective and uses survey methodology to assess guests’ perception of IMC and brand equity in the hotel contexts. In particular, 335 hotel guests participated in the empirical investigation while staying in high-quality hotels in Rome, Italy. The findings reveal that IMC exerts a positive impact on hotel brand equity. Furthermore, the inter-relationship exists between the three dimensions of hotel brand equity. In general, national culture does not exert a significant impact within the posited model.

Drawing on the results presented in chapter 6 in the investigation conducted by Causin and Ngwenya, in chapter 23 the author Tran complements the results with his study on expatriate selection and retention and identifying and assessing the other characteristics beyond knowledge, skills, and abilities. Tran, argues that among the workforce which is the backbone of any organization and international hotel companies, management should pay careful attention to trends as well as published research to reduce failures that will ultimately affect its financial state as well as the organization as a whole. The chapter reflects on the on the hotel industry in China. Hence, the focus of the chapter is on the matter that when international hotel companies select expatriates to work at properties in China, they need to identify and assess these expatriates’ “other characteristics”: (1) desire to prematurely terminate an expatriate’s assignment; (2) stable competencies; and (3) intercultural/international business communication.

In chapter 24, Li and DeMicco, investigate and present the Best “Experience” Practices in Medical Tourism. A tourism typology that is gaining dynamic interest across many destinations. Specifically the research id conducted to demonstrate the best practices in the rising trend of “Hotels Bridging Healthcare” (H2H) and Medical Tourism. The concept of “Experience Economy” expedites the merging process of hospitality and hospitals: patients are also travelers now whose needs are not merely commodity type of medical care anymore but a memorable wellbeing experience. Moreover, H2H optimizes the process

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of realizing excellent care, which serves as the fundamental reason for tourism industry. Although H2H demands the considerable collaboration from all parties involved in order to ultimately present the excellent care customers, tourists, and patients want, it carries tremendous opportunity for hospitals, hotels, Spa, restaurants, transportation, and more.

Chapter 25 is the only research that has contributed to the topic of corporate social responsibility. Martinez and Del Bosque seek to have an in depth understanding of CSR and corporate image by attempting to explain Consumer Behavior in the Hospitality Industry. Specifically, they propose a model in which CSR and corporate image positively condition customer loyalty. It also proposes that the company’s social responsible initiatives influence customer satisfaction. In order to test this model structural equation modelling is employed on a sample of 382 Spanish hotel customers. This study finds that both corporate image and customer satisfaction contribute to achieve customer loyalty, also proving the roles of corporate image as a mediating variable. Additionally, the results show that CSR indeed influences customer satisfaction.

A problem that has concerned both researchers and practitioners for decades is staff turnover. In chapter 26, Camillo, Di Virgilio and Di Pietro conducted a strategic longitudinal study to investigate the unexplainable staff Turnover at the Crossboader Hotel Company. The authors endeavor to draw attention to staff turnover in the hospitality industry by analyzing a company, which will be referred to as “Crossboader Hotel Company”. The actual name has been disguised to maintain the company’s confidentiality. The chapter discusses the causes and effects of employee turnover and ways to prevent turnover. Turnover is divided into three categories: job dissatisfaction, errors in employee selection, and poor management. The common cause of turnover however; is job dissatisfaction which affects employees’ well-being. The results of the investigation show that favouritism, nepotism, lack of responsibility and accountability, lack of training and improper communication negatively contributed to job satisfaction.

SUMMARY

In summary, this book presents a comprehensive view of the Global Hospitality and Tourism Industry and Management from various aspects of hospitality and tourism. As explained earlier, studies included in the book range from Business Development / emerging hotel typology, to Destination marketing and management, to Organization Behavior, Managerial-Corporate Finance, Global strategy and competitiveness, Social Media-Internet Marketing-Digital Marketing, Corporate Social Responsibility and Strategic Human Resources Management, among many others. The cases and articles selected for this book are truly global in nature with research contexts that covered Asia, Europe, and North America. I have considered uniqueness of research methodologies while selecting articles for this book to include ethnographic studies, case studies, research articles, empirical papers, conceptual papers, and review papers.

Finally I want to sincerely thank the authors for patiently working with me in making the necessary revisions following the double blind review process. I am indebted to the invaluable contributions they made to this book. Most importantly, I can’t thank enough everyone at IGI – Global but especially Caitlyn Martin, for her incredible patience and guidance she has given me during the last stages of the manuscript completion process.

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