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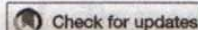
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## Deployment of Restaurants Websites' Marketing Features: The Case of Spanish Michelin-Starred Restaurants

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### ABSTRACT

Websites have become a fundamental marketing tool for tourism businesses and have a special importance for highly rated restaurants. The aim of this article is to propose and apply a model to evaluate the deployment and adoption of website marketing features of restaurants from a specific category. The model is based on the application of an extended model of Internet commerce adoption (eMICA) technique for technical depth, combined with content analysis for breadth. This study analyzes the website features and capabilities for Spanish restaurants in the 2015 *Michelin Red Guide*. A total of 102 restaurants were analyzed. The results of the website evaluation model suggest that, despite the importance of the restaurant sector in the economy and in the tourism industry, the websites of high-quality restaurants require improvements to adapt to customers' demands. Results further found that these websites are not tourist-orientated and are established at different stages of development.

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### KEYWORDS

eMICA; content analysis;  
Michelin guide; restaurants;  
e-commerce; Web 2.0

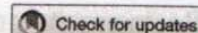
## Introduction

The restaurant industry is one of the most long-standing and traditional sectors of most economies. It is fast becoming a fundamental element in attracting tourism and promotion (López-Guzmán & Sánchez Cañizares, 2012). The term “gastro-nomy” has been developed over the past 200 years to mean good eating (Johnson, Surlemont, Nicod, & Revaz, 2005). As cited in Santich (2004):



Gastronomic tourism, or food and wine tourism, refers to tourism or travel motivated, at least in part, by an interest in food and drink, eating and drinking. It can be defined as “travel in order to search for, and enjoy, prepared food and drink” and includes “all unique and memorable gastronomic experiences.” (Wolf, 2002, p. 5)

The enjoyment of food and wine is increasingly important in the tourism sector (Santich, 2004) and there are travelers who consider visiting a particular geographical area to eat and learn about the regional cuisine. This may





## Factors affecting consumption of raw or undercooked foods in restaurants

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### ABSTRACT

As consumers increase their consumption of Food and Drug Administration defined risky foods, more restaurants have begun to offer risky foods. The purpose of this study was to examine the effect of cultural norms, experience, and knowledge on risky foods. This study measured the effect of perceived food riskiness on the likelihood of consuming risky foods with personal risk-taking level as a moderating variable. Results suggest that consumer perceptions of risky foods affect the likelihood of consumption. Perception is affected by three factors; cultural norm, experience, and knowledge. Results of this study can help restaurant managers better understand which consumers are interested in risky foods, the reasons why these consumers are interested in risky foods, and perhaps to whom to market risky foods most effectively and efficiently.

### ARTICLE HISTORY

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### KEYWORDS

Risky food; perceived riskiness of food; cultural norm; risky food knowledge; risky food experience; risk taking behavior

## Introduction

Consumption of raw or undercooked foods is increasing despite the fact that the Food and Drug Administration (FDA) classifies these foods as risky foods (FDA, 2013). Substantial proportions of the population consume foods that pose a significant foodborne illness risk, including undercooked foods derived from animals (Byrd-Bredbenner, Berning, Martin-Biggers, & Quick, 2013). The popularity of different types of risky foods has changed with time but consistently shows an interest in raw or undercooked foods such as soft cooked eggs or sushi. A meta-analysis by Fein, Lando, Levy, Teisl, and Noblet (2011) was conducted to summarize trends in U.S. consumers' food safety handling and consumption, and found that consumption of raw fish has become more common than undercooked hamburger since 2010 in restaurants.

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## Pygmalion leadership: Theory and application to the hotel industry

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### ABSTRACT

This research investigates the role of Pygmalion leadership and the influences of employees' trust in a leader, trust in an organization, and job engagement on task performance in the hotel industry. Through examining Pygmalion leadership, trust, and engagement in the literature, this research establishes and tests a model to identify the interrelation among four dimensions of Pygmalion leadership (e.g., climate, output, input, and feedback), trust in a leader, trust in an organization, job engagement, and task performance. Using data collected from hotel employees, this study finds that climate, output, and feedback are critical for nurturing two dimensions of trust that enhance job engagement and task performance.

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### KEYWORDS

Pygmalion leadership; trust; engagement; task performance; hotel industry

## Introduction

Pygmalion leadership has been considered to help an organization rise to today's challenges (Collins, Hair, & Rocco, 2009; Eden et al., 2000; Eden & Sulimani, 2002; Tierney & Farmer, 2004; White & Locke, 2000; Whiteley, Sy, & Johnson, 2012). Pygmalion leadership embraces the behaviors of a leader that (a) motivate employees by enhancing their self-efficacy, (b) generate a supportive interpersonal atmosphere, and (c) attribute failure to external and ephemeral stakes, and the success of employees to stable, internal ones (Eden, 1992). Based on previous research, these behaviors tend to convey the high expectations of leaders to employees, arousing greater motivation as well as intensification of effort (Bezuijen, Van Den Berg, Van Dam, & Thierry, 2009; Eden et al., 2000). This finding is consistent with several leadership theories including transactional, charismatic, servant, and transformational leaderships (Carmeli & Schaubroeck, 2007). However, it has been proposed that Pygmalion leadership is more suitable than other leadership styles in the hotel business because leader expectations play a significant role in the case of new employees (Serrano & Reichard, 2011). Hotel managers frequently





## Enhancing customer-based brand equity through CSR in the hospitality sector

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### ABSTRACT

Corporate social responsibility is considered an important element in the development of brand equity. Extant research in this context is mainly focused on the relationship between this corporate philosophy and financial performance, overlooking its potential to develop competitive advantages through brand equity dimensions. The aim of this research is to explore the impact of socially responsible aspects on hotel brand equity. To test the proposed model personal surveys of hotel customers were conducted. A structural equation model was developed to test the research hypotheses. The findings show that corporate social responsibility has positive effects on brand image, perceived quality, brand awareness, and brand loyalty.

### ARTICLE HISTORY

Received 29 March 2016

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### KEYWORDS

Corporate social responsibility; customer-based brand equity; brand image; brand loyalty; perceived quality; brand awareness; hospitality

## Introduction

The hospitality industry is seeing exceptional growth after the global economic recession. The American Hotel & Lodging Association has shown that this industry generated \$41 billion income worldwide in 2014, which represents an increase of 10.2% over 2012. In the same period of time, total industry revenue was \$163 billion, which corresponds to an increase of 5.4% from 2012. Meanwhile, hotel firms are also facing fierce competition particularly with the favorable evolution of alternative lodging products such as services apartments, hostels and apartment rentals (Ernst & Young, 2014). This growth in hospitality revenue reveals guests' increasing interest in the lodging context, but it also indicates the need for these companies to differentiate themselves from their competitors to increase their revenues attracting customers (Tsai, Cheung, & Lo, 2010). In this sense, one of the most effective ways to differentiate a hospitality company is to create a well-known brand and develop effective branding strategies (Dev, 2012).

The building of strong brands for hotel firms is crucial given the intangibility of hospitality services and the subjective perception of the quality of hotel services (Martínez & Rodríguez del Bosque, 2013). It is accepted that a





## Role of destination competitiveness and national corruption in hotel performance: A study of developing economies of Central America

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### ABSTRACT

The objective of this study was to investigate the relationship between destination competitiveness (DC), national corruption and hotel performance (HP). A panel data analysis was applied to the Central American region. The results reveal that corruption has an impact on DC and HP. Such findings are important for the region as many of the countries are battling high levels of corruption while developing tourism industry. In addition, DC was found to have a unidirectional impact on HP. These findings provide a number of theoretical and managerial implications, reinforcing the role of a “shadow” economy and the importance of tourism.

### ARTICLE HISTORY

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### KEYWORDS

Destination competitiveness; hotel performance; national corruption; developing economies; Central America

## Introduction

As tourism expands on a global scale, more researchers are choosing to investigate the factors and relationships that affect the competitiveness and development of a destination. The relationship between the competitiveness of a destination, its development and the role of hotels in this process is very complex. It is believed that as the understanding of these complex relationships increases, governments and private investors could pursue better planning and implementation of the positive aspects, while minimizing the harmful or ineffective negative consequences of their actions.

For many nations, gaining destination competitiveness (DC) has become a primary objective and goal of their administrations. As Tsai, Song, and Wong (2009) state, a destination may be considered competitive if it can attract and satisfy potential tourists. Furthermore, destination competitiveness is based on the performance of a country's enterprises (Barros, 2005; Cvelbar, Dwyer, Koman, & Mihalič, 2015; Tsai et al., 2009). Unlike most other industries, tourism incorporates a variety of different businesses and organizations, such as hotels, airlines, restaurants and casinos (Dwyer, Dragičević, Armenski, Mihalič, & Cvelbar, 2014; Leiper, 2008; Tang & Jang, 2009). Among these





## Key managerial and financial accounting skills for private club managers: Comparison to lodging managers

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### ABSTRACT

This study provides empirical evidence of the comprehensive accounting skills by financial executives across the United States, and Canada believed important to private club general managers. This study's purview extends to identify any significant differences or similarities in the accounting skills between the private club and lodging managers. Four hundred and one responses (211 from clubs and 190 from hotels) were received. The most critical accounting skills for club and lodging managers are understanding operating budgets, capital budgets, income statements, and analyses of variances. When comparing the accounting skills to managers between clubs and hotels, the ranks of importance are similar. The findings provide theoretical and practical implication for hospitality researchers, managers, and educators.

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### KEYWORDS

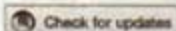
Financial and managerial accounting skills; private club industry; lodging industry; general managers; hospitality education

## Introduction

The impact of technology, global market growths, and increased pressure on profitability have made the hospitality business environment more dynamic, competitive, and complex. Today's hospitality managers need to think critically and collaborate effectively (Burgess, 2007; Koenigsfeld, Perdue, Youn, & Woods, 2011; Lado & Wilson, 1994).

According to the model of professional competence developed by Cheetham and Chivers (1996, 1998), the key to success for managers lies in four categories of professional competence: the functional, personal/behavioral, knowledge, and value/ethical. Research on management competency has increased and studies in the hospitality industry have primarily focused on personal/behavioral competence, emphasizing the need for a higher level of interpersonal relationship, problem-solving, leadership, effective communication, marketing, and strategic management, although some studies have emphasized the functional and knowledge competence such as operational knowledge and foreign language skills for hospitality managers (e.g., Agut, Grau, & Peiro, 2003; Chung-Herrera, Enz, & Lankau, 2003; Connolly &





## "Just trained to be a chef, not a leader": A study of head chef practices

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### ABSTRACT

Hierarchical manners and taxing work complicate the picture of the restaurant industry, a sector in great need of personnel. There is little scientific research on daily work in restaurants. Through interviews and observations in restaurant kitchens, three head chef practices were detected: "Master the materiality" is a stipulation for leading kitchens, but does not imply leadership aspirations; "show and guide" is teambuilding through which standards are reinforced by the presence of leaders while allowing coworkers some freedom; and "overview and foresight" involves nonhierarchical supervision by head chefs during service. These practices make sense to head chefs as they enhance product quality and their reputations as professionals. The study points to a horizontal leadership in the restaurant industry and a possible new order for growth and development.

### ARTICLE HISTORY

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### KEYWORDS

Restaurants; practice theory;  
"interview to the double";  
leadership; craft knowledge


## Introduction

A remarkable gastronomic transformation (Jönsson, 2012) has occurred during the last 15 years in Nordic countries, and the restaurant industry has become a substantial part of present-day cultural and economic life. Supposedly this transformation would attract new and broader groups of the workforce, both women and men. However, the industry struggles with recruitment issues, especially in Sweden (BFUF, 2014), given the predominance of small restaurant businesses. Furthermore, comparatively archaic features of work organizations, with taxing demands and conditions, place these small restaurants into relatively outmoded business organizations (Lane, 2014). The turnover in the hospitality industry may be rooted in these outmoded workplaces distinguished by tyrannical leaders and hard, physical, routinized labor often extended to overtime interfering with family life, that prevent employees from thriving and developing in their occupational roles, according to Tromp and Blomme (2014). Nevertheless, Robinson and Beesley (2010) found that one of the reasons to stay in the culinary sector, and the strongest motivation to





## Segmenting craft beer drinkers: An analysis of motivations, willingness to pay, and repeat patronage intentions

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### ABSTRACT

In order to determine the specific motivations of U.S. craft beer drinkers to visit a microbrewery taproom, the current study utilized a two-step data collection process along with a two-step cluster analysis. The current study shows that U.S. craft beer drinkers can be broken into two segments in terms of involvement and variety seeking: high involvement-variety seeking and low involvement-variety seeking. Furthermore, these two segments differ significantly regarding their motivations to visit a microbrewery taproom and their willingness to pay for craft beer at a microbrewery taproom compared to other locations. Implications for practice and academics are discussed in detail.

### ARTICLE HISTORY

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### KEYWORDS

Craft beer; involvement; variety seeking; motivation; beverage management

## Introduction



The craft beer industry has seen tremendous growth in popularity and sales within the United States over the last 40 years. In 2015, 98% of all breweries in the United States were craft breweries, accounting for \$22.3 billion in retail revenue and 12.2% market share in the beer category (Brewers Association, 2015a, 2015b; Elzinga, Tremblay, & Tremblay, 2015). This growth has also impacted the overall alcoholic beverage industry in the United States as craft beer now holds over 9% of the \$211 billion alcoholic beverages industry ("Alcoholic Beverages Industry," 2016; Brewers Association, 2015b). Despite the opening of craft breweries in all 50 states, not every state has experienced equal growth or success (Brewers Association, 2015b; Reid, McLaughlin, & Moore, 2014).

Most states follow the three-tier system for distribution of alcohol (Tamayo, 2009), which requires brewers to sell to wholesalers, who then sell to retailers or other wholesalers, and retailers then sell to consumers. This system often creates barriers for new or smaller breweries to get their products to consumers due to the fact that they have to go through





# Ownership perceptions in European hotel management agreements

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## ABSTRACT

The hotel management agreement is a common, but arguably at times misunderstood, hotel operating structure. This study has sought to explore how both owners and hotel management companies ("operators") perceive aspects of ownership in managed hotels. In-depth interviews were held with both operator and owner executives and it was found that, even though interviewees appeared to be aware of the nature of the relationship established by a hotel management agreement, in practice operators in particular use a working definition of the model that is more akin to a lease. Misunderstandings of the hotel management agreement can cause confusion as to where risks and responsibilities lie. Based on these findings, we argue that ownership of the operating business, in addition to that of the hotel's real estate, deserves to be more explicitly acknowledged and addressed.

## ARTICLE HISTORY

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## KEYWORDS

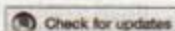
Hotel management agreement; hotel management contract; real estate; lease; hotel investment

## Introduction

Hotel management agreements (HMAs) are a frequently used operating structure within the hotel industry. According to Evanoff (2016, p. 3) an HMA "is now universally accepted as a tool to link hotel operators with investors who wish to develop and own hotels." The popularity of HMAs can be explained by the fact that they allow operators to grow their business with minimal investment, while they allow investors access to professional hotel management services (deRoos, 2016). In spite of their prevalence, HMAs have been referred to as "among the most complex property management contracts in commercial real estate" (deRoos, 2010, p. 79). At first sight, the definition of an HMA appears unambiguous:

[The HMA is] a written agreement between the owner and the operator of a [...] hotel by which the owner employs the operator to assume full responsibility for operating and managing the property. In general, the operator pays in the name of the owner all operating expenses from the cash flow generated from the property, retains management fees, and remits the remaining cash flow, if any, to the owner. The owner supplies the lodging property, including any land, building, furniture,





## An analysis of franchisees' satisfaction with support provided by franchisors in foodservice industry

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### ABSTRACT

This study validated the scale originally developed in Taiwan for measuring satisfaction of foodservice franchisees with support provided by franchisors in mainland China. Data for validation were collected by means of a questionnaire distributed to foodservice franchisees in Shanghai and Xiamen, China respectively, and analyzed through confirmatory factor analysis. The findings showed that the proposed measurement scale is applicable across the two regions with acceptable model fit indices. In addition, this study examined the differences of franchisees' perception on support provided by franchisors in Taiwan and China. The findings in this research not only advanced scholarly understanding and theory in franchising but also provided useful insight for foodservice stakeholders seeking to expand their market by franchising in these two regions.

### ARTICLE HISTORY

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### KEYWORDS

Franchising; foodservice;  
measurement scale;  
satisfaction; China

## Introduction

Numerous enterprises in the service industry including wholesale, retailing, and foodservice have adopted franchising as a growth strategy to increase their market share (Hoover, Ketchen, & Combs, 2003; Sen, 1998). The organizational form of franchising has long been a major driving force behind the development of the service industry or retailing industry in both Taiwan and mainland China. In China, there were more than 4,500 franchisors which included more than 400,000 franchising stores or chain stores (China Chain Store and Franchise Association, 2016). In Taiwan, there were approximately 1,600 franchisors which were associated with more than 97,000 franchising stores or chain stores (Taiwan Chain Stores and Franchise Association, 2015). As it can be seen, franchising strongly affected industrial development and was increasingly popular as a business model in the two regions.

To focus on foodservice industry and take mainland China as an example, since the KFC and McDonald's entered into mainland China in 1987 and 1990,