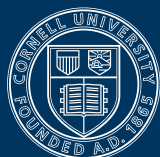


# The Center for Hospitality Research

Hospitality Leadership Through Learning



# 2012 Compendium



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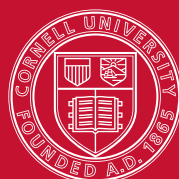
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## COMMUNICATION

# Creating Value for Women Business Travelers: Focusing on Emotional Outcomes

*Judi Brownell*



*Judi Brownell*

**G**iven the dramatic increase in women business travelers, addressing the needs of this market segment has become increasingly critical for hotel companies. While previous research has attempted to identify the specific items or features which women travelers want from their hotel stay, this report suggests a more holistic approach to capturing this market segment. Rather than emphasize the importance of specific items that fluctuate from one survey to the next, this study instead suggests that managers focus on how combinations of services, amenities, and facilities contribute to the desired affective responses sought by women business travelers. Based on a review of the literature on gender and emotion, a model is presented that emphasizes the flexibility managers have to accommodate women travelers within the context of a particular property. A convenience survey of hotel managers' perceptions of women's preferences shows that women are developing a clear and consistent message about the need to feel safe, comfortable, empowered, and pampered. Guided by these themes, hotel managers are in an excellent position to go beyond a focus on individual attributes and amenities to provide an experience that exceeds the expectations of this dynamic and growing market segment. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15679.html>

## Cornell Hospitality Report Vol 11 No 12

# The Game Has Changed: A New Paradigm for Stakeholder Engagement



*Mary Beth McEuen*

**I**n the "new normal" environment, businesses must do more than merely offer a good product or service to create value. For hospitality businesses in particular, whether people are customers, sales partners, or employees, all are looking for relationships with organizations they can trust... organizations that care... organizations that align with their own values. Instead of viewing people as a means to profit, contemporary businesses must see their customers and clients as stakeholders in creating shared value. This report presents the following three-point framework for this new business paradigm: **(1)** Explore deep insights into human motivation and behavior; **(2)** Recognize that one size doesn't fit all—meaning is personal; and **(3)** Genuinely see people as the center of strategy. This approach requires a fresh perspective about business, about people, and about what really drives a mutually beneficial relationship. To unlock the massive untapped potential in every stakeholder, a business must be willing to shift its beliefs about how to engage those stakeholders. Business leaders must have an understanding of human biology and psychology, along with a willingness to create mutually beneficial propositions. Some firms already understand the need for this new framework for stakeholder engagement... a framework anchored in the latest research relative to human drives and behavior. The goal of this framework is to create better business results that simultaneously enrich stakeholders in ways that are most meaningful to them. As examples of new approaches to customers, sales partners, and employees, this report cites the specific approaches taken by three firms: Maritz, Barry-Wehmiller Group, and Embassy Suites. <http://www.hotelschool.cornell.edu/research/chr/pubs/perspective/perspective-15599.html>

## Cornell Hospitality Industry Perspectives No 7

## FINANCE

# Oil Prices and Lodging Risk

*John B. (Jack) Corgel and Jamie Lane*

With the lodging industry recovery in full swing and strong tailwinds leading to much optimism among economists, there are still headwinds that could derail progress to recovery and send the industry back into the red. At PKF Hospitality Research (PKF-HR), we believe that oil prices could have a profound impact on future revenue and should be on everyone's radar when making plans. Our research shows a direct economic relationship between oil prices and the U.S. lodging industry. High oil prices have the potential of halting the economic recovery, and given lodging's dependence on macroeconomic health, declines in economic production would flow through to lodging demand. As long as oil prices stay high, they remain a concern and warrant continual monitoring. <http://cqx.sagepub.com/content/52/3.toc>

**Cornell Hospitality Quarterly Vol 52 No 3 (August 2011)**

## Hotel Valuation Software, Version 3

*Jan A. deRoos and Stephen Rushmore*

Version 3 of the Hotel Valuation Software provides numerous enhancements over the original tool from 2005. In addition to adding reports and analyses, Version 3 takes advantage of the power of the latest release of Microsoft Excel®. This software remains the only non-proprietary computer software designed specifically to assist in the preparation of market studies, forecasts of income and expense, and valuations for lodging property. The software provides an accurate, consistent, and cost-effective way for hospitality professionals to forecast occupancy, revenues and expenses and to perform hotel valuations. Version 3 of the Hotel Valuation Software includes the following upgrades – an average daily rate forecasting tool, a much more sophisticated valuation module, and an optional valuation tool useful in periods of limited capital liquidity. Using established methodology, the Hotel Valuation Software is a sophisticated tool for lodging professionals. The tool consists of three separate software programs written as Microsoft Excel files and a software users' guide. The tool is provided through the generosity of HVS and the School of Hotel Administration.

<http://www.hotelschool.cornell.edu/research/chr/pubs/tools/tooldetails-15741.html>

**Cornell Hospitality Tools Vol 2 No 2**



***Jack Corgel***



***Jan deRoos***



***Stephen Rushmore***

## HUMAN RESOURCES

# What Matters Most? The Perceived Importance of Ability and Personality for Hiring Decisions



**Bruce Tracey**

**Michael J. Tews, Kathryn Stafford, and J. Bruce Tracey**

**T**his study examined the emphasis hiring managers placed on general mental ability (GMA) and personality—agreeableness, conscientiousness, emotional stability, and extraversion—when evaluating applicant profiles for servers for a national restaurant chain. GMA was framed as either “intelligence” or the “ability to learn and solve problems.” Under both conditions, GMA was valued, but less than agreeableness, conscientiousness, and emotional stability, even though GMA has been demonstrated to be the strongest predictor of employee performance. Framed as the “ability to learn and solve problems,” GMA was more highly valued, but still less than personality.

<http://cqx.sagepub.com/content/52/2/94.abstract>

**Cornell Hospitality Quarterly, Volume 52, No. 2 (May 2010)**



**Kate Walsh**

## Implementing Human Resource Innovations: Three Success Stories from the Service Industry

**Justin Sun and Kate Walsh**

**T**hree cases of innovative hospitality industry human resources practices demonstrate that innovation is often a function of how well an idea is implemented, even if it is not necessarily brand new. The programs explained in this report have been creatively and attentively executed in such a way that distinguishes their companies from competitors. The innovators are as follows: Fairmont Hotels & Resorts, which has developed an employee-recognition program dubbed “Service Plus” to acknowledge consistent excellence by offering rewards that are specifically meaningful to employees; McDonald’s, which has implemented sales-promotion incentives that both drive product sales and encourage employee retention; and Sodexo, which uses as many social media platforms as possible to attract and engage potential employees to brand itself as a desirable employer.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15479.html>



**Justin Sun**

**Cornell Hospitality Report Vol 11 No 4**

## HUMAN RESOURCES

# The Impact of Health Insurance on Employee Job Anxiety, Withdrawal Behaviors, and Task Performance

*Sean Way, Bill Carroll, Alex M. Susskind, and Joe C.Y. Leng*

One aspect of the continuing debate in the U.S. regarding health insurance that has received little attention, to date, is the impact of health insurance coverage on employees, notably with regard to individual employees' attitudes, behavior, and performance. Although the debate was not over when this report was published in January 2011, in 2010 the U.S. passed legislation that extends or requires health insurance coverage for employees, depending on an employer's specific situation. This report incorporates the findings of two studies that touch on these considerations. In these studies we used samples comprising healthcare and senior-services customer-contact employees who had worked for at least six months at one of sixteen facilities operated by Berkshire Healthcare. In Study A, within a sample of 591 employees, we found that health insurance coverage had no significant impact on individual employees' job anxiety or withdrawal behaviors. However, health insurance coverage did have a significant, positive impact on individual employees' task performance. In Study B we compared the impact of health insurance that included mental illness coverage and health insurance that did not include mental illness coverage on individual employees' job anxiety, withdrawal behaviors, and task performance. Study B showed a puzzling result; specifically, that individual employees with health insurance that included mental illness coverage had significantly higher company-documented tardiness for the six-month period preceding the study than those with health insurance that did not include mental illness coverage.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15379.html>

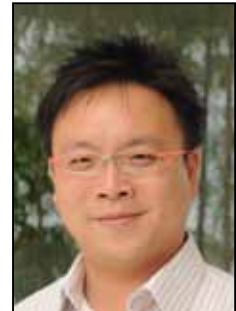
**Cornell Hospitality Report Vol 11 No 1**



***Sean Way***



***Alex Susskind***



***Joe Leng***

## Network Exploitation Capability: Mapping the Electronic Maturity of Hospitality Enterprises



**Gabriele Piccoli**

**Gabriele Piccoli, Bill Carroll , and Larry Hall**

**A**lthough many hospitality firms are making effective use of their information technology resources, the value and effect of those operations could be magnified by a strategic and integrated approach to IT, called Network Exploitation Capacity (NEC). The NEC model maps an organization's advance toward full integration of network capacity that culminates with a self-renewing or learning strategy for the firm in three areas: demand generation, multi-channel distribution management, and revenue optimization. Unfortunately, most hospitality firms are at the first step of the NEC maturity scale, "Basic," in which one or more staff members handle some aspects of IT (often with good result), but other aspects are neglected and, in any event, the efforts are not tied together in an effective strategy. Some firms are at Stage 2 of the model, "Systematic," which expresses an approach to network exploitation that has been codified as part of the firm's operating system, and the firm is functioning in all three phases of network exploitation. Advancing to Stage 3, the "Integrated" Stage, a few firms are systematically fostering synergy in the three areas of network exploitation and consciously coordinate operational behavior in a consistent fashion. While no firms have reached Stage 4, the "Analytical" Stage, this stage is characterized by a disciplined analytical mindset that aims at effective operations. Firms achieving Stage 5, "Optimizing," would add the critical element of an institutionalized process of continuous learning, re-training, and overall optimization of the network exploitation capacity.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15839.html>

**Cornell Hospitality Report Vol 11 No 18**

## Social Media and the Hospitality Industry: Holding the Tiger by the Tail

**Glenn Withiam**

**S**ocial media present a golden opportunity for the hospitality industry to make greater contact with its customers, with an ultimate goal of developing a partnership for brand growth and development. Underlying that opportunity are the twin dangers that hospitality operators will mishandle their social media connections or that customers (and the media themselves) will move on, leaving the industry behind. So, hotels and have to make sure that their website is optimized for search engines, have mobile apps, and, more to the point, keep customers involved in a conversation about the operation. One great advantage of social media is that guests are willing to share information about their likes and dislikes. By using appropriate analytic methods, hoteliers can get a sense of what guests want generally and how they react to the hotel specifically. Most important right now is the development of mobile apps, since travelers expect to use their mobile devices to book rooms or other travel services on the spot. A comprehensive strategy of customer engagement will employ all social media.



**Bill Carroll**



**Larry Hall**

**Glenn Withiam**

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15500.html>

**Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 3**

## MARKETING AND TOURISM

# Search, OTAs, and Online Booking: An Expanded Analysis of the Billboard Effect

*Chris Anderson*

Replicating and expanding an earlier study, this report confirms and quantifies the so-called billboard effect that occurs when online travel agents (OTAs) include a particular hotel in their listings. An earlier study, based on four JHM-owned hotels, found that a hotel's listing on Expedia increased total reservation volume by 7.5 to 26 percent depending on the hotel. This number excluded reservations processed through the OTA itself. This larger and more exhaustive study analyzes the billboard effect based on booking behavior related to 1,720 reservations for InterContinental Hotel brands for the months of June, July, and August of three years (2008, 2009, and 2010). The analysis determined that for each reservation an IHG hotel receives at Expedia, the individual brand website receives between three and nine additional reservations. Although these reservations are made through "Brand.com" (the individual brand's site), they are directly created or influenced by the listing at the online travel agent. The study also gained an indication of the amount of surfing time spent by would-be guests who are investigating and studying potential hotels to book. Some travelers recorded as many as 150 searches, but that was exceptional. The more typical activity was still considerable: the average consumer made twelve visits to an OTA's website, requested 7.5 pages per visit, and spent almost five minutes on each page. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15540.html>



*Chris Anderson*

## Cornell Hospitality Report Vol 11 No 8

# Service Innovation: Applying the 7-I Model to Improve Brand Positioning at the Taj Holiday Village Goa, India

*Aveek Sengupta and Checkitan S. Dev*

The transformation of the Taj Holiday Village Goa from a three-star to five-star property can be conceived as a seven-step innovation management process, the 7-I model. The process resulted in the Taj becoming a market leader in Goa. The case traces the process using the 7-I model: inspiration, insight, ideation, initiative, implementation, invigilation, and investigation. Focusing on the need to upgrade service by addressing and reducing customer complaints, Taj Holiday Village Goa began with the idea of using cell phones to text guest complaints immediately to the guest services department. The plan was subsequently modified to include communication of complaint reports to department managers and direct consultations between high-level managers and guests to personalize the service offering. The process identified additional issues that were resolved by establishing a new check-in time, reorganizing the breakfast room and kitchen, and the use of pictorial evidence to improve guestroom preparation. As a result of the successful implementation of these innovations, guest satisfaction scores increased by 20 percent, revenue per available room (RevPAR) rose to the highest in the market, and the RevPAR index increased from 0.96 to 1.17. Ultimately, the cost of this innovation was insignificant in comparison with the benefit resulting in a high return on innovation. <http://cqx.sagepub.com/content/52/1/11.abstract>



*Checkitan Dev*

## Cornell Hospitality Quarterly, Volume 52, No. 1 (February 2010)

## MARKETING AND TOURISM



**Chekitan Dev**



**Laura Falk**

# To Groupon or Not To Groupon: A Tour Operator's Dilemma

**Chekitan S. Dev, Laura Winter Falk , and Laure Mougeot Stroock**

The case of a tour operator in New York's Finger Lakes region highlights the remarkable potential benefits of participating in a social coupon promotion, as well as the possible pitfalls that require a carefully crafted arrangement. The benefits include participation in an attention-grabbing website (in this case, Groupon) and having many new customers exposed to the business. Possible disadvantages include cannibalizing existing customers, attracting deal seekers who will not become repeat customers, and failing to make up for the revenue forgone when discount purchasers occupy spaces that could have held full-price customers. For the tour operator, Experience!The Finger Lakes (E!FL), an additional challenge was to create a discount package that did not lose money. To alleviate potential issues, the tour operator used a creative approach that involved working with Groupon and participating wineries to add value to the core tour product. By creating a special package, E!FL was able to cover costs, add value for all parties, and offer a different product that was not directly comparable to its core menu of tours. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15879.html>



**Laure Stroock**

## Cornell Hospitality Report Vol 11 No 19

# The Impact of Terrorism and Economic Shocks on U.S. Hotels

**Cathy A. Enz, Renáta Kosová, and Mark Lomanno**



**Cathy Enz**



**Renáta Kosová**



**Mark Lomanno**

Using data on 34,695 hotels from 2000–09, this study examines how the external shocks of the terrorist attacks on September 11, 2001, and the financial crisis of late 2008 affected aggregate occupancy, price (average daily rate), and revenue per available room (RevPAR) within the U.S. lodging industry. We found that the unexpected nature of these shocks did create fluctuations in occupancy and average daily rate, when controlling for the impact of other important hotel factors such as seasonality, segment, and hotel size, and for local economic factors. Although the industry was noticeably affected by the 2008 financial crisis, the impact of the 2001 attacks was both more negative and immediate in terms of drops in occupancy, ADR, and RevPAR. The isolated effects of the terrorist attacks were greatest immediately after the event, while the impact on hotel performance from the financial crisis worsened over time, with the most negative impact coming two months after the fall of Lehman Brothers. Exploring the differential impact of these shocks on various hotel segments revealed that higher-end hotels were more susceptible to their negative impact, but those hotels also made strong rebounds after four months. In contrast, limited-service midscale hotels were more negatively affected by the financial crisis than were midscale hotels that serve food and beverage. The reverse was true following the terrorist attacks. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15481.html>

## Cornell Hospitality Report Vol 11 No 5

## MARKETING AND TOURISM

# Reversing the Green Backlash: Why Large Hospitality Companies Should Welcome Credibly Green Competitors

*Michael Giebelhausen and HaeEun Helen Chun*

When a large restaurant or hotel company announces the adoption of a green practice consumers may react in contrary fashion and decrease their evaluation of that company. First, an in-depth interview project among students at the School of Hotel Administration suggests that individuals are deeply skeptical when large corporations and chains promote their sustainability initiatives, as compared to small independent operators. The presence or absence of a small, highly credible competitor makes a difference for large firms. The study results indicate that, in the absence of a credible competitor, consumers' liking of a large hospitality company may actually decrease when the company announces the adoption of a green practice. Ironically, then, in markets where there is no credibly green competitor, large corporations may be better off not promoting their sustainability initiatives. The opposite is true, however, when consumers are aware of credible independent firms involved in green practices. The key mechanism was credibility or trustworthiness of the company with regard to the green practice.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15739.html>

This report was produced with the assistance of McDonald's USA, a senior partner of the Cornell Center for Hospitality Research

**Cornell Hospitality Report Vol 11 No 14**

## Restaurant Daily Deals: Customers' Responses to Social Couponing

*Sheryl E. Kimes and Utpal Dholakia*

A survey of 931 U.S. consumers finds that those who have purchased daily deals from a casual dining, fast-casual, or quick-service restaurant are not noticeably different in behavior or attitudes from those who have not done so. One difference in attitudes provides insight into those who purchase social coupons: they like to be "market mavens," who stay on the cusp of market trend and price information. Those who purchased daily deals were significantly more likely to be younger, be married, and have a higher income than non-purchasers. On balance, the study indicated that the benefits of offering a social coupon seem to outweigh the disadvantages. Many of the potential concerns about offering a social coupon, including poor tipping, overwhelming the staff, and customer disloyalty, are not substantiated. There was some evidence of cannibalization, but the coupons also brought back infrequent customers and attracted a substantial percentage of new customers. Most critically, many of the new and infrequent customers said they would return to the restaurant and pay regular prices, as well as recommend the restaurant to friends. New customers in particular would not have tried the restaurant without the daily deal offer. All customer groups said they considered the restaurant to be a good value, even without the discount offer.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15899.html>

**Cornell Hospitality Report Vol 11 No 20**



**Michael Giebelhausen**



**Helen Chun**



**Sheryl Kimes**



**Utpal Dholakia**

## MARKETING AND TOURISM



**Robert Kwortnik**

# Positioning a Place: Developing a Compelling Destination Brand

**Robert J. Kwortnik and Ethan Hawkes**

This report details a methodical six-step process for brand building, the “Process Framework for Strategic Brand Development,” using the case of Zambia. That nation’s tourism officials engaged a team of graduate students from the Cornell University School of Hotel Administration to develop a new destination brand. Using data from potential visitors to the country, the team first identified the motivational factors for Zambia tourism. They next evaluated the nation’s value proposition and assessed its competitive brand position, as compared to the nearby African nations that constitute its competitive set. The next step was to develop core brand elements, based on the traveler motivations. With the brand elements in place, the group created possible brand promises and tested them with key suppliers and sponsors in Zambia. A refined set of potential brand concepts was tested with potential customers. Finally, a set of symbolic brand touch points was developed to become part of brand messages and images. The method used by the Cornell “Brand Zambia” team is applicable to any tourism destination—and to hospitality products that aim to create an emotion-inducing, memorable guest experience.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15419.html>



**Ethan Hawkes**

**Cornell Hospitality Report Vol 11 No 2**

# Customer Loyalty: A New Look at the Benefits of Improving Segmentation Efforts with Rewards Programs



**Michael McCall**

**Clay Voorhees, Michael McCall , and Roger Calantone**

It appears that many firms have fallen into the trap of developing “me too” loyalty programs that provide little differentiation from the competition. Instead, loyalty program managers must conduct careful analysis when developing and optimizing their program structure. This report (1) examines in detail how a firm might properly segment its loyalty program members into groups that maximize their value to the firm, and (2) offers a recommendations on how programs might take advantage of segmentation opportunities to realize the full value of the customer within each segment.

This study collected customer data from a major international hotel chain to track spending in three categories: rooms, food and beverage, and such supplemental services as the spa or health club. The resulting customer segments showed a weak match with the current three tier system offered in the chain’s rewards program. In fact, some tiers included vastly different market segments that had different spending and stay frequencies. Although too many additional tiers would probably invite complications, it’s possible to create or augment loyalty program tiers that more closely match customers’ travel habits. One goal would be to encourage certain high-spending guests to visit more frequently. Creative, flexible rewards should reflect guests’ desires, but should not involve price concessions. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15619.html>



**Clay Voorhees**



**Roger Calantone**

**Cornell Hospitality Report Vol 11 No 11**

## MARKETING AND TOURISM

# Unscrambling the Puzzling Matter of Online Consumer Ratings: An Exploratory Analysis

*Pradeep Racherla, Daniel Connolly, and Natasa Christodoulidou*



**Pradeep Racherla**



**Daniel Connolly**



**Natasa Christodoulidou**

This study explores the patterns of online reviews of vacation homes from a community-based travel advisory website. An analysis of nearly 3,200 reviews on the unnamed site that posts reviews of vacation rental properties across the USA finds an overwhelming preponderance of favorable reviews. More to the point, the second-highest category is extremely negative comments. Negative reviews tend to be lengthy and argumentative, often detailing disappointment over expectations not met. Positive reviews, on the other hand, tend to be relatively brief and confirm the overall rating. Consumers who wrote “high” reviews placed greater importance on value for money, cleanliness, and comfort than did those who wrote negative reviews. Those who wrote “low” reviews placed their emphasis on the service provided by the property staff and management. Negative reviews were more likely to involve a higher price accommodation. This analysis indicates that the overall numerical ratings typically used in review systems may not be the ideal indicator of perceived service quality. The results suggest that review sites should develop better methods to aggregate, synthesize, and publish the review contents, particularly the numerical ratings. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15759.html>

**Cornell Hospitality Report Vol 11 No 16**

# 2011 Travel Industry Benchmarking: Marketing ROI, Opportunities, and Challenges in Online and Social Media Channels for Destination and Marketing Firms

*Rohit Verma and Ken McGill*

Senior lodging and destination marketing executives often make vendor and marketing channel decisions without sufficient time to investigate the ROI of alternative strategies or emerging media choices. An internet-based survey of 426 marketing executives, drawn from the TravelCom 2011 conference and Cornell Center for Hospitality Research database, with support from Vantage Strategy and iPerceptions, found a wide range of expenditures on online marketing. Nearly three-quarters of the respondents reported spending less than \$10,000 on mobile media in 2010, about two thirds spent less than \$10,000 on all social media marketing. About 80 percent of the marketers said that they produced Twitter campaigns and social promotions in-house, but such functions as search engine optimization and pay-per-click advertising are largely outsourced. Two-thirds of the entire sample said the 2010 e-commerce budgets had increased with respect to 2009. A solid majority said their 2011 e-commerce budgets would increase again.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15562.html>

**Cornell Hospitality Report Vol 11 No 9**



**Rohit Verma**



**Ken McGill**

## MARKETING AND TOURISM

# Brave New World: Online Hotel Distribution

*Glenn Withiam*

The relationship between the hotel industry and online travel agents (OTAs) continues to develop and deepen, as customers increasingly use electronic distribution channels to search out and purchase hotel rooms. While OTAs have substantial sales, it turns out that a major use of search engines, online travel agents, and other internet sites is to gather information regarding a room purchase. Quite frequently, that purchase is made on the hotel chain's own site. Consequently, hotels need to think strategically in terms of rate setting and market differentiation. The OTAs have numerous tools and policies that enable hotels to distribute rooms at various prices while also maintaining rate integrity and improving revenue. Perhaps most important is for hotels to use their relationship with an OTA as an ongoing business alliance, which helps sell rooms in both high times and low periods. Opaque sites in particular allow hotels to sell rooms at various prices without connecting the price directly to the brand. Understanding how the opaque sites operate allows hotels to set their rate and distribution strategy. Being listed on OTAs also creates a billboard effect, whereby sales at the supplier's website pick up when a hotel is listed on the OTA. Most critically, a hotel needs a strategic revenue management function that includes effective forecasting and an understanding of how various business segments respond to price promotions.

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15539.html>

Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 4

## Building Brands in the Internet Age: Analytics, Loyalty, and Communication

*Glenn Withiam*



**Glenn Withiam**

Because people are willing to post information and commentaries about their travels and other hospitality-related information, hospitality industries can cull internet and social media sites for information that will help them serve their customers and build their brands. These electronic data can be combined with information gathered through conventional research to assist in brand management, and to ensure that the brand is meeting customers' needs and developing a loyal following. The application of internet analytics involves making sense of diffuse information by collecting, categorizing, and analyzing immense volumes of material. Despite the availability of this information, well constructed mail surveys provide a more complete picture of customers' views, because not all types of customer are represented on the internet or social media. In terms of customer loyalty, hospitality firms might do well to re-evaluate their loyalty programs and to segment program members according to their actual patronage. Hospitality managers are well aware that many loyalty program members are participating only for the discounts—and, indeed, one pitfall of such programs occurs when they offer discounts on main-line products rather than add-ons. Consequently, loyalty programs can inadvertently focus participants on price instead of on loyalty. Rather than deal with pricing, the focus of loyalty programs (and brand management in general) should be customer contact and recognition. The essential element of a brand is the promise of a set of benefits that the brand provides its customers. To a great degree, hospitality customers are seeking experiences, and brand should provide those experiences, or, more specifically, create the framework that allows guests to have the experience they seek.

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15579.html>

Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 5

## OPERATIONS MANAGEMENT

# A Comparison of the Performance of Franchise and Independent Hotels: The First Two Years of Operation

**Cathy A. Enz and Linda Canina**

**A**lthough franchising has become a dominant mode of entry for hotel owners, a substantial number of entrepreneurs open their property as an independent and unaffiliated hotel. Given the finance community's desire for a brand flag as a condition of many loans, this analysis used STR Global data to compare the performance of newly opened franchise properties to that of independents. A comparison of the financial results for the first two operating years of 104 franchised and independent hotels in the United Kingdom found that the performance picture for franchise properties was overall not superior to that of independent properties. For full-service hotels (those in higher chain scales), the data revealed an early advantage in RevPAR for franchise properties, but that difference faded as time went on. For limited-service hotels, the independents experienced stronger RevPAR from six months after opening through two years after opening.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15919.html>

**Cornell Hospitality Report Vol 11 No 21**

## Improving the Guest Experience through Service Innovation: Ideas and Principles for the Hospitality Industry

**Cathy A. Enz**



**Cathy Enz**



**Linda Canina**

**T**he 2011 Service Innovation Roundtable examined both the mechanisms for service innovation and the innovations themselves. The primary focus of these innovations was improving the guest experience, which includes interaction with employees and addressing technical issues. Numerous lodging and hospitality firms are focusing intentionally on innovation as a way to improve guest satisfaction and, as a result, boost revenues and profits. While the actual measurement of service innovations can be difficult, most participants pointed to such metrics as improved customer satisfaction, greater participation in loyalty programs, and cost savings from more efficiency in the guest service process, since guests usually appreciate service that is as direct and simple as possible. A presentation by Marriott International, for instance, explained how the idea of improving the guest arrival experience in the lobby led to the development of the "great room" concept, which includes additional (and more speedy) food and beverage service. Innovation at Wyndham includes its many sustainability initiatives. Throughout any innovation, change agents will confront different types of support and resistance, and must have a strategy for addressing the concerns of each person. In the end, innovation must be as data-driven as possible, whether that means asking guests and employees for innovative ideas or finding ways to measure service changes as they are initiated.

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15659.html>

**Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 7**

## OPERATIONS MANAGEMENT



**Robert Ford**

# Designing a Self-Healing Service System: An Integrative Model

**Robert C. Ford and Michael C. Sturman**

All service organizations seek to deliver the customer experience they planned. No organization is perfect, though, and so the best of them plan for inevitable failures. Since the experience exists in the minds of customers who individually determine its quality and value, service organizations must not only plan the service delivery system thoroughly, but create ways for it to heal when it breaks. Any delivery system that relies heavily on employees for its success will need to include the means for those employees to find and fix the problems that arise. The process presented here is a systematic approach to assessing customer satisfaction before, during, and after the service experience. Designing the system requires that you study your customers in intimate detail, build a service delivery system that will deliver the experience they expect from your organization, monitor that system closely, create accurate early warning measures for each of the many possible failure points, engage everyone in the organization in watching those measures, and follow up on everything that doesn't meet your customers' expectations. The techniques that constitute this process ensure that service organizations both systematically plan for customer satisfaction and ensure that there are ways to heal any part of the service delivery system that is broken. A "self-healing system" allows employees to override the delivery system and fix customer problems when they occur and ensures that the system designers improve it to prevent it from failing again in the same way.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15740.html>

**Cornell Hospitality Report Vol 11 No 15**

# The Influence of Guest Perceptions of Service Fairness on Lodging Loyalty in China

**Robert J. Kwortnik Jr. and Xiaoyun Han**



**Robert Kwortnik**

This research is motivated by an important but largely unexamined question: how do guest perceptions of service fairness influence loyalty in a lodging context? To address this question, this study presents a conceptual model of service fairness and loyalty and tests that model using data collected from 601 customers of six hotels in China. Results support a multidimensional view of service fairness that comprises three dimensions. Two of those dimensions, distributive justice (fair outcomes) and interactional justice (fair treatment by staff), have larger effects on customer loyalty than does the third dimension, procedural justice (fair processes and procedures). A key implication is that hotel managers should train their employees to understand that guests' evaluation of a service (and subsequent trust and loyalty) depends not only on specific service outcomes, but also on how guests feel they have been treated by employees.

<http://cqx.sagepub.com/content/52/3/321.abstract>

**Cornell Hospitality Quarterly, Volume 52, No. 3 (August 2010)**

## OPERATIONS MANAGEMENT

# Developing a Sustainability Measurement Framework for Hotels: Toward an Industry-wide Reporting Structure

**Eric Ricaurte**

What is the carbon footprint of my hotel stay? Surprisingly, each global lodging company currently provides the answer to this question in a different format, inhibiting aggregate corporate or event travel carbon footprinting and comparison. Third parties have attempted to help answer this question uniformly but their proposals have not gained traction, and no single method for calculation has been widely adopted.

The need for uniform carbon footprint calculation of a hotel stay is paramount, yet it is not the only sustainability performance metric. Other issues such as energy, water, and waste are also at the forefront of stakeholder requests and manifested through sustainability reporting and certifications.

The emergence of such questions, combined with the global trends of sustainable development and corporate responsibility, point toward a broader need for addressing non-financial performance data collectively and uniformly within the hotel industry. In response to requests from guests, investors, and other stakeholders regarding sustainability, most hotel companies have developed platforms to address these needs. Despite this promising development, the individual chains' reports, assumptions, and measures are not always communicated uniformly—although it's clear that stakeholders seek to use the data to make comparisons.

Taking a historical context for sustainability measurement within the industry and globally, this report presents a conceptual framework for developing sustainability performance indicators to address present stakeholder requests, as well as others that may arise. The framework developed and tested in this report is designed to provide an avenue for industry collaboration and discussion toward a uniform set of metrics that are highly practical in application. The framework is tested using actual 2010 data from 20 hotels operated by InterContinental Hotels Group, Marriott International, or Wyndham Worldwide, all of which assisted with data collection. The study applied the framework seeking to evaluate the boundaries, quantification methods, and metrics for performance indicators of carbon, energy, water, and waste derived from hotel stays, which currently are the most common requests from external stakeholders. In addition, the practicality of data collection was considered as currently practiced.

Based on the study's methods and results as an example, standard metrics are certainly feasible, yet several issues required for collaborative industry agreement remain. Hotels will need to agree on boundary specifications such as addressing differences in laundry wash handling, the quantification of values such as which emission factors to use and how to allocate rooms versus function space footprints, and the metrics utilized such as per occupied room or per available room. Further issues to enable comparability are discussed. No one catch-all industry benchmark will adequately represent the environmental footprint of hotel stays. Normalization based on amenities or outlets, climate zones, and chain scale segment can help various stakeholders understand the complexity of hotel footprinting, provided that industry collaboration coincides with the proprietary sustainability systems lodging companies are developing internally.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15699.html>

**Cornell Hospitality Report Vol 11 No 13**



**Eric Ricaurte**

## OPERATIONS MANAGEMENT



**Marival Segarra-Oña**

### Environmental Management Certification and Performance in the Hospitality Industry: A Comparative Analysis of ISO14001 Hotels in Spain

**María-del-Val Segarra-Oña, Ángel Peiró-Signes, and Rohit Verma**



**Ángel Peiró-Signes**

**A**s the number of hotels that are strongly interested in sustainability-related issues increases, the hotel industry is still seeking consensus on how sustainability can be measured and managed. One standard that provides both measurement and policies for sustainability management is ISO 14001, which is being adopted by an ever growing number of hotels, especially in Europe. Using a sample of over 2,000 independent hotels in Spain, this report analyzes the differences between those hotels that have implemented the ISO 14001 standard and those that haven't. Also considered are the possible effects on the business results of such companies of moderating factors such as company size and the market segment in which the hotel operates. On balance the certified hotels recorded stronger sales and earnings before taxes and depreciation than those that were not certified. Certified hotels in Spain tended to be larger than uncertified properties, and certified hotels in city and beach locations enjoyed considerably stronger performance than those without the certification. The report challenges the often-heard contention that adopting sustainability programs will diminish hotels' performance. Instead, these data show the reverse to be the case. <http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15959.html>



**Alex Susskind**

### Cornell Hospitality Report Vol 11 No 22

### Hotel Guests' Reactions to Guest Room Sustainability Initiatives

**Alex M. Susskind and Rohit Verma**



**Rohit Verma**

**T**his study employs an empirical procedure to address how guests will react to changes that are intended to save energy—or whether the conservation efforts can be subtle enough that they will not interfere with the guest experience. The study involved the following experimental conditions: reduced television power levels and alterations in bathroom lighting in the guest rooms of the Statler Hotel, which is the 150-room, four-diamond property operated by the Cornell School of Hotel Administration as both a commercial hotel and as a student teaching laboratory. The study tested four power levels for the guestroom televisions, and also compared guests' reactions to the existing compact fluorescent lamps (CFLs) in the bathrooms and to light emitting diodes (LEDs) in some rooms. Guests noticed no differences in the televisions, regardless of power level, and they were likewise equally pleased with LEDs and CFLs. This study indicates that guests either do not notice or are supportive of such energy-conservation measures.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15499.html>

Research made possible by a grant from Philips, a senior partner of the Center for Hospitality Research.

### Cornell Hospitality Report Vol 11 No 6

## OPERATIONS MANAGEMENT

# ServiceSimulator v1.19

**Gary M. Thompson**

**S**erviceSimulator was designed as a free tool for modeling service operations. In addition to the simulator itself, the tool includes seven sample files which correspond to seven sample problems that involve how to address staffing issues relating to different scenarios of customer traffic, in operations as diverse as hair salons, quick-service restaurants, and call centers. The scenarios are given at the end of the instruction document. Videos are also available that show how to construct models for the seven sample problems. To explain how to use the simulator, the instruction book shows screen captures drawn from the models relating to Example 4 (an instructor of trainees at a hair salon), Example 5 (managing food waste at a quick-service counter), and Example 6 (customers arriving and waiting for service at a hair salon). Users are able to simulate possible changes in their own existing or planned service operations.

<http://www.hotelschool.cornell.edu/research/chr/pubs/tools/tooldetails-15819.html>

## Cornell Hospitality Tools Vol 2 No 4

# The Challenge of Hotel and Restaurant Sustainability: Finding Profit in “Being Green”

**Glenn Withiam**

**W**hile many hospitality operators are scrambling to improve the sustainability of their operations, many guests are doing nothing of the kind—even though they expect hotels and restaurants to be as “green” as possible. Taking note of this contradiction, speakers and presenters at the Cornell Hospitality Research Summit urged the hospitality industry to move ahead on sustainability, more because it can provide operating savings than because guests demand it. Key points raised during CHRS included the idea that sustainability includes not only environmental issues but also the preservation of local cultures. Design needs to be as efficient as possible, but the environmental aspects of design need to be implicit, since guests are not interested in being expressly educated about “green” operation. No sustainability program makes sense if it does not have a favorable cost-benefit ratio. An efficient design not only conserves resources, but it can make a hotel more viable (and profitable). Energy management should be integrated into hospitality operations so that it responds to actual building use. However, the industry is still struggling to find measurements and benchmarks for “green” operations generally and energy conservation specifically. Guest room energy management is at the forefront of sustainability efforts, but again there is no indication that guests wish to be inconvenienced in any way by a hotel’s energy-saving programs. Food-service operations also face sustainability issues, complicated by guests’ interest in healthy food and local sourcing.

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15482.html>

## Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 2



**Gary Thompson**



**Glenn Withiam**

## RESTAURANT MANAGEMENT

# Online, Mobile, and Text Food Ordering in the U.S. Restaurant Industry

*Sheryl E. Kimes and Philipp Laqué*



**Sheryl Kimes**

A survey of the top 326 U.S. restaurant chains in all categories finds the industry gradually adopting electronic ordering, in the form of online, mobile, and text orders. Quick-service chains, most notably those selling pizza, and fast-casual chains are far ahead of other segments in adopting electronic ordering, particularly using online approaches. Mobile apps are less common, although their use is growing. Although order-placing functionality is limited for mobile apps, the fast-casual chains are leading the way in allowing customers to place orders. Nearly all restaurant chains have a Facebook presence, but just 3 percent allowed ordering through that channel. The advantages of electronic ordering include increased sales, particularly through automatic upselling and by storing order information so that customers are encouraged to repeat their previous orders with a single click. Other than the cost of installation and operation, the chief disadvantage of electronic ordering is the potential for amplifying rush time volume, with the potential of overwhelming the kitchen. Creating a separate line for electronic orders and pickups is one way to address that problem.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15521.html>

**Cornell Hospitality Report Vol 11 No 7**

## Customer Perceptions of Electronic Food Ordering

*Sheryl E. Kimes*



**Philipp Laqué**

A survey of 470 internet users found that slightly under half of them have ordered food online by mobile app, or with a text message. The chief reason for electronic ordering given by those who have ordered (users) is that they gain convenience and control. The major factor that inhibits those who have not ordered via an electronic channel (non-users) is a desire for interaction (although technology anxiety is also a factor). Users are on balance younger than non-users, and users generally patronize restaurants more often than non-users. Italian food, particularly pizza, is far and away the most commonly ordered category. The single most important attribute of electronic ordering is order accuracy. That is followed by convenience and ease of ordering. Despite the availability of the internet and phone apps, the most common ordering channel is still the telephone call (53.7 percent). Electronic ordering is growing, though, as the users said they place a little over 38 percent of their orders on the restaurant's website or app. A chief implication is that restaurateurs must ensure that their ordering systems must give users perceptions of control and also be convenient. One other consideration is that customers who order food online prefer restaurants that offer delivery.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15560.html>

**Cornell Hospitality Report Vol 11 No 10**

## RESTAURANT MANAGEMENT

# The Current State of Online Food Ordering in the U.S. Restaurant Industry

***Sheryl E. Kimes***

A study of 372 U.S. restaurant operators (of all sizes) that accept takeout orders found that about one-quarter of those surveyed have adopted online ordering. Just over one-fourth of those surveyed use some form of online ordering. These restaurateurs have been pleased with the technology, and all of them indicated that online ordering has met or exceeded their expectations on ROI. Although convenience and control are both drivers of the move toward online ordering, this study found that consumers and operators differed on the ranking of those two factors. Operators thought that consumers like online ordering for its convenience, but an earlier study of consumers found that what they like is control over the ordering process. Contrary to some reports, the restaurants in this study did not find substantial increases in average check, but they did report considerable increase in order frequency. For this sample, the top benefit of online ordering was a savings in labor, since employees are not tied up on the phone or at the counter. Order accuracy was another benefit cited by these restaurant operators.

<http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-15779.html>

**Cornell Hospitality Report Vol 11 No 17**

## Mega Tips 2: Twenty Tested Techniques to Increase Your Tips

***Michael Lynn***

Approximately two million waiters and waitresses in the United States depend on tips for their income. These servers would benefit from knowing and using techniques to increase their tips. This manual offers twenty such techniques. All twenty techniques listed here have been experimentally tested and found to increase tips. Not all the techniques work for all servers in all situations, but many are universally applicable. The techniques are as follows: use makeup (for waitresses); wear something unusual; introduce yourself by name; squat down next to the table; stand physically close to the customer; touch the customer; smile; compliment the customer's food choices; repeat the order back to the customer; build the check with suggestive selling; entertain the customer; forecast good weather; write "thank you" on the check; write a patriotic message on the check; draw a picture on the check; call the customer by name; use tip trays with credit card insignia; give the customer candy; provide tipping guidelines; and play songs with pro-social lyrics. The techniques are described in detail, together with the experiments that demonstrate their effectiveness and the reasons I think they work.

<http://www.hotelschool.cornell.edu/research/chr/pubs/tools/toolbar-15519.html>

**Cornell Hospitality Tools Vol 2 No 1**



***Sheryl Kimes***



***Michael Lynn***

## RESTAURANT MANAGEMENT

# Race Differences in Tipping: Testing the Role of Norm Familiarity

*Michael Lynn*



*Michael Lynn*

**O**n average, blacks tip less than whites in the United States. As a result, many servers dislike waiting on black tables and deliver inferior service to those blacks seated in their sections. Furthermore, this race difference makes it difficult to attract and retain waitstaff in predominately black neighborhoods, which makes such neighborhoods less attractive places for corporations to locate full-service restaurants. To address these issues, race differences in tipping need to be sizably reduced, which requires an understanding of their underlying causes. This study tests and supports the role of norm familiarity in producing race differences in tipping by demonstrating that norm awareness mediates those differences in tipping and that race does not moderate the effects of norm awareness on tipping. These results support the idea that race differences in tipping can be sizably reduced by educating blacks about appropriate tipping norms, so restaurant managers as well as major industry organizations are encouraged to engage in such educational campaigns. <http://cqx.sagepub.com/content/52/1/73.abstract>

Cornell Hospitality Quarterly, Volume 52, No 1 (February 2010)

# Consumers' Responses to Table Spacing in Restaurants

*Stephani K. A. Robson, Sheryl E. Kimes, Franklin D. Becker, and Gary W. Evans*



*Stephani Robson*

**H**aving adequate personal space is an important aspect of users' comfort with their environment. In a restaurant, for instance, spatial intrusion by others can lead to avoidance responses such as early departure or a disinclination to spend. A web-based survey of more than 1,000 Americans elicited behavioral intentions and emotional responses to a projected restaurant experience when parallel dining tables were spaced at six, twelve, and twenty-four inches apart under three common dining scenarios. Respondents strongly objected to closely spaced tables in most circumstances, particularly in a "romantic" context. Not only did the respondents react negatively to tightly spaced tables but they were generally disdainful of banquette-style seating, regardless of table distance. The context of the dining experience (e.g., a business lunch, a family occasion) is likely to be a key factor in consumers' preferences for table spacing and their subsequent behaviors. Gender was also a factor, as women were much less comfortable than men in tight quarters. The findings are clear but the implications for restaurateurs are not, because a tight table arrangement has been demonstrated to shorten the dining cycle without affecting spending. However, diners may be less likely to return to a restaurant with uncomfortable table spacing. <http://cqx.sagepub.com/content/52/3/253.abstract>



*Sheryl Kimes*

Cornell Hospitality Quarterly, Volume 52, No 3 (August 2010)

## RESTAURANT MANAGEMENT

# A Look at the Relationship between Service Failures, Guest Satisfaction, and Repeat-Patronage Intentions of Casual Dining Guests

*Alex Susskind and Anthony Viccari*

Service recovery is essential to maintaining guest satisfaction in the event of a service failure. However, restaurateurs must approach service recovery in the appropriate context, because guests give differential consideration to different types of problems. Without doubt, a restaurant's failure to serve food correctly is viewed as the most serious type of failure, and a food problem coupled with a service failure makes matters even worse. However, service failures by themselves are soon forgiven if the recovery is properly handled. Oddly, the least important type of failure, that of atmosphere (e.g., design, noise level), is most likely to cause a guest never to return, even if the restaurant makes a proper recovery. This study of more than eight hundred restaurant patrons found a positive and significant association between guests' reported satisfaction with the outcome of their complaint and their repeat patronage intentions. The study's findings highlight the importance of adequately resolving guests' complaints with the goal of increasing the possibility that the guest will return to a restaurant after a service (or food) failure. <http://cqx.sagepub.com/content/52/4/438.abstract>



*Alex Susskind*

Cornell Hospitality Quarterly, Volume 52, No 4 (November 2010)

## Inaccuracy of the "Naïve Table Mix" Calculations

*Gary M. Thompson*

This article extends the analysis of table mixes for restaurants, on the principle that table mix helps drive revenue. The article presents the results of a simulation experiment of more than forty-six thousand restaurant contexts to evaluate the accuracy of "naïve table mix" calculations. An earlier study presented a simple method of calculating a recommended mix of tables in a restaurant, and another found that those calculations provided table mixes yielding within about 1 percent of the revenue provided by the optimal table mix. While the earlier simulation studies assumed that the space required by a table was directly proportional to the number of seats it contained, that is not always the case. Thus, this article presents space-oriented versions of the existing naïve table mix methods. The article also presents the results of a test of two other forms of the naïve table mix calculations, which include party revenue (or contribution). The simplest of the naïve table mix models proved to be the best, on balance. It yielded table mixes that generated more than 98 percent of the revenue achievable by near-optimal table mixes. As a caveat, however, in more than 5 percent of the simulated scenarios, the best naïve table mix model yielded less than 95 percent of the revenue achievable by a near-optimal table mix. These findings suggest that the naïve table mix calculations be used with caution. <http://cqx.sagepub.com/content/52/3/241.abstract>



*Gary Thompson*

Cornell Hospitality Quarterly, Volume 52, No 3 (August 2010)

## STRATEGY

# Competitive Sets for Lodging Properties

*Jin-young Kim and Linda Canina*



**Linda Canina**

This article illustrates the differences in the composition, characteristics, and performance evaluation of competitive sets of hotels determined using two methods—the common product type classification scheme and the less commonly used cluster analysis based on average daily rate (ADR) as the clustering variable. The analysis examined annual ADR, occupancy, and revenue per available room (RevPAR) for a group of hotels in a portion of a single U.S. metropolitan market. The comparison of the two methods shows the following: the average variability of ADR and RevPAR is less for the cluster-based competitors than it is for competitor groups determined using product type; most clusters contain a variety of product types (confirming that competition occurs across product types); most product types are categorized into different clusters; and the average RevPAR difference between the particular hotel and its reference competitive group is less for the ADR-cluster-based reference group than it is for the product type reference group, indicating that the performance of hotels within cluster competitive groups is more similar than in product type competitive groups. Comparing competing hotels based on the two methods can provide information regarding the extent of congruence between the hotel's intended competitive position and its position as seen by customers.

<http://cqx.sagepub.com/content/52/1/20.abstract>

**Cornell Hospitality Quarterly, Volume 52, No. 1 (February 2010)**

# Opportunism in Brand Partnerships: Effects of Coercion and Relationship Norms

*Chekitan S. Dev, Stephan Grzeskowiak, and James R. Brown*



**Chekitan Dev**

Brand partner opportunism—deceptive or guileful behavior to gain an advantage—is a threat to a successful brand partnership. In this study, the authors examined the effects of coercive and noncoercive tactics for preventing opportunism as those tactics are influenced by relational norms—mutually held standards of behavior that support close relationships. In a survey of 367 hotel general managers from two large hotel brands, the authors found that, in partnerships characterized by strong relational norms, coercive influence strategies, such as threats, promises, or legalistic pleas, are less effective at limiting opportunism than are noncoercive strategies, such as information exchange, recommendations, or requests, which are more effective. In contrast, when relational norms

are weak, the authors found that coercive strategies are more effective than are noncoercive strategies. However, regardless of the nature of the relationship, the GMs reported that coercive techniques work only briefly and are ineffective over the long term. Thus, considering the nature of the hotel industry, noncoercive strategies are more likely to benefit brand headquarters' efforts to limit brand partner opportunism.

<http://cqx.sagepub.com/content/52/4/377.abstract>

**Cornell Hospitality Quarterly, Volume 52, No. 4 (November 2010)**

## STRATEGY

# Fresh Thinking about the Box

***Chekitan S. Dev and Glenn Withiam***

The goals of the first Cornell Hospitality Brand Management Roundtable, organized by the Center for Hospitality Research (CHR) and sponsored by Hilton Worldwide, were to significantly, permanently, and positively affect the management of hospitality brands. To that end, the roundtable featured twelve “provocateurs” who made eight presentations designed to stimulate discussion on key brand management issues, and an additional two dozen brand leaders, consultants, and professors to participate in the day long session. With a focus on hospitality brands, the provocateurs examined the elements of a global brand, analyzed the pillars of brand growth, and explained the value of amenities to brand identity. A particularly interesting idea involved the question of which brands add the most value to a hotel reflagging, taking into account the fact that without a brand the deal probably would not be done at all. The challenges of reorganizing a company to support brand extensions were depicted in the case of the Taj Group of brands, along with the issues involved in when and how to use co-branding in the lodging industry. Design as a key element of branding was explored, with examples of how careful design touches can set a brand apart from its competitors. The roundtable also included a critical element that is not always part of the brand development discussion but needs to be, legal issues. The outcome was series of spirited discussions on cutting edge hospitality brand management challenges and opportunities. <http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15639.html>

**Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 6**



***Chekitan Dev***



***Glenn Withiam***

# The Hotel Competitor Analysis Tool (H-CAT): A Strategic Positioning Tool for Managers

***Cathy A. Enz and Gary M. Thompson***

The hotel competitor analysis tool (H-CAT) is an Excel® spreadsheet designed to help managers make strategic comparisons between competing hotels on critical success factors. The tool permits hotel executive teams to assess direct competitors and then use the results to inform future planning initiatives to change or enhance organizational performance. The formatted worksheets allow strategists to compare their hotel to competitors, but to also examine and make supplemental comparisons of rooms inventory, various food and beverage outlets, or other revenue units of the hotel that would benefit from competitive comparisons. This report describes the steps necessary to conduct a competitive analysis, although the spreadsheet is designed to be self-explanatory and easy to use. The goal of the competitor analysis tool is to help hotel operators improve key elements of their operation by making meaningful comparisons and then exploring areas of strength and weakness. <http://www.hotelschool.cornell.edu/research/chr/pubs/tools/tooldetails-15799.html>

**Cornell Hospitality Tools, Volume 2, No. 3**



***Cathy Enz***



***Gary Thompson***

## STRATEGY

# Pouring Israel into a Starbucks Cup



**Arturs Kalnins**



**Laure Stroock**

## **Arturs Kalnins and Laure Stroock**

An analysis of Starbucks' failed venture in Israel provides a cautionary tale of emotionally driven decisions gone wrong. For its joint venture, Starbucks worked with Delek Israel Fuel Company (DIFC), an operator of gas stations and convenience stores, among other ventures. While both firms were successful in their own spheres, their competitive advantages and corporate cultures did not mesh in attempting to operate a joint venture—particularly when business went sour. A consideration of why these two firms went forward with their venture, even though it was clear that they were not well matched, provides strong implications for managers. Three factors pushed the deal, once it began: **(1)** emotional commitment, **(2)** escalating commitment, and **(3)** overconfidence. First, Starbucks CEO Howard Schultz wanted his firm to open shops in Israel, but the company did not appear to conduct serious market research. Second, once it became known that Starbucks and DIFC were negotiating a deal, it became increasingly difficult for either one to back off. Third, because both firms were successful—and because Starbucks had successfully opened a chain of stores in Arab Middle Eastern nations—the two firms exhibited overconfidence and anticipated that their joint venture would necessarily be successful. The key lessons from the case are for companies to (1) choose their partners carefully, (2) be willing to exit agreements rather than to proceed with partnerships that appear problematic, and (3) avoid substituting emotion for market analysis.

<http://cqx.sagepub.com/content/52/2/135.abstract>

**Cornell Hospitality Quarterly, Volume 52, No. 2 (May 2010)**

# Cautious Optimism: CHRS Examines Hospitality Industry Trends

## **Glenn Withiam**



**Glenn Withiam**

In October 2010, the Cornell Center for Hospitality Research produced a major “thought leadership” conference, the Cornell Hospitality Research Summit (CHRS). The summit featured four major keynote addresses and 45 breakout presentations. Topics included social media, industry analytics, branding, restaurant trends, and hotel industry trends. This proceedings summarizes presentations made on hotel industry trends. At the time of the CHRS, the hotel industry was beginning to recover from one of the worst recessions in recent memory. While the industry was able to remain profitable overall, recovery was slow and fitful. While demand was bouncing back with unexpected strength, room rates were not keeping pace. One issue for the industry to resolve is its relationship with third-party websites, or online travel agents (OTAs). The OTAs have been instrumental in helping hotels sell distressed inventory, but at the same time, price transparency has presented a challenge for hotels that wish to restore prices to pre-recession levels. In short, the industry must find out how to maintain control of pricing.

<http://www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/roundtable-15460.html>

**Cornell Hospitality Roundtable and Conference Proceedings Vol 3 No 1**

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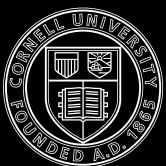
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