



Compilation of abstracts from the CHME 2021 conference

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Foreword

It is with great pleasure that we introduce this compilation of abstracts of the papers presented at the 29th Council for Hospitality Management Education (CHME) conference which was held online by Sheffield Hallam University (SHU) from May 12th -14th 2021.

The theme of this year's conference was "Creating Hospitality Experiences: Authenticity in an Emerging World of Hyper-Reality". Experience for all stakeholders (customers, staff, investors, education) as the core of the Hospitality industry. With the advancement of the experience economy, the growth of the sharing economy and the proliferation of information and communication technologies, the challenge for the industry is how to continue to create and deliver experiences which are authentic or deemed as 'authentic' by stakeholders. The CHME conference debated this from a diverse perspective as the future of the industry hinges on creating experiences. The abstracts from the following themes are presented.

- Hospitality Management
- Critical and Cultural Studies of Hospitality
- Learning, Teaching and Assessment in Hospitality Management Education
- Food, Drink and Society

The three days of the conference provided stimulating debates on contemporary topics in hospitality research but also addressed the important issue of the industry recovering from the COVID-19 pandemic and how hospitality management education can support this. We enjoyed welcoming delegates from the UK, Finland, Netherlands, Denmark, Italy, Ireland, Canada, Taiwan, USA and Australia. We are looking forward to seeing you at CHME 2022.

It has been an honour to host CHME 2021 and a pleasure to present this book of abstracts.

Alisha Ali and David Graham
CHME 2021 Co-Chairs, Sheffield Hallam University

Theme: Hospitality Management

Hotel marketing consortia as strategic marketing platforms: managerial perspectives

Dr. Sofia Almeida & Dr. Thanasis Spyriadis

Constant transformations in societies, markets and industries lead to intensified competition between tourism organisations worldwide. Such phenomena cause a shift in the marketing strategies of organisations in the visitor economy, and particularly in the hotel sector. Collaboration through strategic partnerships can prove to be a vital tool that enhances strategic capability and ultimately boosts hotel performance. In this dynamic business environment, small independent hotels seek to find effective business solutions in order to survive and thrive. Hotel marketing consortia (HMC) emerge as organizational arrangements able to help small independent hotels (SIH) achieve or strengthen their competitive position, by gaining higher visibility and maximizing revenue in international markets. In that respect, HMC can serve as important communication platforms and distribution channels, particularly in an increasingly digital and automated world. The present study examines the potential of HMC as collaborative arrangements that enhance strategic marketing practices of 4 and 5-star hotels in Portugal. The analysis is conducted through examination of perceptions of both hotel decision makers pertaining to international hotel consortia and HMC managers.

From open pricing to one-to-one pricing: Challenges in hotel revenue management

Dr. Pilar Talón Ballesterro & Dr. Lydia González-Serrano

Big data technologies have opened new avenues for hotel revenue management (RM). As data are increasingly available, new challenges emerge regarding its integration into revenue management systems (RMS). One of these challenges relates to pricing, which is becoming more sophisticated than ever before. Using a qualitative approach, this study aims to develop a conceptual framework of pricing in hotel revenue management. By doing so, this research provides academic backup to recent concepts like “open or agile pricing” and identifies the opportunities and challenges of a customer-centric approach to pricing, i.e. “one-to-one pricing”. From a theoretical perspective, this study may guide future research on pricing in hotel revenue management. Finally, this work also presents actionable insights for practitioners.

The impact of Covid-19 on UK group tour operations

Karl Bolton

This paper sets out to analyse the impact of the Covid-19 virus on the holidays provided by UK group tour operators. With inbound tourism arrivals expected to decline by up to 30% in 2020 and the industry suffering losses of up to 100 million travel-related jobs, group tour operators will need to assess and possibly change the way that they offer holidays to initially survive and subsequently rebuild tourism volumes in the coming years. This paper identifies how these tour operators could alter their holiday proposition aiming to reassure travellers that includes; challenges of operating international tours when airlines have reduced capacity, the need to target age demographics most

likely to travel and offering itineraries which visit rural or small-town locations and favour quieter corners of regions compared to cities where numerous itineraries travel to now. Finally, the paper discusses and describes the significance of the findings with insight as to possible opportunities that have been created for tour operators to promote holidays to new and existing travellers. This may result in operational adjustments including; the changing outlook of holidaymakers which encourages an interest in cultural experiences and activity-oriented holidays, increased demand for multi-generational holidays and the possibility of offering domestic tours to meet the current demand.

How 'over tourism' has detracted from the overall tourist experience and how to manage this phenomenon?

Karl Bolton

Tourism has grown significantly from 200 million tourists in the world during the 1960's, to 1.2 billion worldwide arrivals in 2016 and a projected figure of 1.6 billion by 2020. This increase and the opening up of new source markets, such as China, which now accounts for 12% of all passengers to Europe, has intensified the need to manage and plan for tourism growth. This is especially important as the Chinese market is predicted to grow by 9% per annum which will be aided by more Chinese gaining passports – currently, only 6% of Chinese have a passport. The growth can come at a cost in relation to its impact on the natural environment and host culture and traditions which can subsequently also impact the overall tourist experience. The World Tourism Organization (UNWTO) defines 'over tourism' as "The impact of tourism on a destination that influences perceived quality of life of citizens and/or quality of visitors experiences in a negative way". This impact can alter the original reason that tourists want to travel to a location.

Exploring the effects of social interactions, loneliness, and visiting frequency on pre-elderly's and elderly's social wellbeing

Dr. Wen-ching Chang & Professor Levent Altinay

This study aims to understand how pre-elderly and elderly people visit temple as a third place, may help them become more socially connected with the rest of the community and enhance their social wellbeing. The target populations of this study were Taiwanese residents of age 50 or older. The sampling frame comprised respondents who visited temple more than once a year. A total of 200 valid respondents were employed into analyzing. Hierarchical regression was used for data analysis. The results show that social interactions with staff and the joint effect of interaction with other believers and visiting frequency have a positive effect on social wellbeing while loneliness has a negative effect on social wellbeing. The study demonstrates the respective contributions of two kinds of interactions as well as the joint effects among these tested variables to enhancing pre-elderly and elderly's wellbeing. Discussions and suggestions are provided to enhance theoretical and practical implications of our findings.

Can the COVID-19 global pandemic create toxic hotel workplaces?

Judith Chomitz & Dr. Alisha Ali

The COVID-19 pandemic has hit the hospitality industry particularly hard. Using the US hotel market as an example, 2020 is officially the worst year on record, with an annual occupancy rate of 44%. For the first time in history, the US hotels surpassed 1 billion unsold room nights, which eclipsed the 786 million unsold room nights during the great recession in 2009 and the industry expects to show an almost zero net profit (STR, 2021). This study hopes to provide some insight into how the COVID-19 pandemic has the potential to affect the resiliency of the hospitality industry as the consequences of the uncertainties of the past year on employee stress and mental health, become more apparent. Since the onset of COVID-19 in December 2019 there is continuing research across disciplines including psychiatry (Choudhari, 2020; Copur & Copur, 2020; Ivbijaro, et al., 2020), human resource management (Anjum & Ming, 2018; Giorgi, et al., 2020; Kusy & Holloway, 2009), and business (Kim, et al., 2021; King Fung Wong, et al., 2021; Pizam, 2020; Wong & Li, 2015), appearing in the literature detailing the negative impacts of COVID-19 on workers and the workplace. There has also been a substantive multidisciplinary approach over the last twenty years looking at different aspects of the effects of toxicity in both workers and the workplace, in particular the negative impacts to both mental health in the workplace and on the bottom line (Anderson & Pearson, 1999; Cortina & Langhout, 2001; Kusy & Holloway, 2009; Koropets, 2019). There is a gap in the literature at present bringing together the two themes of mental health issues caused by the global pandemic and toxic workplaces. The future resiliency of the hospitality industry is dependent upon having a strong understanding of the long-term underlying issues caused by both COVID-19 and toxicity within the workplace and how both these concerns affect the potential wellbeing of both management and staff (Pfeffer, 2010; Anderson & Pearson, 1999).

Social washing and customer misbehaviour in the hospitality sector: A problem that remains unreported

Anastasios Hadjisolomou, Professor Tom Baum, Professor Dennis Nickson & Dr. Irma Booyens

This paper examines hospitality workers' experiences with customer misbehaviour, an endemic problem in the hospitality industry, which however remains under or unreported. Customer misbehaviour in the hospitality economy sector has increasingly come under the media and academic spotlights during the Covid-19 pandemic (Donnelly, 2020; Sönmez et al., 2020). We employ the label 'customer misbehaviour' to denote behaviours that emerge within customer service that deliberately violate generally accepted social norms of conduct (Reynolds and Harris, 2009).

The paper shows that experiences of customer misbehaviour are widespread in the sector, with the majority of respondents suggesting that they have experienced and/or witnessed abuse and harassment from customers. Alarming, however, as the research further found, abuse and harassment remain underreported or even unreported and where it is reported, is frequently dismissed, or belittled by management. We introduce the phenomenon of 'social washing', arguing that despite the wider managerial claim that abuse, of any kind, is not acceptable in the workplace management expect workers to accept and tolerate the abuse and harassment that they face from customers. This is driven by the commonness and normalization of such behaviours in the industry and leads to an alarming lack of managerial support. This paper discusses the implications of customer

misbehaviour for the work and career choices of those employed in hospitality and the consequences of the industry's 'conspiracy of silence' in this regard.

Why do you want to work in the foodservice industry?

Professor Mark Holmes, Professor Bruce McAdams, Dr. Chris Gibbs & Alexia D'Angelo

With high turnover and labour costs, and an ever-increasing labour shortage once the industry recovers from COVID-19, the food service industry needs to better understand what attracts and detracts those looking to enter the workforce. Drawing on surveys of culinary and hospitality students across Ontario, this study looked to better understand the factors that attract and detract those training to enter the industry from actually wanting to work in the industry. By better understanding, the preference of students, an already captive workforce, the foodservice industry can start to focus on how to reduce or eliminate employment detractors.

The final countdown. Should I stay or should I go? Hospitality undergraduates' changing perceptions of the hospitality industry as a suitable career choice

Dr. Stephanie Jameson

A concern for academics and practitioners over the years has been the number of tourism and hospitality graduates who decide not to work in the industry after graduation. This is not an exclusively UK phenomenon. It appears that although the tourism and hospitality industry need to attract and retain highly qualified and highly skilled labour, it seems that many tourism and hospitality graduates decide not to enter the industry upon graduation. Jameson (2018) argued that it was time for a new approach to help understand how hospitality and tourism undergraduates' views of the industry change over the course of their degrees and this paper (and the conference presentation) will outline how the research was done and what it discovered.

Effects of crisis response tone and author's gender on employer attractiveness

Dr Grzegorz Kapuscinski

This study investigates the impact on employer brand attractiveness of crisis responses in social media. A 2 (message tone: formal vs. informal) x 2 (author's gender: male vs. female) between-subjects factorial design was used. The results suggest a significant interaction effect between factors. Informal tone of the message is more effective, but this is stronger in the case of a male spokesperson. The results are relevant to tourism and hospitality crisis managers that aim to attract and maintain a quality workforce.

Employees' narratives of talent pool exclusion in hotels

Dr. Aliaksei Kichuk

The purpose of this paper is to explore the experiences of employees excluded from a talent pool and to identify what career development is provided for them. Design/methodology/approach - A qualitative approach was adopted, and narrative inquiry was selected as the optimum route to obtaining detailed and rich accounts of the experiences of employees excluded from a talent pool. 15 in-depth interviews were conducted with 8 employees and 7 managers in a small hotel chain in the south of England. Findings - The study shows that employees who are excluded from a talent pool feel frustration, mistrust in the organisation, have low expectations of career development and show an intention to leave the organisation. Research limitations/implications - The study was conducted in a chain of hotels where TM strategies are one of the key priorities in the organisation. The results may be different in hotels where TM strategies are less formal and talent pool segmentation is not clearly identified. Practical implications - Hotel managers should consider employees who are excluded from a talent pool and build effective TM strategies and provide career development to minimise adverse reactions and improve commitment and motivation. Originality/value - This research contributes to understanding talent pool exclusion and its consequences.

Role of training in developing organizational resilience in star rated hotels in Nairobi City County, Kenya

Peter Kibe Njuguna

Hotel management suffers various disruptive events globally in the like of natural disasters, terrorism, criminal activities, employee errors, negligence and accidents. These dynamics and disruptions are bound to occur in different forms in the hospitality industry. This paper sought to determine the role of employee training in developing organizational resilience in star rated hotels within Nairobi City County, Kenya. Embedded mixed research design was adopted to study HR managers and tourism bodies of star rated hotels obtained through stratification sampling. Regression and correlation analysis findings proved a strong positive and highly significant effect between training and organizational resilience. Further analysis from the ANOVA reveals F-statistic ($F(1,98) = 86.885$, $p\text{-value} < 0.05$). The study recommended organizations need to prioritize training so that they prepare their workforce and enhance organizational resilience. The study recommends that training needs to be tailored to solving problems that may hit during a crisis.

Hospitable waiting experiences: Evaluating the cancer care servicescape

Professor Peter Lugosi, Ms Colette O'Brien,

Dr Hossein Olya, Dr Ryan Pink & Dr Verna Lavender

Waiting is part of all clinical experiences and is often a source of boredom and stress. This study contributes to knowledge on hospital waiting experiences by evaluating the impacts of a range of servicescape dimensions, including atmospheric and design factors on visitor satisfaction. The study was conducted in a haematology and oncology clinic at a UK hospital. Scoping discussions with clinical staff, observations of the clinical environment and 'walk-throughs' were used to develop a survey instrument to capture visitors' expectations, perceptions and satisfaction with waiting experiences. Atmospheric aspects such as lighting and temperature were shown to have a greater impact on

satisfaction than design features. Perceptions of wayfinding and privacy features, alone and in combination, were shown to impact significantly on satisfaction and dissatisfaction. Paying close attention to improving experiences of privacy and wayfinding can significantly improve overall satisfaction, with the scope to compensate for deficiencies in other areas of servicescape management.

The travel decision-making journey revisited: The case of the specialist tour operators

Dr. Svetla Stoyanova-Bozhkova

In the context of rapidly increasing demand for tailor-made holidays, Specialist Tour Operators (STO) have to re-visit the travel decision-making journey and align their marketing strategies to effectively influence customers' buying decisions. This research employs a qualitative approach to gain a deep and detailed understanding of the personal experiences when purchasing a tailor-made holiday and the influence of current marketing strategies at each stage of the decision-making process. Key findings suggest that new stages can be added to the customer journey to better reflect the unique features of the tailor-made holidays and enable STO to focus their marketing efforts on those stages where maximum impact can be achieved. The research reveals the growing role of consumer-driven marketing and holiday customisation. The findings can guide the methodological decisions for future research, and equally enable managers to quantify the decision-making process and design appropriate strategies to influence particular segments of the market.

Spicing-Up hospitality service encounters: The case of Pepper™

Aarni Tuomi

The increased interest and use of service robots in hospitality is transforming service encounters, and subsequently, changing service experiences. However, not much is yet known about the implications of robotising hospitality. To address this, a field experiment was conducted to better understand how a specific service robot, Softbank Robotics' Pepper™, might impact service delivery in hospitality. Pepper™ was deployed to provide information during an academic conference in early 2020. Participants rated the service encounter, which consisted of both voice and tablet interaction, as mostly enjoyable. However, the relatively loud use-setting combined with Pepper™'s technical inadequacies significantly impacted the naturalness of interaction. In terms of Pepper™'s broader applicability in hospitality, participants considered it most suitable for taking orders in restaurant service settings, but least suitable for actually delivering orders. Managerial and theoretical implications of the current study are discussed, and a follow-up study to further evaluate Pepper™'s suitability to deliver hospitality services is proposed.

Visual attention on MGC websites toward restaurant selection making

Songphon Uthaisar, Professor Anita Eves & Dr. Lorna Wang

Nowadays, the internet plays an important role as a platform to deliver information from restaurants about their offers (Mareter Generated Content-MGC). Previous studies have indicated that online information can influence and attract customers in restaurant choice. However, in-depth understanding of what online information influences restaurant selection is little known, especially

when invested using a visual attention approach. This study aims to establish a deep and comprehensive insight into online information search behaviour with respect to restaurant choice, by applying physiological measurement technique, eye tracking, to understand customers online search experience. Semi-structured interviews were used to explore eye-tracking results further. The results revealed that 'menu' pages both visual and verbal information were the most important information page on restaurant websites, suggesting that restaurant marketers should make marketing strategies on this page according to their target customers.

Authenticity, inauthenticity and augmented reality

Emmy YM Yeung

Inauthenticity, inherently with a negative connotation and an undesired element in the tourist experience is under-researched. This research will investigate how tourists interpret authenticity and to what extent inauthenticity is acceptable to them. With the use of augmented reality techniques in interpretation, this research attempts to understand how authenticity and inauthenticity affect the tourist's experience. This paper contributes to the authenticity debate and empirical measurement of inauthenticity. This paper also attempts to link authenticity with technology.

Theme: Critical and Cultural Studies of Hospitality

Eating with the ghosts of horses: Towards an understanding of the genius loci of tearooms in historic houses

Helen Egan, Dr. Emmie Deakin & Dave Egan

This paper reports on a piece of exploratory research looking at how hospitality venues can utilise historic buildings and maintain and use the historic context of the building to enhance the hospitality experience through the genius loci of the setting, the spirit of the place. The authors report on 3 case studies where the authors suggest that the hospitality offer, together with the décor and the way the buildings are utilised, work with the historic building to maintain the genius loci of the setting and at the same time create a more authentic experience for the visitor. These case studies use the example of former stables within an historic house setting.

The Clink training restaurants: Analysis of TripAdvisor customer reviews

Dr. Maria Gebbels, Professor Alison McIntosh & Dr. Tracy Harkison

Customer reviews for any restaurant are important, but when the restaurant is situated in a prison reviews may influence wider social attitudes, as well as future custom. The Clink Charity runs training restaurants in four U.K. prisons and its aim is to change public perceptions of prisoners, create second chances and transform lives. However, to date there has been no research conducted on customers' feedback of these restaurants. This research used an interpretive qualitative case study of all four Clink restaurants to evaluate customer feedback through an analysis of their comments and opinions posted on the online review website TripAdvisor. In total 3951 reviews were analysed using qualitative analysis software, Leximancer 4.5. In the preliminary analysis four significant themes were generated: 'food'; 'visit'; 'place' and 'alcohol'. This paper offers preliminary findings which suggest that the four training restaurants have begun to change perceptions of the public by offering professional restaurant dining experiences delivered by highly trained chefs and waiting staff.

Family as the archetype of "ideal" hospitality

Dr. Gesthimani Moysidou

This paper explores the use of the family narrative as the archetype of hospitality. Hospitality is central to domesticity (Levinas, 1969) while hospitality towards the stranger has been characterised as an ethical relation (Bulley, 2015). This research focuses on non-commercial homestays, an exchange between strangers of food and accommodation for a few hours of daily work. In these encounters, the family narrative is often used by hosts to create fictive kinship (Kosnik, 2013; Anderson, 2014) and undermine the work aspect of the exchange (Parreñas, 2001). Findings suggest that the family narrative is one of the most common analogies to the hospitable treatment of the guest; mostly employed to describe an "ideal" or "pure" hospitality. When the relationship between the two sides is likened to a familial relationship, the connotations are mostly positive, particularly for the guest. However, issues of inequality historically found in families can often be noticed in these exchanges. With roles and responsibilities in the family often being defined by gender, this appears to inform these types of relationships. Moreover, in situations where the guest is treated as the child, they can

feel infantilised and removed of their agency. This type of approach to the host-guest relationship can create stronger bonds but also family-like tensions between the two sides; patronising behaviours from host 'parents' and defiance from guest 'children'. Much like hospitality is inextricably connected to hostility, in these situations a certain level of hostility can infuse family-type relationships.

Placemaking, place shaping and the experience economy: Is London moving east?

Lynthon Musamadya & Lisa Wyld

Purpose – the purpose of this paper is to investigate the relationship between place making, place shaping and the experience economy in East London. This conceptual paper is based upon a literature review and consults a range of databases to meet this purpose. Design/methodology/approach – This paper explores how the experience economy will evolve from the contexts created through placemaking and place shaping with particular focus on the stakeholders and potential developments for the East London locality. Findings – This paper identifies the potential room for development and value that will be created in the micro-economy through jobs, housing, parks and venues and East Bank. It is essential to include the local community in the process to get a good buy-in and give a sense of ownership. Originality/value – This conceptual paper provides depth and breadth of placemaking, place shaping and the experience economy for a variety of stakeholders: researchers, investors, local government, residents and other interested parties. Keywords - placemaking, place shaping, experience economy, experiences, events, experience landscape, East Bank Paper Type Conceptual paper

"I just can't shut off": Retiring from the small hospitality business

Dr. Richard Telling

Retirement has been widely explored among business owners and employees though empirical work has yet to reach the hospitality industry where a closeness to the guest, fun and friendships and a lack of traditional economic goals are often elements of the small firm sector. This paper addresses this gap by exploring retirement within a small hospitality business context through an interpretive and qualitative approach. A family-run restaurant in the UK formed the basis of the case study from which the retirement decisions of three interviewees were analysed: a family owner; a family employee; and a non-family employee. The findings highlight the role of 'helping' as a means of easing older generations out of the business, an undertaking previously associated with introducing younger generations to family business involvement. Due to the challenges that retirees experience in disentangling themselves from the business, the paper challenges the very concept of retirement within a small hospitality business context and lays the foundation for further research among hospitality businesses and their retirees.

Theme: Food, Drink and Society

Getting elderly in care homes to eat healthy & sustainable food - antecedents to nudging

Dr. Michel Altan

As sustainable and healthy food consumption has become a dominant trend in the hospitality industry, healthcare institutions (including elderly care homes) follow suit and progressively integrate sustainable and healthy food practices into their corporate policies and strategic planning. In the field of hospitality, nudging techniques are increasingly used to steer specific food choices. But implementing such approaches and interventions successfully with elderly people who have an aversion to change their nutritional behaviour and a rather outspoken preference for traditional foods is challenging. Instead of focusing on the impact of nudging, this research aims to develop an understanding of the attitude of employees towards healthy and sustainable food, considering that the behaviour and commitment of employees is critical to implement successful sustainable and healthy food practices. This is achieved by developing an understanding of the degree of readiness that employees show in terms of sustainable and healthy food consumption. A combined qualitative (17 semi-structured interviews) and quantitative (43 questionnaires) approach based on a single case study was performed; data was collected in food and beverage operations of a major player in the elderly care sector operating in the Dutch region of Gelderland. The results show a clear discrepancy between corporate policies of the operator on the one hand and the personal motivation, norms, values, beliefs and employee's attitude towards sustainability and healthy food on the other hand. And even though employees are sufficiently motivated, they do need support in the form of education on how to make food both tasty and healthy and sustainable, and clear direction from management on expectations. This study further highlights that developing awareness about healthy and sustainable food habits among employees and ensuring there is a degree of alignment between cooking and serving habits at home and in the workplace, are crucial.

Menu planning among independent restaurants: Does goal orientation matter?

Federica Burrese & Dr. Richard Telling

The topics of goal orientation and menu planning have both received academic attention within a small hospitality business context, though research has yet to explore the linkage between these two areas. This paper addresses this gap through a mixed methods approach conducted among seven businesses in South Yorkshire's Italian restaurant community. The study combined interviews, which focused on the business owner's motives for operating the business, with a quantitative element to analyse the size, composition and frequency of change associated with their menus. The research findings indicate that whilst a minority of restaurant owners identified with a profit and growth orientation, this did not correlate with a certain menu composition though it did influence menu size in such restaurants. The paper concludes by considering the limitations and implications for future research.

Is sommelier professionalism being eroded? A traits approach

Dr. John Dunning

The role of the sommelier is an important one in restaurants, in order to facilitate wine service to guests. However, there are pressures on restaurant owners, and others, to maximise revenue and reduce costs, which can impact upon sommeliers and their professionalism. Although professionalism is a widely used term, it has not been examined from a traits perspective in the specific context of the sommelier and their work in restaurants. This conceptual paper therefore explores the sommelier role by using four professionalism traits as a framework of analysis.

The hospitable city an investigation into Manchester's nighttime economy

Dr. Ian Elsmore, Dave Egan & James Merron

This paper reports on an exploratory piece of qualitative research into the nighttime economy of Manchester City centre, the researchers interviewed visitors to bars and other nighttime venues in the centre of Manchester, to explore their perceptions of the hospitableness of venues and the different quarters of the city centre. The key findings are that the nighttime economy is a more significant player in the renaissance of Manchester City centre than previous research has suggested. Moreover, the attractiveness and perceived hospitality of venues is at least partly determined by its location within a specific quarter of the city centre. The hospitableness of a venue and its associated quarter is determined by partly who is likely to be there but also who is not likely to be there. Lastly there was a strong belief among many interviewees that Manchester was a hospitable city, as there was a quarter for everyone somewhere in the city.

Understanding of the new demands of open kitchens on chefs

Dr. David Graham & Dr. Ian Elsmore

This exploratory study is to review the use of sketch drawings to elicit the deeper feelings of chefs toward the changing nature of the professional kitchen environment. One of the consequences of the move from a manufacturing to an experience-based economy (Pine & Gilmore, 1999), is the fusion between the front and back of house/office, propelling the previously unseen professional kitchen environment into the public eye. Providing a new and stimulating experience for the guest (Frale, 1998) as *'entertaining interaction'* (Lugosi, 2008, p. 140) or *'eatertainment'* (Graham, 2001). This blurring of the demarcation between production and entertainment repositions the chef as an emotional and aesthetic labourer.

Traditionally the chef, as a skilled craft worker occupied a predominantly male world protected from the public gaze, where tempers, egos and questionable practices were often the norm (Orwell, 1933; Fine, 1996; Bourdain, 2000; White & Steen, 2006; Robinson, 2008; Burrow, et al., 2015; Robinson & Baum, 2020). This research study sought an understanding of how skilled craft workers felt about this transformation from a closed hidden working-class production environment (McIvor, 2013), to a predominantly middle-class theatre of performance. An environment necessitating employees to adopt the behaviour of emotional labourers (Hochschild, 1983; Grandey & Gabriel, 2015) suppressing previous working norms while conforming to the expectations of *'looking good and sounding right'* (Warhurst & Nickson, 2001, p. 1) framed as aesthetic labourers (Warhurst, 2015).

Practicing dynamic hospitable meals *Dr. Lise Justesen*

The elderly population increases. Involving residents in meal activity is suggested as new welfare activities in nursing homes. A dynamic hospitable meal practice is as conceptual frame, which focuses on co-creational meal activities as an opportunity for meal experiences that are unpredictable and of multiple values for individuals. The paper aims to identify methodological grips to involve residents in food related activities that support residents' quality of life. The finding is based on a project studying involvement of residents in meals in a Danish nursing home. 29 breakfast clubs are held with 4-5 residents (16) and 2-3 (10) health-care-professional (HCP) during 2018 and 2019. Residents are hosting the club on shift. All members are preparing the meal together. Semi-structured interviews with residents (10), and HCP (5), in combination with observations are analyzed through a hermeneutic analysis-strategy and three methodological grips are identified. 1) Establishing a community of practice supports social relations, 2) A dynamic dialogue, travelling back and forth in time supports existent or new identities and ideas, 3) negotiating food practices enables acknowledging residents' values and opinions. A dynamic hospitable meal practice would support quality of life but, the question is how to implement these practices in practice?

Jamie Oliver: Taste, Monks and Nonnas *Ariane Lengyel*

Food is an essential part of our lives and is clearly more than simply a physiological requirement. It impacts upon the way we live and carries strong social and cultural references. From a social perspective, food and taste can serve as social symbols and discriminators because they imply notions of choice. Within this arena, the celebrity chef has become an important part of contemporary British society as an agent in transmitting concepts of taste and distinction through television and other media. The celebrity chef is now a modern cultural figure that embodies notions of modern-day shifts in attitudes towards cooking, ethics, consumption, culinary taste, gender and cultural capital. This work will present the findings from the analysis of Jamie Oliver's cookbook, *Jamie's Italy* and the associated television (TV) show, *Jamie's Great Italian Escape*. It will seek to identify key themes extracted from the sustained and repeated reading and viewing of the book and TV series. The conclusions may suggest that Oliver has some influence in conveying messages of authenticity, lifestyle and expertise and may therefore be a player in the construction of taste.

Demand-side marketing: Consumers' role in influencing food travel and co-creating destination restaurants *Eliana Lisuzzo*

Travelling for food experiences has been a research topic of increasing interest over the past few decades. Literature has largely explored the motives and decision-making process behind food travel as the desire to participate in hyper-popular food experiences has become a consumer phenomenon. Reviewing the mounting evidence that in-person and electronic word of mouth advertisement significantly impact diners' visit intention, this paper asserts that demand-side marketing is equally as, if not more, important and influential as supply-side marketing. Moreover, particularly drawing from recent research that has shed light on the success of hyper-popular restaurants, this paper further

emphasises how demand-side marketing co-creates restaurants' value in a competitive industry and is therefore crucial to establishing and maintaining an eatery's "destination restaurant" status.

Migrant visibility, agency and identity work in food enterprises

Professor Peter Lugosi, Dr Thiago Allis, Dr Marcos Ferreira, Eanne Palacio Leite, Aluizio Pessoa, Dr Ross Forman & Professor Mark Lewis

This paper explores how migrants engage in food-related enterprises, focusing the ways in which they mobilise various forms of cultural capital; and how their food-related business and organisational practices intersect with identity work. Drawing on research conducted in São Paulo, Brazil, the paper argues that in these realms of enterprise and employment, cultural capital, which includes cultural heritage, food, crafts skills, etc., become valuable resources for migrants. The paper examines how activities in these domains provide opportunities to maintain and celebrate their distinct heritage and identities, allowing migrants to become socially, economically and politically 'present' (or visible) in urban areas. Moreover, it questions how cultural resources become enrolled in the wider leisure and tourism economies of cities, generating different forms of capital that further support migrant communities' vitality and political agency, as manifested in their self-determination and resilience.

Australian Chardonnay: Assessing today's consumption and attitudes by British wine drinkers. Is Chardonnay back again?

Daniel Ma

Given its versatility as a wine grape, Chardonnay became a victim of its success in the 80s/90s with cheap, over oaked wines particularly from Australia flooding the market. This led to consumers rejecting it, coining "Anything But Chardonnay". Australian winemaking has since evolved and innovated to attract consumers back. Negative sentiment is still reported mainly on mass press. While objective research on Chardonnay was performed in the Australian market, this was the first study to explore Australian Chardonnay with the British consumer, with greater access and diversity to Chardonnay from around the world. In a survey of 943 UK consumers, half consumed Australian Chardonnay regularly; one in ten "ABCs" avoided all Chardonnay. Contrary to mass press opinion, Australia was the highest rated of popular Chardonnay regions. The Australian Chardonnay drinker tended to be younger, married, better educated, and have a higher income. They consumed more and spent more per bottle and had more expertise and engagement with wine. The opposite was observed for ABCs. Though there was no gender preference overall, it was consumed more by younger women and older men. Millennials preferred quality over quantity and placed greater value on sustainable/ethical winemaking. The outlook for Australian Chardonnay is positive, with consumers believing it has improved in the last 5-10 years.

An Investigation into the impact of rewards on motivation and job satisfaction of frontline employees in the restaurant industry in Limerick City (Ireland)

Dr. Noelle O'Connor & Anna O'Loan

There is a shortage of skilled hospitality staff throughout Ireland (GradIreland, 2019) as well as a high turnover rate that reached 72.1% in 2015 (Ruggless, 2016). Therefore, the aim of this research paper is to investigate the impact rewards may have on frontline employees within the restaurant industry in Limerick City (Ireland). It attempts to create a list of recommendations of reward methods that may be beneficial to restaurant managers who are struggling to motivate their staff. A phenomenological approach was undertaken in order to gather data from one hundred frontline employees in the restaurant industry, as well as four restaurant managers operating in Limerick City and compare reward schemes used to impact motivation and job satisfaction. The findings outlined the use of both intrinsic and extrinsic rewards are beneficial to the overall business, and not just the employees. However, a manager should be aware of potential barriers to offering rewards, such as restricted resources, or a difficulty in establishing a standard to measure. The area of motivation in the hospitality industry will need further research conducted into it, as very little up-to-date, current information is available on the topic, with a specific focus in Ireland.

Liquid otherness - Network commensality and the transient social interactions of others

Dr. Gavin Urie

This study explores the role of emerging trends in network commensality. Often termed as supper clubs or pop-up restaurants the focus is not just on the food being eaten but the range of social practices which are linked to the act of commensality. With network commensality encouraging interactions with both familiars and strangers, they act as a social tissue, where encounters with the other and the acceptance of otherness can take place. These social interactions are given added value with what Bauman (2000) describes as a liquid modernity, where social structures and personal relationships are becoming largely ephemeral, transient, and fleeting in nature. This paper concludes that the significance of network commensality within contemporary hospitality is strongly linked to the extension of social interactions with others, unfamiliar or those beyond the strong ties of family and work. In an increasingly globalised society, it is argued that communal meals are less of a social norm and something which is lacking from our societal make-up. Network commensality, therefore, provides an opportunity for the social interactions around the meal to be experienced without the pressure, expectation or necessity to move these interactions beyond the scope of the meal in which they are experienced.

Theme: Learning, Teaching & Assessment in Hospitality Management Education

Tightrope walking: Exploring the educational value of anthropological participant observation in hospitality management education

Dr. Marte-Rinck de Boer

The paper narrates from an exploratory project and flanking qualitative research with hospitality management undergraduates to understand the educational value of anthropological participant observation. It is a response to a call for ethnography in education (Lashley 2018) while following Ingold's vision on the educational character of participant observation (2017) and connecting hospitality research with practitioner inquiry in teacher education (Cochran-Smith & Lytle 2015). 100 third year undergraduates integrated participant observation in their managerial training in a commercial 4* on-campus hotel. Flanking research data included recordings of (bi-)weekly consultation meetings, student focus group meetings and oral defences; submitted research papers including fieldnotes and reflections from students' research; field notes and reflections on experiences with students. Thematic analysis and storytelling were used to interpret data. Students perceived the value of APO for learning and evaluated it as a sensemaking research project while becoming more attentive. Nevertheless, due to uncertainty while walking an unknown and unstructured path students needed support to weave APO into practical training. The hotel's 'action' focus made students question its relevance. We recommend prolonging and extending the project while involving education designers, teaching staff and practical instructors and students to think about the possibilities of APO in hospitality curricula.

Professionalism traits: Hospitality management academics' experiences of working in a changing higher education sector

Dr. John Dunning

Professionalism is a much-used term but analysis of this construct from the perspective of traits is relatively limited. This paper explores four traits (higher level knowledge, autonomy, collegiality and service) in the context of hospitality management academics working in post-1992 universities. Three key themes emerge as being relevant to their experiences of professionalism in the changing HE sector. The impact of the changes, and their effect on professionalism, could have significance for the hospitality management academics themselves and also for future hospitality management graduates.

A study on the impacts of alternative delivery models on hospitality postgraduate students in the Department of Service Sector Management at Sheffield Hallam University
Dr. Ian Elsmore & Dr. Wei Chen

This research considers student attitudes to three different patterns used for the timetabling and delivery of teaching. The research compared module performance data on a number of modules and following which, interviews were conducted in order to ascertain the method of delivery preferred by students. The research suggests that timetable patterns have a significant impact on engagement with study and student satisfaction in general. Most significant however, is the concentration of the timetable and the relationship between delivery and content.

Connecting communities to enhance student learning experiences
Edel Griffin

Creating memorable learning experiences facilitates deeper and meaningful learning among students. This paper showcases the value gained by taking students outside the classroom into the community, connecting with heritage and tourism organisations to create new, engaging and authentic 'service learning' experiences. Service learning (SL) is not a new concept. Aligning learning to solve community problems is as relevant today as it was when it first emerged in literature in the early 1900s. This research advocates the importance of SL as a teaching approach connecting learners, academics and the wider community. This paper presents a case study from the historic city of Derry-Londonderry detailing how marketing students engage in new SL projects outside campus settings where knowledge is exchanged between key heritage and tourism stakeholders. Literature links will identify how 'entrepreneurial' universities, successfully use situated learning and service learning. The research maps five years embedding SL into the curriculum for marketing students, providing reflections and experiences of the value of learning through heritage and tourism.

'...but it's just cooking dinner?': Training and educating the professional chefs of the future: A pilot study
Chris Jones & Ewen Crilley

This study explored how new approaches to culinary training and education can meet the future needs of the UK hospitality industry and contribute to meeting demand projections of 11,000 additional chefs by 2022. The study examined the complex nature of the role of the professional chef and evaluated key knowledge, skill and attitudinal competencies. The literature highlighted the trade-off of traditional technical-based skills development, with increasingly progressive education that is scientific, managerial and technological in nature. Three qualitative, semi-structured interviews were conducted with head chefs of independent restaurants in Derbyshire, and it was found that trainee chefs must experience the industry external to their own study environment through industrial work placements and stagiaire. The research highlights a move from a product, or skills-based training to a process-based approach and a need to build a learning environment where students can create and test new knowledge and innovative ideas. The implications of this on the training sector are significant, and training providers must collaborate with industry to co-create training that is relevant, contemporary and impactful.

Design thinking enhancing service concept development in hospitality management education

Miia-Maija Vakkuri & Heidi Vähänikkilä

This paper aims to introduce best practices of learning by developing (LbD) learning model in a RDI co-creational project. A partnership between tourism business operator HELtours based in the Helsinki area and students of the hospitality management degree programme from multicultural backgrounds aimed at producing new service concepts for the company partner. Students from Bangladesh, Finland, India, Latvia, Nepal and Russia worked together for a time of three months. Developing services in cooperation with companies throughout studies of 3.5 years in Laurea University of Applied Sciences (Laurea UAS) – starting from the very first year – allows students to have an authentic perspective on real-life business knowledge. The LbD model, which has roots in pragmatic learning theory, offers a methodology for the development of practice-oriented entrepreneurial education. The LbD model integrates the three tasks given to universities of applied sciences: research and development, regional development and pedagogy. The case study presented in this paper followed the design thinking approach. This created a formulated process that was followed. As a result, in this case, new customer-oriented, sustainable service product concepts were invented for HELtours. Students reflected on their learning path by giving feedback on how their competencies grew along with the project. The students reported a positive impact regarding cooperation with a real-life company and the idea of developing a new practice of the company's business model. Some difficulties were reported regarding team-leading and time management.

Hospitality faculty leadership style and perceptions of teaching leadership in the classroom

Dr. Annamarie D. Sisson & Professor Kevin R. Roberts

Hospitality management educators and industry professionals are being impacted by the demand for leadership skills of managers and supervisors. Teaching leadership is lacking in classroom instruction and to address this concern, faculty, students, and industry professionals should attempt to work together to meet ever-changing industry requirements and expectations. Due to the early stages of leadership education within hospitality management, research to clarify the most prominent leadership style among faculty who successfully implement leadership pedagogy in the classroom will be beneficial for hospitality management educators, who are responsible for instructional change and development. Hospitality management educators completed a questionnaire measuring leadership style, and integration of leadership in classroom instruction. The majority of respondents identified as transformational leaders (n = 195) and indicated leadership integration in the classroom as highly important. Findings from this study contribute to understanding how educational leaders influence leadership skills and competency integration in classroom instruction. Leadership characteristics should be portrayed within higher education to produce quality students who possess the leadership capacity for industry. Recommendations included conducting further studies of hospitality management educators' leadership styles, further transformational hospitality leadership education classroom instruction changes, and effective leadership training for hospitality management educators and administrators.

Beyond budgets: is there a role for 'real' accounting and finance in a vocational centric hospitality course? An employer's perspective

Dr. Douglas Yourstan

Purpose - this paper investigates the role of real accounting and finance in a hospitality curriculum. The paper, through conducting a qualitative focus group of industry experts, enquires to whether the basics of finance including budgets, cost control and cash-flow is adequate or a more financial curriculum including themes such as investment appraisals, investments and valuation, and corporate governance is more suitable. Approach - the paper, through conducting an expert focus group of hospitality related managers from the Gloucestershire and surrounding counties, discussed the importance and content of what finance elements ought to be taught on a hospitality curriculum. Findings – The paper identifies that finance courses need to be sufficiently relevant in today's hospitality curriculum. This paper firstly argues that from an industry perspective, the fundamental such as budgets, cost control and cash-flow are essential, but also the inclusion of financial knowledge of investment appraisals, investments and valuation, and corporate governance, further enhances the graduates' financial understanding. In concluding, the study highlights the importance and relevance of teaching finance which sometimes might be overlooked and underestimated. Therefore, this paper argues that hospitality educators need to revisit whether the financial aspect of the curriculum is sufficiently robust.