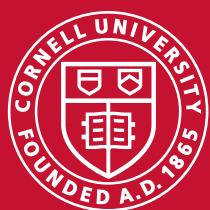




# 2019 COMPENDIUM

A summary of the work published by the Faculty of the  
Cornell SC Johnson College of Business, School of Hotel Administration,  
Center for Hospitality Research

March 2019



The Hotel School  
Cornell  
SC Johnson College of Business

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*Alex M Susskind*

# *Organizational Downsizing:*

## **How Communication Networks Connect with Employee Performance**

*by Alex M. Susskind, Ozias A. Moore, and K. Michele Kacmar*

**T**o foster a better understanding of how organizational change processes unfold in organizations, we offer a look at communication networks in a hotel company's corporate office as the firm implemented a downsizing process. In so doing, we examined how the communication patterns, attitudes, and performance of layoff survivors changed during the two-year period in which the downsizing occurred. In this study, we measured survivors' communication networks, attitudes, and performance both before and after the downsizing process. Our analyses examined layoff survivors' pre- and post-measures of communication interaction, work-related attitudes, and performance, with the goal of providing a look into how organizational downsizing influenced the survivors of the downsizing.



*J. Bruce Tracey*

# *Perceptions of MOOC Utility:*

## **How Expectations Affect Perceived Outcomes of Massive Online Open Courses**

*by J. Bruce Tracey, Magdalena Petronella Swart, and Jamie Murphy*

**M**assive open online courses (MOOCs) offer a novel learning context in which participants have complete discretion regarding their engagement with the course content. Consequently, some of the participants' individual characteristics, notably, pre-course motivation, have a considerable effect on their perceptions of the value of the course. This study finds that two contingencies—intentions regarding earning a certificate and industry experience—seem to have a negative impact on the relationships of pre-course interest and motivation with post-course utility reactions. Using survey data gathered from 593 individuals who completed "Introduction to Global Hospitality Management," a MOOC offered by the Cornell University School of Hotel Administration, the results from a series of regression analyses demonstrated a small but statistically significant positive relationship between pre-course interest and motivation with post-course utility reactions. However, the results also found that industry experience or the desire for a certificate did, indeed, slightly diminish the participants' assessment of the course. The findings highlight the relative importance of individual differences for achieving desired training outcomes, and demonstrate the need for a contingency perspective that comprehensively accounts for the degree of choice individuals may have regarding engaging in the course.



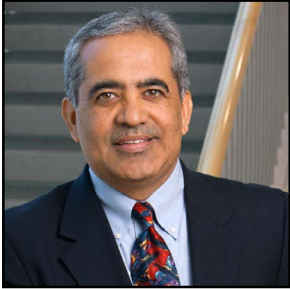
*Christopher K. Anderson*

# *Customer Satisfaction through Service Excellence:*

## **The Importance of Focused Training**

*by Elizabeth Martyn and Christopher K. Anderson*

**T**echnology has shifted the dynamics of guest interactions in the hospitality industry. Two key elements of this shift are that service providers now have fewer opportunities for direct interaction with guests, and interactions may often be the result of service failures. In these face-to-face encounters, employees' ability to effectively manage the emotional components of the guest interaction can make a major contribution to a guest's satisfaction with the outcome. Intrinsic employee behaviors, namely, employee engagement, communication, and attitude (that is, the "how" in the delivery of service) influence guest's perceptions of service outcomes. In a preliminary study, relatively intense training of hotel front-desk employees, using a blend of online and face-to-face training, changed employee behaviors in a way that guests reported an improvement in staff helpfulness. This study employed modules of the Cornell University Service Excellence On-Demand Training as a tool for improving the work of front-line service providers. Such training can foster improved handling of guest interactions, thereby offering a substantial opportunity for improved guest satisfaction.



*Chekitan S. Dev*

# *What Do Hotel Guests Really Want?*

## **Anticipated Versus Actual Use of Amenities**

*by Chekitan S. Dev, Rebecca W. Hamilton, Roland T. Rust,  
and Matthew V. Valenti*

**H**otel amenities are a multi-billion dollar business worldwide. Carefully curating hotel amenities into a compelling value proposition to attract guests is a key responsibility of brand managers, hotel owners, and operators. Knowing which amenities will be most valued by guests is an ongoing challenge for hotel business professionals as guests' needs are constantly evolving.



*Pamela C. Moulton*



*Fang Liu*

# A Quick and Easy Approach to *Financial Fraud Detection*

*by Pamela C. Moulton and Fang Liu*

**T**he nature of the hospitality industry—with its many disparate transactions and potential failure of internal control—exposes its firms to financial fraud, despite operators’ best efforts. Ideally, a good hotel manager, for example, wants to spend his or her time greeting guests and creating memorable experiences for them, rather than spending lengthy time going through guest checks, payables, and receivables with a fine-tooth comb. Likewise, restaurant managers are moving at considerable speed during their busy times.



*Christopher K. Anderson*

# *Living without OTAs—*

## **A Summary of the Performance Impacts Resulting from the OTA Delisting of Columbus, Georgia**

*by Christopher K. Anderson and Saram Han*

**T**wo studies recently published in the *Cornell Hospitality Quarterly* summarize a unique natural experiment in which hotels in an entire city were delisted from all online travel agents for more than four years. This occurred when the city of Columbus, Georgia, was victorious in its lawsuit (and subsequent appeal) against several OTAs in which the city alleged improper collection and remittance of accommodation taxes. The Columbus case is one of more than 90-plus cases filed against OTAs for accommodation tax collection. As a result of the lawsuit, all OTAs removed all hotel listings for the city of Columbus from the end of 2008 through 2012. This report summarizes the findings relating to hotel rate and occupancy presented by these two papers, highlights some of the insights, and then provides additional analysis to extend calculations of the effects on the hotels' revenues.





*Christopher K. Anderson*

# *Indexing Hotel Brand Reputation*

*by Christopher K. Anderson and Saram Ham*

A primary factor in travelers' selection of a hotel is its segment or star classification. A hotel's categorization as economy, luxury, or somewhere in between helps travelers determine what type of experience to expect. The hotel's brand affiliation has typically been viewed as a secondary factor in this regard. The hotel industry, too, focuses on segmentation to help determine a hotel's positioning, rates, and predictions of performance.



*Eric Ricaurte*

## Hotel Sustainability

# *Benchmarking Index 2018: Carbon, Energy, and Water*

*by Eric Ricaurte*

**T**he fifth annual Cornell Hotel Sustainability Benchmarking study includes data from substantially more hotels than in all previous years. While the bulk of the data come from hotels in the United States, the study also recorded a greater international participation, with fifty-one nations and thirteen international brands represented. More than 10,400 hotels contributed information regarding their energy and water use, as well as greenhouse gas emissions. Complete as of 2016, the data show that the participating hotels generally have continued to reduce their energy and water usage, although the energy intensity recorded by luxury hotels continues to be relatively high. While these data will permit hoteliers and potential guests to see benchmarks for various hotel segments and locations, individual hotel amenities cannot be accounted for in terms of energy or water use. The study was supported by over a dozen international hotel firms, namely, Club Med Resorts, Hilton Worldwide, Host Hotels & Resorts, Hyatt Hotels Corporation, InterContinental Hotels Group, Mandarin Oriental Hotel Group, Marriott International, MGM Resorts International, Park Hotel Group, Saunders Hotel Group, Six Senses Hotels Resorts Spas, The Hongkong and Shanghai Hotels, and Wyndham Worldwide. Data collection is now underway for the 2019 study, and the author encourages additional hotels to participate, especially those in the lower tier segments, which are not as strongly represented in these data.

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