Proceedings of EuroCHRIE 2016 Conference

26th-28th October

Budapest Metropolitan University, Budapest, Hungary

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Destination Spas: The profile of these establishments in South Brazil

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Abstract

The aim of this study is to verify the profile of destinations spas in South Brazil, analyzing three variables: (a) clients' profile, (b) treatments and services and (c) trends. An exploratory and descriptive study was conducted using qualitative methods. The data were gathered from bibliographical resources, documents and questionnaires forwarded to the sales department of three establishments. The customers of these spas are mostly adult women who spend 5-7 days at the spa. The spas offer a long list of treatments and services and have a medical team available. Weight loss remains the main reason for seeking spas. However, in recent years the number of customers seeking spas to relax and reduce stress has grown. The number of customers has increased in the last five years and these establishments claim they are aware of and following the spa industry market trends.

Key Words *Destination Spas, the Brazilian Spa Industry, profile of Destination Spas, South Brazil.*

Theme *Wellbeing, health, wellness and spa*

Focus of Paper *Practical/Industry*

Introduction

Despite Brazil's reputation as one of the top destinations for medical tourism (Smith & Puczko, 2014; Edmonds, 2011; Johnson at al., 2011), there are still few investigations relating to wellness and the hospitality industry in Brazil, especially the Brazilian spa industry. Authors such as Zonta and Novaes (2006), Paixão (2007), Brenner (2005), Moraes (2008), Quintela (2009), Faillace (2010), Fernandes (2011) and Panosso Neto and Ansarah (2015) have studied medical tourism, the history of mineral spring water spas and thermal waters in Brazil, but none have specifically studied Brazilian destination spas.

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Therefore, this study examines the profile of the destinations spas in South Brazil, analysing three variables: (a) clients' profile, (b) treatments and services and (c) trends.

The research objects are destination spas in the three states of South Brazil: Paraná, Santa Catarina and Rio Grande do Sul. The region comprises 576,409.6 square kilometres (Escola Brasil, 2015) and 29,000,000 inhabitants (IBGE, 2014). The economy is largely based on the service sector, with tourism as an important activity. However the region is also renowned for its agriculture and manufacturing industry, accounting for 16.6% of national Gross Domestic Product (GDP). It also has the best social indicators in Brazil, including the highest health indicator, the second highest per capita income and the best Human Development Index (HDI). (Escola Brasil, 2015)

This study is qualitative in nature, with an exploratory and descriptive approach, using a sectional time frame. The data were collected from primary and secondary sources. The secondary data were gathered from bibliographic and documentary research in books, articles, trade studies and reports from the official boards and associations related to the spa industry.

The primary data were gathered from questionnaires forwarded to the sales department of three spa destinations in South Brazil, applied between October and November 2015, and chosen by a convenience sample. The questionnaire contained fourteen questions, including open-ended and multiple choice questions. The script was divided into three sections: the first on client profile; the second on issues related to the treatments and services available and the last on the trends identified by the case studies.

The questionnaire script was validated by content validity (Netemeyer et al., 2003), in two stages. The first was gathered through the existing theoretical framework data related to these constructs. This was followed by expert validation from the selection of four key people chosen randomly, academics with considerable research and publications in the spa industry and/or many years' experience in the South American and European spa industry.

Following collection and treatment, the data were presented in a descriptive report. The analysis was conducted by comparing the primary data (questionnaires) and the secondary (literature and documents).

The article is divided into five sections. The introduction presents the main objective and the methodology. Section one discusses the spa industry; the second section describes spas in Brazil; the next section shows the results and analyses and the last section concludes the paper, pointing out difficulties, research limitations and making suggestions for future studies.

1. The Spa Industry

'A spa is a business offering spa treatments based on authentic water-based therapies which are practiced by qualified personnel in a professional and relaxing environment.' (Intelligent Spas, 2007 cited in Garrow, 2011, p.55). Types of Spas (2007) cited in Ellis (2011, p. 68) provide a broader definition of spas, defining them as '[…] places devoted to enhancing overall wellbeing through a variety of professional services that encourage the renewal of mind, body and spirit'. ISPA (2011) shows the categories of the spa industry: Club Spa; Day Spa; Destination Spa; Medical Spa; Mineral Springs Spa and Resort/Hotel Spa.

This paper specifically addresses destination spas. According to ISPA (2011, p. 6), destination spas are 'historically a seven-day stay, encompassing spa services as part of a program whose primary purpose is guiding spa-goers to develop healthy habits.' Gustavo (2010) explains that destination spas offer a total immersion experience in a spa. They offer all-inclusive programs, providing fitness activities, nutritious cuisine, therapeutic body treatments and other interactive activities. They also provide education from a holistic viewpoint, caring for mind, body and spirit to help clients adopt a healthier lifestyle.

Cohen (2011), based on Spafinder data (2007), estimates that there are over 50,000 spas worldwide, with a turnover of $40 billion. In Europe alone, it is estimated that there are over 25,000 spas generating $20 billion in revenue (Mintel, 2011). In the USA, the International Spa Association (ISPA) calculated that there are over 20,100 spas, with an estimated revenue of $14.7 billion (data from 2013). The spa industry is also very important economically to other countries, especially in Asian-Pacific countries such as Thailand, the largest spa market in the region, and Malaysia, which has grown over 200% since 2002 (Garrow, 2011).

Machado and Peñalver (2012), attempting to identify the spa customer profile of Algarve, Portugal, found that more women than men attend Portuguese spas. However, despite the findings of Machado and Peñalver (2012), the Blue Paper: Emerging Global Spa Trends, published by Hilton in 2012, stated that the number of male clients is almost equal to or even higher than female clients in spas at urban hotels frequented by business travellers (Hilton, 2012). Smith and Puczko (2014) corroborate this statement and Mintel (2011) explains this new reality by the fact that men are becoming more concerned about their appearance. This data show that it is not possible to generalize the customer profile.

Today there are diverse treatments and services available in the spa industry. Gustavo (2010) identified some of these treatments, including hydrotherapy, thermal therapy, vinotherapy, chocolate therapy, seaweed therapy, various massage therapies, colour therapy, aromatherapy, herbal medicine, music therapy, fitness, phototherapy, crystal healing, thermotherapy, mud therapy and acupuncture. Fernandes (2015) adds other treatments, including aesthetic treatments (lymphatic drainage, hand and foot moisturizing, facials, moon bath, peeling, hair and facial care and body exfoliating), wellness treatments (hot tub baths with essential oils, reflexology and shiatsu), and healthy cuisine. Gustavo (2010) explains that the growth of these services and treatments is not only qualitative but quantitative, and they are spreading and becoming global.

Regarding worldwide trends in the spa industry, Smith and Puczko (2014) affirm that spas are seeking to use more natural, organic and healthy places, materials and ingredients. They are offering organic and mineral products, providing healthier food and developing a healthy, balanced, nutritional, but tasty diet in spa cuisine. Spas tend to be located in natural surroundings and spa design is focusing more on natural landscapes. Hilton (2012) mentions other trends: (I) the treatments are becoming less about pampering and more about delivering results, (II) men are increasingly becoming an important part of the spa customer mix, (III) spas are becoming an important service for hotels, and (IV) the spa industry is seeing a global shift toward more refined treatment menus, including more services.

2. Brazilian Spas

Recognizing the healing power of mineral springs and thermal waters in Brazil is not a new subject. The use of mineral spring waters in Brazil gained legitimacy in 1818 when John VI of Portugal recognised the therapeutic properties of the water in Caldas de Cubatão (SC), now Caldas da Imperatriz, thus creating the first Brazilian spa (Moraes, 2008). In the nineteenth century, Poços de Caldas, in Minas Gerais State, proving the healing properties of its thermal waters, installed its first Thermal Bath, visited by Peter II of Brazil and his wife (Poços de Caldas, 2015). Caxambu (MG), Caldas Novas (GO), Águas de Lindóia (SP) and Gravatal (SC) are other examples of the original of mineral spring waters for health reasons.

Paixão (2007) states that the creation of new seaside, thermal and climatic resorts in Brazil was stimulated by Decree 3.987/1920, signed by President Epitácio Pessoa. At that time, Thermas Antônio Carlos in Poços de Caldas was established (1931), as was the Grande Hotel and Termas de Araxá (1944), now Tauá Grande Hotel Termas & Convention, in Araxá (Tauá Resorts, 2015). These establishments became destination spas and remain benchmarks in the spa business today. Another landmark in the Brazilian spas industry was when Ala Szerman, a Brazilian businesswoman, leased the Hotel Jequitimar, in Guaruja, on the coast of São Paulo State in 1984. It promoted not only traditional spa treatments but also wellness, teaching and encouraging a healthier lifestyle (Mill, 2003 cited in Zonta & Novaes, 2006).

According to the Statistical Report of the Brazilian Spas Industry of 2013 (Relatório Estatístico: Mercado Brasileiro de Spas 2013), in Brazil there are 1,000 spas in different categories. Southeast Brazil represents 63.3% of the geographical distribution of spas in the country, and the south has 15% of all establishments. The market for spas and wellness is dominated by predominantly urban small businesses (75%). However, destination spas, representing only 7% of the market, remain fundamentally important to the industry because they are benchmarks on the Brazilian market and centres of excellence in all services related to the industry, including nutrition, beauty and medical treatments. It is estimated that the segment has a direct annual turnover of R\$ 370 million, approximately \$105 million (data from 2012) (ABC Spas, 2013). Despite the considerable number of spas and the revenues generated in this sector, Johnson at al. (2011) state that Brazil still has few spas and holistic, wellness and spiritual retreats. Furthermore, despite the well-developed medical tourism market,

especially cosmetic surgery, wellness and spa tourism is an undeveloped market in Brazil, and there is no effective promotion of this niche in the country (Johnson at al., 2011).

Regarding customer profile, according to the Statistical Report of the Brazilian Spa 2013, spas in Brazil are mostly frequented by women (81%) (ABC Spas, 2013). The age range of the customers of Brazilian spas is approximately 21-40 years (64%). Customers visit spas mostly for wellness and relaxation (82%). Beauty and aesthetics are other reasons for visiting a spa, mentioned by 53% of surveyed customers. (ABC Spas, 2013)

Johnson at al. (2011) explain that one of the trends of wellness tourism in Brazil is growing interest in eco-spas or retreats. There are increasingly spa-like services, such as aromatherapy, massages, meditation, integral wellness, and these locations are becoming more like a med-spa in concept, although they are not labelled as "spas". ABC Spas (2015) adds other trends: pilates and yoga will become more common in spas; aesthetic spas will also offer relaxation services; physical and mental wellness spas will introduce beauty innovations; modern cardio equipment will be part of the services on offer; food services will complement what the spas offer, especially day spas; beauty salon services will be more commonplace (ABC Spas, 2015).

3. Results

Three destination spas were investigated, one in each state of south Brazil. However, to maintain the confidentiality of the case studies, the establishments will be identified as Spa A, B and C.

The first part of the questionnaire aimed to identify the customer profile. The first question was the gender of the guests. According to the three spas, women are in a majority at these establishments. Spa A's customers are 65% women, while women account for 70% of the customers at Spas B and C. This information is in agreement with the Statistical Report of the Brazilian Spa 2013 (ABC Spas, 2013), that Brazilian spas are mostly frequented by women.

The next question aimed to confirm the spas' customer type. According to Spas A and C, customers are predominantly single and couples. At Spa B, families and groups of friends are predominant. This difference could be explained by the fact Spas A and C emphasize their medical spa characteristics, while Spa B also offers medical treatments, but has a diversified leisure structure.

The third question asked the average age of customers. At all three Spas, the average age of clients is 31-50 years. These answers show that customers are adults, and partly corroborate the Statistical Report of the Brazilian Spa 2013 (ABC Spas, 2013), stating that customers at Brazilian spas are approximately 21-40 years old (64%).

Regarding customer demand, all three spas responded that most of their customers are from south Brazil. However, Spas A and C also highlighted that they welcome many tourists from São Paulo State in southeast Brazil. The demand from São Paulo can be explained by the fact São Paulo is the richest state in Brazil and the largest source of tourists in the country (SPTURIS, 2015). The Spas also stated that they occasionally receive foreign customers, mostly from South American countries, especially Argentina, Paraguay and Uruguay. Given this customer demand, spas could invest more in the international market, particularly targeting South American tourists, especially from Argentina, Chile and Paraguay, who are respectively the first, third and fourth sources of tourists to Brazil (BRASIL, 2016). Furthermore, these countries are closer to south Brazil, even closer than some Brazilian states. The international marketing could be devised and instituted through regional public policies or by the spas themselves.

When asked about the average stay of their costumers, Spas A and B informed that it is 5-7 days, while at Spa C it is 7 days. Therefore, customers tend to have a medium/long stay at the spas. This might be due to the packages offered by these establishments, fixed stays with a minimum number of days. The ISPA (2011, p. 6) claims that a stay at a destination spa historically lasts seven days. Therefore, this is the average stay at destination spas worldwide.

The last question of the first section of the interview asked the reasons why customers visit the establishment. The three spas highlighted all the alternatives included in the question: Wellbeing; Stress reduction; Rejuvenation; and Weight Loss. This answer largely corroborates the data from the Statistical Report of the Brazilian Spa 2013, which states that spa customers in Brazil mostly frequent spas for wellness and relaxation (82%), followed by beauty and aesthetic reasons (53%). (ABC Spas, 2013)

Thus, it is possible to draw a profile of the guests at these spas. The customers are mostly women, aged 31-50. The visitors are diversified, spend 5-7 days at the spa and seek wellbeing, stress reduction, rejuvenation and weight loss.

The second section of questions aimed to identify the treatments and activities offered to customers. The options available at the three establishments are shown in Table 1.

Table 1. Spas' treatments and services

Spa A	Spa B	Spa C
Jogging;	Jogging,	Jogging;
Water aerobics;	Water aerobics;	Water aerobics;
Ballroom dancing lessons;	Bathing in hot spring waters;	Dancing lesson;
Functional circuit and functional exercises;	Stretching classes;	Body dynamic;
Stretching classes;	Soccer pitch;	Weight training;
Swimming classes;	Tennis court;	Meditation;
Tennis lessons;	Volleyball court;	Nutritional counseling;
Cooking classes;	Colonial mill;	Cooking classes;
Sauna;	Suspension bridge;	Sauna and steam room;
Hiking long morning;	Ecological trails;	Physiotherapy treatments;
Pilates;	Bird watching;	Cinema;
Art workshop;	Butterfly garden;	Special dinners;
Lectures about health and wellbeing;	Live music;	Pilates;
Bike rides;	Night club;	Yoga;
Breathing technique lessons;	Other recreational activities;	Cultural performances;
Recreational activities;	Different types of games;	Live music;
Body cosmetic therapies;	Body cosmetic therapies;	Piano recitals;
Green clay treatment;	Different types of massages.	Different types of games;
Shiatsu;		Facial cosmetic therapies;
Acupuncture;		Body cosmetic therapies;
Sea salt exfoliation;		Mud bath;
Suction cup.		Salt bath;
		Iced bath;
		Ozonized bath with water jets and streams;
		Shower foam with antioxidant wine,
		Lectures about health and wellbeing;
		Forum with technical professionals:
		Relaxing therapies.

Source: The questionnaires.

Table 01 shows that the spas offer a long list of options. The options indicate the reasons why consumers seek these spas, as these treatments and services are as beneficial as Wellbeing, Rejuvenation, Stress reduction and Weight loss. Gustavo (2010) and Fernandes (2015) have already emphasized many of these treatments in their studies. Therefore, some of the treatments identified in the questionnaires are not exclusive to these spas and are found in other establishments around the world.

There are many outdoor activities, such as jogging (at all three establishments), cycling, bird watching, etc.; medical treatments, especially at Spa A; and alternative treatments such as meditation and breathing technique lessons, at Spa C and A, respectively. Concerning cosmetic therapies, all three offer cosmetic therapies for the body, and Spa C also has facial cosmetic therapies. Thus, cosmetic therapies are very popular treatments at these establishments. Cooking classes, a good activity for reducing stress, were highlighted by Spas A and C. Pilates classes, at Spas A and B, are also important. This information corroborates the literature, as ABC Spas (2015)

described this trend in Brazilian spas in their study. The variety of activities are viewed positively by some customers, providing them with more choices. If well publicized, these activities could provide the spas with a competitive advantage. However, the variety, if not well calculated, can also be viewed in a negative light, as the spas may lose the main focus of their business.

The next question asked whether the establishments provide treatments under professional medical supervision. The three spas informed that they have physicians and nutritionists on hand. These professionals are available to all customers, but according to the respondents, their main activities are weight loss (Spas A, B and C) and stress reduction treatments (Spa A). This shows that even when the reasons customers visit the establishment are not related to medical issues, such as wellbeing and stress reduction, the medical approach is always important to these establishments.

When asked whether the establishments offered Day Spa packages, all the respondents said they did, including all the treatments and activities offered to ordinary guests, although overnight stays are not included.

This section on treatments and services shows that all the spas offer many treatments and activities, provide treatments with medical supervision, especially for stress reduction and weight loss, and offer Day Spa packages.

The third and last section of questions examined trends. Regarding the rising number of customers in the last five years, all three stated that the number had grown. However, two spas (Spa A and C) were apprehensive about the future. Brazil is undergoing an economic recession and bookings for the coming months have fallen. They predict the spas will see a fall in the number of customers due to the country's economic situation.

Concerning trends in the spa industry in the past five years, all the spas acknowledged that there are new trends in the market. They all claimed more people are seeking spas, and more spas, especially smaller ones, are opening and the industry is becoming more competitive. These trends are consistent with the literature on the growth of the spa industry, already mentioned by Cohen (2011). Concerning other trends, according to Spa A, spas are offering more updated treatments. Spas A and C claimed that customers are interested in holistic treatments and natural and organic food and products, a trend already identified by Smith and Puczko (2014), who mentioned that spas are seeking to use more natural, organic and healthy places, materials and ingredients. Spa C said spas today are offering an unlimited list of treatments and services, as identified by Hilton (2012). Spas B and C mentioned the increasing number of men in spas, as highlighted by Hilton (2012) and Smith and Puczko (2014). All the Spas claimed to be following these trends, offering more services to please their customers.

The last question asked about changes the customer profile and motivation in the last five years. Besides the increasing number of men, identified by Spas B and C, they all said that weight loss remains the main motivation, but in recent years there has been a rise in the number of customers seeking spas to relax and reduce stress. This shows that people are looking for ways to reduce stress and see spas as a solution to this problem.

Final Considerations

The study sought to gauge the profile of destination spas in south Brazil, analysing three variables: (a) clients' profile, (b) treatments and services and (c) trends. The results showed that the customers of these spas are mostly adult women who spend 5-7 days at the spa. The spas offer a long list of treatments and services and have a medical team available. Weight loss remains the main reason for seeking spas. However, in recent years the number of customers seeking spas to relax and reduce stress has grown. The number of customers has increased in the last five years and these establishments claim they are aware of and following the spa industry market trends.

The study encountered some limitations and difficulties. The paper addresses only three destination spas in south Brazil. Therefore, the findings cannot be generalized for all spas in the country. Although the spa industry in Brazil is growing, many establishments were not interested in contributing to research on this subject. The reluctance of establishments to participate was the greatest obstacle of this study.

Suggestions for further research include paying greater attention to other case studies in different Brazilian states and the profile of urban spas, the most popular type of spa in Brazil (ABC Spas, 2013). Brazilian consumers could also be surveyed on why they frequent spas, focusing on their motives and results and whether Brazilian spas live up to their customers' expectations and needs.

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Suppliers' perspectives on the affordability of wellness services

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Abstract

This paper looks into suppliers' perspectives on the affordability of wellness services. It is becoming generally understood that prevention and health promotion are more cost-effective than the current model of sickness cure There is strong evidence that suggests that the adverse financial situation of the population impacts the usage of wellness services. Using an inductive, qualitative methodology, a number of interviews with wellness suppliers and local council were conducted. Findings demonstrated that there are significant operational and commercial barriers in making wellness services more affordable. Conclusions indicate that potential solutions can be realised through the collaboration between wellness suppliers, 3rd parties and public sector bodies.

Key Words *Wellness, Wellness services, Affordability, Wellness supply, Pricing*

Theme *Wellbeing, health, wellness and spas*

Introduction

Recession has undoubtedly had a major impact also on the consumer behaviour of wellness customers (SRI International, 2010; Mintel, 2015; Mintel, 2009; Mintel, 2010; Flatters and Willmott, 2009; Tabacchi, 2010). According to the results of a Mintel research on the UK spa and salon sector, 35 million adults spent £5.2billion in the course of 12 months leading to September 2009 (Mintel, 2009). However, this number was lower by almost a million in 2009 in comparison with the number of consumers treating themselves in 2008 (Mintel 2009). The recession has also influenced the UK population's leisure habits '*with 53% of consumers staying in more and 59% spending less when they go out*' (Mintel, 2010). A Mintel report on health and fitness clubs have identified that 23% of the total respondents cancelled their private gym or health club membership due to the financial crisis, 11% reduced the frequency of visiting a gym and 11% joined a pay-as-you-go gym (Mintel, 2015). It is pertinent, therefore, to examine the affordability and perceived value of wellness services.

Theoretical Background

Price sensitivity and elasticity of wellness services

The most ominously recognized shift in the post-recession consumer mindset by researchers is price sensitivity (Mintel, 2011; Flatters and Willmott, 2009; Mintel, 2010; Euromonitor International, 2010; Euromonitor International, 2011; Verschuur, 2011; Tabacchi, 2010; Turnbull, 2010; Champalimaud, 2010; Mintel, 2013; Coyle, 2011). This is underlined by the fact that consumers are more *"value conscious"* (Kotler et al. 2013, p.317) as a result of the financial crisis and therefore place greater significance on revaluating the price

and the value of a potential purchase The value of a spa treatment seems to have dropped in the consumers' perception as 61% of the 2010 National Health and Fitness Omnibus Survey's respondents regarded spa treatments as luxury that should be done as a special treat (Champalimaud, 2010). Moreover, 10% of the female consumers excluded the spa visit in 2009 completely and 23% have reduced its frequency (Mintel, 2009).

Many of the spa service purchases could arguably be associated with hedonic consumption, thus motivated by the anticipated feelings of enjoyment, excitement and escapism derived from the experience (Roy and Ng, 2012). As a result of the financial crisis, however, consumers have been less willing to spend as much money on spa services associated with overindulgence and luxurious spending as prior recession (Champalimaud, 2010; Mintel, 2011). In fact, one of the biggest concerns of a Mintel spa survey's respondents were indeed overpriced treatments (Mintel, 2009).This indicates that hedonistic consumption although acceptable for consumers in the past is less justifiable in times of economic austerity. The phenomenon of the "lipstick effect" has been observed when the consumers still purchase smaller luxuries despite reducing spending in general (Smith & Puczko, 2008; Tabacchi, 2010). In case of the spa industry, spa consumers in favour of pampering opt for less expensive treatments such as manicures instead of massage, and purchase cosmetics rather than having facials (Tabacchi, 2010).

Nevertheless, there is an opposing behaviour prevalent in post-recession spending when consumers still purchase the originally more expensive treatments; however they search for bargain purchases, value for money and *"trade down on brands"* (Tabacchi, 2010). According to a Mintel report 70% of consumers take advantage of vouchers, offers and discounts (Mintel, 2010). In a research conducted by the Coyle Hospitality Group 30% of respondent said to have purchased a massage on a deal site promotion (Coyle, 2011). Purchasing deals on third party websites such as Groupon has become increasingly popular as more than 20 similar companies have launched in the UK only (Champalimaud, 2010). Current research shows that the most frequent shopping strategy for promotions and discounts are search engines and deal sites (Coyle, 2011) and that 50% of the consumers indeed research before deciding to buy (Mintel, 2010; Mintel 2009). Moreover, deal sites also serve as a point of information for the consumers, as a research by the Coyle Hospitality Group has presented that 52% of the respondents have used Groupon to acquire information of the venues (Coyle, 2011).

All these factors render a high price elasticity of demand for wellness services which is a measurement of the *"sensitivity of demand to changes in price"* (Kotler et al. 2013, p.316). The high price elasticity is achieved due to the vast number of suppliers offering wellness services that then present plenty of substitutes for alternative purchases enabling consumer to seek the best value. The prices and offering can also be easily compared thanks to user generated review sites, deal sites, etc, which, as discussed above, is a common shopping strategy of the post-recession consumer. Kotler et al. (2013) emphasise that factors such as adverse economic climate and ability to compare prices online contribute to higher price sensitivity of consumers and understanding the *"trade-offs that people are willing to make between price and product characteristics"* is increasingly more significant for companies.

Perceived value of wellness services

Both researchers and industry professionals recognize that the paradigm shift to wellness is indeed triggered by the shift in the mindset of the people (Edlin, & Golanty, 2014; Percival, 2011; Tabacchi, 2010; Diagonal Reports, 2011; SRI International, 2010) which inevitably leads to significant consequences in the consumer behaviour of wellness customers. The GSS had clearly emphasized this idea in 2010 when they referred to wellness as a *"grass-roots movement, driven by individuals, entrepreneurs, and small businesses'* (SRI International 2010, p.36).

Financial instability stresses people out and that has an impact on their needs and choices as a consumer (Mintel, 2009; Tabacchi, 2010). As a consequence, such consumers seek simplicity in every aspect of the purchase stage that relates to the presentation of the offerings, understanding of the services and the experience itself (Flatters and Willmott, 2009). This can also be associated with utilitarian consumption which is known to be goal oriented, rational and relates to necessity (Roy and Ng, 2012). In the wellness industry context, the leading need of consumers is recognized to be stress reduction and relaxation, followed by the restoration of the mind, body, and spirit connection (Cohen, 2008, 2010; Smith & Puczko, 2008; Tabacchi, 2010, Voigt, & Pforr,

2014). Therefore, consumers prefer simple menus with therapeutic treatments (Tabacchi, 2010). While there has been a growing number of consumers less willing to spend on services they associate with pampering, on the other hand, more consumers have gained interest in services addressing the total wellbeing (Percival, 2011; Tabacchi, 2010; Diagonal Reports, 2011; SRI International, 2010). This represents a significant shift from pampering and indulgence focus of spa services to the focus on overall wellness which has been by many recognized as an emergence of a new paradigm, that of wellness (Tabacchi, 2010; Mintel, 2011; Flatters and Willmott 2009; Euromonitor International, 2011; Coyle, 2011).

The new paradigm also represents a shift from reactive approaches to health to proactive and holistic approaches that address or prevent the root causes of the problems (SRI International, 2010). The concept of prevention has been recognized as a growing trend and is also closely linked with a more practical and economical implication, that is the reduction of health care costs (Edlin, & Golanty, 2014; Tabacchi, 2010). Apart from the economic consequences of wellness, current research has highlighted a considerable greater potential of this concept as it is starting to be regarded as a *'fundamental human right'* and an *'all-encompassing belief system'* (McCann Truth Central 2013, p.4) elevating it to a platform of a sort of secular spirituality. Finally, wellness as a concept also offers an opportunity to redefine spa after the recession as a place offering services with real benefits and thus constituting a crucial place in maintaining a healthy lifestyle (Smith & Puczko, 2008; SRI International, 2010; Voigt, & Pforr, 2014).

However, although there are indications that wellness services are not currently affordable for the majority of people (Department of Health, 2013; PricewaterhouseCoopers LLP, 2008; Department For Work And Pensions, 2010; Winters et al, 2010), there is an absence of focus on the actual price tag the consumers would find affordable. Moreover, there is little information about the factors influencing the pricing of wellness services.

Methodology

The objectives of this study are to acquire the standpoint of the wellness service providers and the local council on the matter of affordable wellness services. This is achieved by deploying a qualitative, inductive research design, and conducting semi-structured interviews with selected providers and a Council Representative. Semi-structured interviews are considered to be a suitable form for acquiring more detailed or in-depth information (Lincoln, Denzin, Norman, 2005).

To satisfy the abovementioned objectives, interviews were pursued with a representative of the council as well as representatives (at managerial level) of wellness providers of each distinctive type of wellness establishments identified by Wandsworth Council Borough: 1) Spa, 2) Integrated health/ wellbeing/ wellness centre offering yoga, Pilates, fitness classes and holistic treatments, 3) Fitness centre with gym and swimming pool, 4) Gym, 5) Leisure centre (Council owned), 6) Yoga studio (cluster sampling). In this case the self-selection sampling strategy was used where all the available subjects will be invited to participate and the first provider of each category signalling their willingness to be included in the research will be interviewed.
Data was collected over a period of the first four weeks in June 2015. The duration of the interviews ranged between 25 and 40 minutes. Participants were informed about the purpose of the research and their rights and asked to sign a consent form specifying the use of quotations and also their agreement to participate.

Findings and discussion

Although several wellness providers under each established category have been contacted in order to conduct interviews, negotiating access has proven to be utterly difficult with very few willing to participate. With this in mind, results need to be viewed as highly contextual and indicative only. Thus 3 interviews with 3 different types of providers have been conducted, all of which requested to remain anonymous along with their company names. Therefore, they will be referred to as the Gym, Yoga Studio and Physiotherapist. The interviewees of the Gym and the Yoga Studio were on a managerial level with an understanding of the operations, however without a clear understanding of the expenses and the bookkeeping of the companies. The interviewee from the Physiotherapist company was the owner and therefore aware of all aspects of the business.

The company and client profiles along side with the average monthly spent by the average client have been collated in the below table for the ease of presentation.

Table 1. Company profiles

Company	Gym	Yoga studio	Physiotherapist
Years trading	2.5 years	2 years	8 years
Business ownership	Budget gym chain,66 in UK	1 location, 1 owner, 2 investors	2 branches 1 sole owner and shareholder
Business growth	Very good year	300 members, at maximum capacity	n/a
Offerings	Use of Gym – more equipment than elsewhere Add-on services Monthly memberships	Hot power Vinyasa yoga workshops Monthly memberships	Mainly Physiotherapy Support services : Pilates, sports and deep tissue massages Also an umbrella beauty clinic
Client profile	"commuters"- City worker, 30-40 age Local 21-28 age 15-20% is the corporate membership	30% males, 70% female mid 20s to early 40s fitness oriented, athletes	young professionals, probably age between 25 and 45 many attend the next door gym
Financial capability of clients	Mixed- clients who come because it is affordable and clients who could afford more	Mixed- because of the affordable intro offer £35/month Members- various & professionals	mainly employed young professionals
Average spent by client	£25.99/ month	£79/ month	£100/ month
Proactive vs. reactive use	n/a	get the balance with flexibility and strength	Reactive- come when injured

Price sensitivity - Provider's perception of price as a barrier to using their services

As far as the Gym's clients are concerned many of them join because of its affordability, however they have also clients who could afford more but they prefer that particular Gym because of convenience. As the manager said: "*We don't get a lot of people that leave because of price*" which is not surprising considering that it is a budget Gym. The Gym is considered a budget gym already offering affordable prices enabled by its low-cost operation strategy of minimizing staffing costs. The Yoga studio acknowledged that affordability is a concern that inhibits the repeat use of their services by their customers. Therefore, they reduced the cost of the membership since opening along side with the membership options; they also amended the introductory offer to a better deal, 1 month for £35 which did lead to an increase in members to such an extent that during the busy period of October- May they reached their full capacity and weren't able to take on new members. In case of the Physiotherapist clients, the owner explained that the clients' perceptions with regards to wellness affordability are skewed. In particular, they claim that while price overall is a barrier to wellness services consumption, at the same time clients are prepared to pay the price tag if they know they get a good service. Their answers indicate that with reduced prices their clients would be able to afford more treatments as opposed to just having one when they need it: "*We obviously would hope that people would come more for prevention but because we're a*

private facility a lot of people think of saving the money and then when they're injured than they're prepared to spend the money".

Suppliers pricing structures and willingness to reduce prices

The Gym is able to charge lower prices due to their low cost operation with the lack of additional facilities, minimizing staffing levels (i.e absence of reception), not offering extras. Furthermore, their add-on services (weight loss course, personal training session, etc.) are charged at competitive prices relevant to the location. Also being a big company renders them in favourable position when negotiating deals with 3rd party contractors enabling them to keep their operation costs down. Nevertheless, this particular branch of this budget Gym chain is the most expensive *"because we've got quite a large membership base so the price level is high".* However this is also due to the location with reasonably affluent population, presence of the bigger more expensive brands but a lack of competition from other low-cost operators. Price reduction would not be a favourable option; first because the financial capabilities of their customers are already met, and secondly, and most importantly, price reductions bear an inherent risk of "*diluting the product".*

In case of the Yoga studio, they a small enterprise and therefore in a less advantageous position when it comes down to expenses and marketing, the main concern being staffing costs and losing profit for future growth. The Yoga studio used a competition-based pricing initially and tried to charge the same or lower prices. However, 8-9 months after opening they reduced their prices and changed their offerings. The Yoga studio might consider further price reductions in the future; however they would not in the position to do so now, as they are in the process of extending their studio spaces *"to move the studio forward".* Nevertheless, the case of the Yoga studio did demonstrate the fact that lower prices attract more customers as after reducing their prices they were operating on full capacity. Although the impact of this on their operations and potential additional costs is not known, the fact that they are planning a studio expansion in the near future does indicate the success of their business.

The Physiotherapist uses the combination of cost-plus and competition-based pricing to cover the costs involved and aiming to stay in the lower range of the prices amongst the competitors. Nevertheless, it is obvious that the Physiotherapist's pricing structure does not meet the financial capabilities of their customers as those mainly use their services for reactive reasons when injury occurs, as opposed to for injury prevention that the Physiotherapist's main focus is. However, physiotherapist was reluctant to reduce prices for a number of reasons. First, their pricing strategy reveals that their current prices due to their effort of staying in the lower range amongst their competitors they already generate low profit margins. The Physiotherapists, being a *"very small profit margin business"* and in the lower range with their prices, cannot afford the price reductions. On the contrary, with the inflation and rising costs, price increase could benefit them, however that is not possible due to price regulations by the health care insurers. Another reason why price reduction is not a feasible option is that it implies employing therapists at a junior level that need constant supervision from the senior staff which then eventually leads to higher staffing costs. The Physiotherapist does, however, point out the impact of price reduction on the operations that yields a high volume of low paying customers that eventually leads to higher staffing costs mainly for more administration involved. Furthermore, the difference in operations management of classes and treatments also leads to different problems. Staff wages play an important part in case of treatments where price reduction is not possible without compromising the wages of the staff that they seek to avoid in order to be able to offer competitive salary and thus attract highly qualified and professional staff. In this way, price reduction could be potentially made possible by employing junior staff, which, however, is not feasible for this business as due to their good reputation and aim to provide exceptional professional service, supervision by a senior therapist would be necessary that would eventually increase the staffing costs.

Standpoint towards running in-house offers or promotions on deal sites

The Gym does not run promotions on deal sites as it is not necessary for them, having maximised their capacity. The Yoga studio trialled a deal with Groupon when they opened. She was not employed there yet, however believes that *"it became quite complicated".* As far as in-house offers are concerned, there is *an*

introductory offer £35 to new members who if sign up for membership immediately after receive a £10 reduction in membership which then costs them £79 a month. In case of the Yoga studio the offers are directed to getting more people through the door with their introductory offer and having the most of them signed up as members by offering them an exclusive deal. Furthermore, they manage to keep and expand their membership base by encouraging their clients to exercise yoga as often as possible to see the benefits themselves thus enabling yoga to become their lifestyle and demonstrating the value of their offering as opposed to reducing their price (and necessity of profit in order to finance their studio expansion).

The Physiotherapist runs in-house deals on a monthly basis for the Pilates classes, beauty and massage services according to the need. They take the form of discounts or add-on packages. Physiotherapy being a healthcare treatment is excluded from these offers. With the offers they aim not to sell them to those clients who would have paid the normal price. Regarding promotions on deal sites, they completely avoid doing them after an unsuccessful attempt with Pilates classes where the classes for that offer became full, however the return rate *"was shocking"* despite having been an offered a good deal. This in fact, created administration and staffing costs for the company having needed to recruit staff because of the extra workload. Also to encourage attendance in less popular classes and having treatments more often, the strategy of running monthly offers is applied. While the offers also include value adding promotions, discounting less popular treatments and classes poses doubts about it being the best strategy for meeting their clients' needs.

Cooperation with a 3rd parties and the role of the council

Whereas none of the companies find price reduction feasible they do seem to be adamant towards 3rd party partnerships and do currently run some. Two mindsets in business leadership seem to be contrasted here, the one focussed on community engagement and support and the other on profit making. Again, the difference in operations management of a gym, classes and treatments are made apparent. Both Gym and the Yoga Studio are involved in numerous partnerships offering reduced prices to certain groups of people whereas the Physiotherapist emphasises the difficulties of operations than the benefits to the business in relation to them. The Yoga studio also offers "energy exchange" that allows people to work for the business and exchange these hours for being able to practice yoga there.

With regards to 3rd party collaborations, the Gym works together with Gym Flex that provide corporate gym membership to large organisations. They also offer the benefit of a "no joining fee" to Wandsworth Council staff and college students from the college opposite them. The Yoga studio supports the Douglas Bader Foundation and hold a class once a week which only costs £6 (£16 normal price) and all the revenue generated proceeds to the foundation. They also cooperate with the Africa Yoga Project and raise money to pay the salary of 1-2 teachers there that train Kenyans to teach yoga who then go to the communities, slums and prisons. They have also recently started to cooperate with a local app, "let ya no" that offers you discounts in local venues, £8 drop-in price in case of the Yoga studio in return for feedback about the places. The Physiotherapist holds different arrangements with various groups of people who have been referred and offer discounts to them. They also participate in council organized events, such as the "Get Active day".

The role of the council was then discussed in terms of appetite for collaboration with the private providers. All of these providers are open for partnerships with Wandsworth Council; however they do emphasize the lack of initiative from the Council's part in this matter. Furthermore, the Yoga studio and the Physiotherapist do underline the high business rate payable to the Council that even with the "business rate relief" seems too high for small enterprises. The Physiotherapist owner believes that *"small businesses need to have lower expenses"* as their costs increase, however they cannot charge more because of the health care insurer contracts. Therefore, they see great potential in reducing the business rates and other Council related fees. The Yoga studio would alternatively welcome the council to advertise their community class that is a reduced rate. The providers' willingness to cooperate with third parties does pose a potential way of offering affordable services to people irrespective of the council's involvement.

Explore the local Council's propensity towards cooperation with the WSP

The interview with the Wandsworth Council Representative has yielded several findings. First, it has become apparent that cooperation with private businesses is only marginally practiced in relation to wellness service provision. Although there seems to be a potential inclination towards doing so, the lack of experience and confidence in this field seems to be a barrier. Secondly, the role of wellness services in health and wellbeing promotion does not seem to be recognized. This reflects discussion on the government white paper "Living Well for Longer: A call to action to reduce avoidable premature mortality" (Department of Health, 2013), where there seems to be an emphasis on prevention but without any recognition of the potential role of wellness services in this matter.

Finally, different interpretation of terminology seems to affect the understanding of the role and benefits of wellness services. They are referred to as leisure services and form part of the Department of the housing and community service. Despite Wandsworth Council's focus on health improvement and promotion, prevention and early intervention, building resilience and increasing vitality and active participation, there is not a dedicated department for the provision of services supporting the above outside the medical settings.

Conclusion

This paper set out to discuss affordability of wellness services, as it constitutes a problem for consumers (SRI International, 2010; Mintel, 2015; Mintel, 2009; Flatters and Willmott, 2009; Tabacchi, 2010). It became clear that 1) the current economic climate affects the consumer behaviour with consumers becoming more price-sensitive (Mintel, 2011; Flatters and Willmott, 2009; Mintel, 2010; Euromonitor International, 2010; Euromonitor International, 2011; Verschuur, 2011; Tabacchi, 2010; Mintel, 2009; Turnbull, 2010; Champalimaud, 2010; Mintel, 2013; Coyle, 2011) and 2) it yields a high price elasticity of demand affecting businesses and the way they are run (Kotler et al., 2013). One of the key conclusions is that affordability should be jointly addressed by wellness providers and political bodies. Prevention, health promotion, and in fact, wellness enhancement should be facilitated and supported by the government based on the financial unsustainability of the current model of cure with the focus on sickness rather than wellness (Edlin, & Golanty, 2014; Winters et al., 2010; WHO, 2013; Becker, 2013; WHO, 2012; Tabacchi, 2010; Malleret in McGroarty, 2013) and the financial benefits of a healthy population. Further research should explore the possibilities and modes of cooperation between private businesses and political bodies in order to render wellness services affordable.

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Evaluation of the innovation influences and effects in hotel industry

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Abstract

This paper's purpose is to evaluate an overview on input sources on the innovation process and effects of the innovation process as innovation outputs in the hotel industry as a supporting tool for hotel management. The paper defines current different influences and effects of innovation in hotel industry and future modern approaches in the hotel innovation management. It analyses the role of innovation knowledge among the hotel managers in Slovenia. The paper provides a better knowledge of hospitality innovation, especially of the influences and effects of innovation in hotel industry in general and it presents the evaluation report of hotel managers in Slovenia about influences on and effects of innovation process from literature and it gives particular reference to modern approaches (such as open innovation) about upcoming trends in innovation activities in hotel industry.

Key words Evaluation, Innovation, Open Innovation, Hotel, Hotel Industry

Theme: What is going well in hotels and hospitality?
Focus of Paper: Theoretical/Academic and Practical/Industry

Introduction

The starting point for research in the field of evaluation of the innovation influences and effects in hotel industry were two studies. First, the study published in early 2013 by the authors Nicolau and Santa - Maria with the title: "The effect of innovation on hotel market value". Second, the study of Artič (2014) with the title: Influences on and Effects of Innovation Processes in the Hotel Industry – Literature Review 2008-2013. All three surveys encouraged us to study further and evaluate topics of the innovation influences and effects in hotel industry.

Innovation as a process according to Mention (2012) focuses on the drivers (why innovate), sources (inputs for innovation) and location (where innovation takes place) of innovation, where innovation as an outcome pertains to the type of innovation (product, process, organizational, marketing), the magnitude (incremental or radical) and the referent (firm, market, industry). Most hotel managers realize that innovations, whether in service model or customer relation management, are the essence of success in modern hotel operations (Chen, 2011). However, the innovation process also influences the value of the hotels, as shown by research work of Tseng, Kuo in Chou (2008).

Methodology

Our main research questions were: How are the influences and effects from the theory evaluate in hotel innovation practise. Are they actually detected in the practice? Which one is the most important one for hotel managers? Which one is the less important one? For the purpose of the research study two research statements were given.
To find an answer on our main research question, data were collected by using qualitative research methods. The methods we used ware, systematic literature review, structured interview and different methods of content

analysis. A variety of literature covering primary, secondary and tertiary sources was reviewed. After reviewing the literature, we identified and develop a model of influences and effects of innovation in hotel industry. Based on this, we notice a research problem of missing validation of this theoretical data and the model. We decide for structured interview with 20 different statements. Invitation to participate in the study received 28 selected recipients, all working in the hotel industry in Slovenia as a director or hotel manager. Too all of them the questionare was oral presented. By the agreed deadline, we received 24 fulfilled questionnaires. The sample of the survey covered 35 Slovenian hotels which operate as small, medium or large businesses. Data collection took place during the 2nd and 12th March 2015. The interview questionnaire was divided into two parts. The first part consists of demographic questions (location of the hotel business, the number of business units and the positioning of the person fulfilling the survey) followed by a chapter of 20 questions in form of statements from the theory. Respondents were using Likert scale between 1 to 5, within categories 1, "strongly disagree", 2 "disagree", 3 "neither agree nor disagree", 4 "agree" and 5 " strongly agree". Acquired data were analyzed by using Excel. We used percentages and arithmetical mean for calculation.

The research findings will serve the hotel managers as a base for more effective management of innovation processes in hotel industry in the future. This is demonstrating the practical value of research. The scientific importance of the work is reported in the research of influences and effects of innovation in the hotel industry. The work fulfils the existing, mostly partially oriented researches within innovation in the hotel industry.

Results

Below are presented the results obtained on the basis of a structured interview. Most hotel companies included in the study comes from Savinjska region (19%), followed by Osrednjeslovenska (17%) and Podravska region (14%). Hotel companies from Zasavska, Spodnjeposavska and Inner-Karst region did not participate in the study. Most of the participating companies (54%) are small businesses, 38% middle and 8% big-sized enterprises. In research we addressed 35 hotels. The study included 33% of directors, 67% of managerial staff, from which it follows that the total of 100% of the respondents in the survey had a managerial position.
In the survey 75% of respondents strongly agreed that the importance of innovation for the success of a hotel company is becoming larger and larger. While 17% consider that they agree with this statement and 8 % of the pattern neither agree nor disagree with this statement.

Chart 1: The importance of innovation for the success of a hotel company is becoming larger and larger
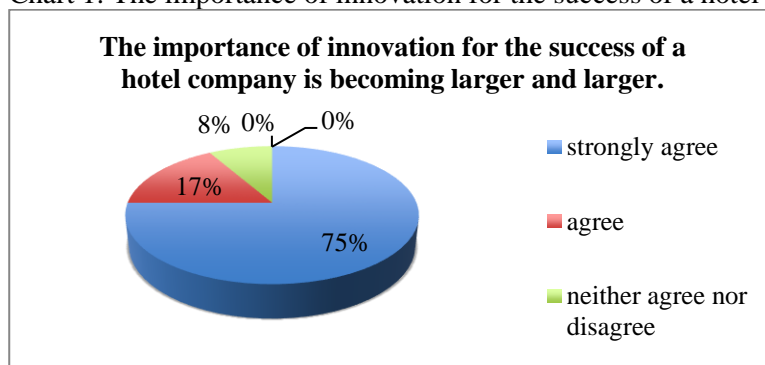
Source: own, March 2015
Based on the theoretical statement, that innovation process influence the value of the hotel, we found out that 67% of the pattern agrees with the statement, 16% strongly agree and 17 % of the pattern cannot decide, they neither agree nor disagree.
It was not surprising that the 58% of the pattern agree and 42% of the pattern strongly agree that the performance of innovation is a multidimensional concept, encompassing financial and non-financial aspects.
Hotel managers also strongly agree (41%) and agree (42%) that the internationalization has a fundamental influence on the innovation process in hotel industry. Neither agree nor disagree only 17 % of the pattern.

That the hotel industry is facing with the process problem of managing ideas into good currency agree 33% of the pattern, 25% of the pattern strongly agree, next 25% neither agree nor disagree, and surprisingly 17% of the pattern disagree with this statement.

In the study we also evaluate the statement that investments in hotel information and communication technologies (ICT) can provide competitive advantages in innovation process. 67% of the pattern agree, 25% strongly agree and 8 % neither agree nor disagree with this statement.

Chart 2: Investments in hotel information and communication technologies 8ICT) can provide competitive advantages in innovation process

Investments in Hotel Information and Communication technologies (ICT) can provide competitive advantages in innovation process.

8%   0%   0%

25%

67%

■ strongly agree

■ agree

■ neither agree nor disagree
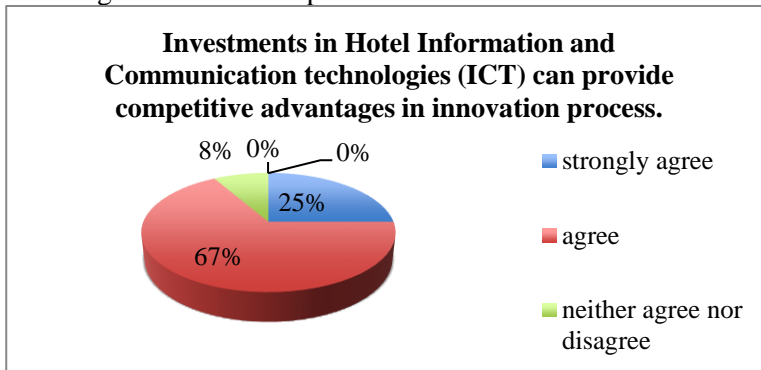
Source: own, March 2015

Half of the pattern strongly and other half of the pattern agree that the company and market characteristics can influence on innovation process in the hotel industry.

Human resource management and customer relationship management have significant and positive influence on innovation among hotel companies. Nobody of the pattern disagree or strongly disagree with this statement. 58% of the pattern agree, 17% strongly agree and 25% neither agree nor disagree with this statement.

The majority of the pattern (75%) agree and the remaining 25% of the pattern strongly agree that the tourists (quests) can be active participants in the co-production of the innovation in hotel industry. The same results were presented regarding the statement that interactions of various factors that influence the innovation process in the hotel industry must be recognized by hotel management.

That innovations have positive impact on hotel performance strongly agree 75% of the pattern, next 17% agree and 8% of the pattern neither agree nor disagree with this statement.

Innovations are perceived to have a positive impact on the future sales of the company. The majority (42%) neither agree nor disagree, 41% of the pattern agree and 17% strongly agree. Service innovation has significant effect on the relationship between value and customer satisfaction, 83% strongly agree and next 17% agree with this statement. In part of the study, where we focused on the topic of open innovation, we found out that 50% from the pattern agree and next 50% strongly agree that open innovation climate will result a higher level of employee job satisfaction. The environmental innovations are key competitiveness factor for hotel industry, 50% of the pattern neither agree nor disagree, 25% strongly agree and 25% agree with this statement.

Also 50% of the pattern believes that the open innovation can bring advantages and positive effects of the innovation process in the hotel industry. 42% of the pattern neither agree nor disagree and 8% strongly agree with this statement. Changing one influence of the innovation process in the hotel industry means that the innovative outcome is different. 58% of the pattern agree and 42% of the pattern strongly agree with this statement. We also evaluate the statement if it would be very useful to find out which influences are particularly important for different hotel firm performance. Majority of 75% of the pattern strongly agree with this statement and next 25% agree with this statement. Innovations with financial effects are in hotel industry more important than innovations with non-financial effects. 71% of the pattern agree and 29% of the pattern strongly agree with this statement. At the end we evaluate the statement that innovations with non-financial effects in hotel industry are more important that the innovations with financial effects. The majority disagree (75% of the pattern) and next 17% strongly disagree, 8 % of the pattern neither agree nor disagree with this final statement in the study.

Chart 3: Innovations with non-financial effects in hotel industry are more important that the innovations with financial effects
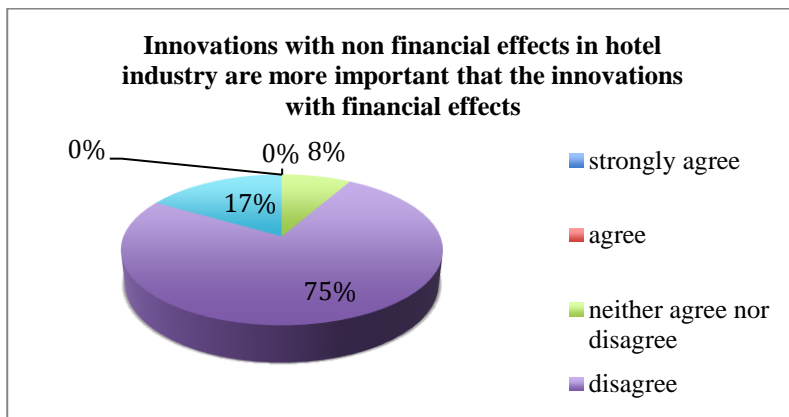
Source: own, March 2015

This results represents the first evaluation review among the hotel managers in Slovenia regarding the topic of influences and effects in innovation process in hotel industry in Slovenia.

Discussion and Conclusions

On the basis of the results obtained, we can present and summarize some of the key findings.

Our research has shown how hotel managers evaluate the influences and effects of the innovation process in the hotel industry by the type of importance. This information was obtained on the basis of the higher proportion of their agreement with each argument. Then we ranked the statements. We divided them from those with the highest percentage of agreement to those with the lowest percentage of agreement. It was assumed that the percentage of agreement represents the importance of the statement. So we got a table of statements sorted by relevance (Table 1). The interviewees agreed and strongly agreed with the statements presented below (since there was no response with a different opinion, this means that they strongly agree and agree in favor of a total 100%).

The leading statement was: "Service innovation has a significant effect on the relationship between customer value and customer satisfaction". We assume that this statement has become a leading statement because the activities of hotel managers are oriented largely on guest satisfaction and their value. The statement on the second place was: "It wouldn't be very useful to find out Which Influences are Particularly Important for Different hotel firm performance." In this statement, we noticed that the hotel managers want to be particularly specific about the effects and that they are interested in and what you consider to be useful impact on innovation. This can actually lead to performance of the hotel business. "Company and market Characteristics can influence on the innovation process in the hotel industry." This is by relevance the third statement, which tells us that the hotel managers believe that the characteristics of the hotel business and the characteristics of the market in which the company operates are presenting the significant impact on the process of innovation in the hotel. Based on the study of the theory, we came up with a proposal that open innovation could be a modern approach in hotel innovation process. The proposal was tested with the statement: "Open innovation climate will result a higher level of employee job satisfaction." The interviewees have included this statement to the fourth place of importance, from which it appears that the majority believes that open innovation can contribute also to greater employee satisfaction.

"Performance of innovation is a multidimensional concept, encompassing financial and non-financial aspects." The majority agreed with this statement, a statement was ranked in fifth place. Hotel managers are aware that there is a complexity in the success of innovation and the need to take into account both financial and non-financial aspects of innovation. The interviewees were also highly agree with this statement: "Changing one influence of the innovation process in the hotel industry means that the innovative outcome is different." Hotel

managers are aware that the management of innovation needs to be scheduled. "Innovations with Financial Effects and hotel industry are more important than the innovations with non-financial Effects." The interpretation of this statement indicates the financial stance. This is crucial in management, since all activities are directly and indirectly profit-driven. This is most likely the reason why hotel managers recognize innovations that have a financial impact as more important. Respondents were also highly agreed with the statement: "The tourists (guests) can be active participants in the co-production of the innovation in hotel industry." We can conclude that the respondents are aware of the importance of the role of guest. This is an important piece of information for all those who are still planning new hotel products and services within the office without having to take into account the opinions of guests. As the last statement in the context of a 100% agreement with the statement was: "Interactions of various factors that influence the innovation process in the hotel industry must be recognized by hotel management." Hotel managers in the majority agreed with the statement. Identifying of influence factors on hotel innovation would be helpful at their future work in the field of innovation management.

Statements that are no longer evaluated by 100% agreeing are listed below. They are ranked from largest to smallest percentage of agreement with the statement (from more important to less important statement). With all the statements interviewees agree with at least 50%. These statements are (sorted by importance): "Innovations have positive impact on hotel performance," "The importance of innovation for the success of a hotel company is becoming larger and larger", "Investments in Hotel Information and Communication technologies (ICT) can provide competitive advantages in innovation process", "Internationalization has a fundamental influence on the innovation process in hotel industry", "The innovation process influences the value of the hotel", "Human resource management and customer relationship management have significant and positive influence on innovation among hotel companies", "The hotel industry is facing with the process problem of managing ideas into good currency", "Innovations are perceived to have a positive impact on the future sales of the company", "Open innovation can bring advantages and positive effects of the innovation process in the hotel industry" and "The environmental innovations are the key competitiveness factor for hotel industry."

With the statement at the last place, 91% of respondents disagreed. This statement was: »Innovations with non- financial effects are in hotel industry more important than the innovations with financial effects." Managers cannot therefore agree that the innovations with non-financial effects are more important than the financial implications. This means that hotel managers give priority to those innovations that have financial effects.

These statements may be associated with different influences and effects. Based on the theoretical principles were then connected with the specific influence or effect from the theory. We can conclude with the list of the influences and effects in order of importance. The most important is the Influence of company and market characteristics, followed by Influence of HRM and CRM, Influence of information and technology, Internationalization and Current problems in the field of innovation process. Among effects is on first place direct impact on company performance, the reason is in more than one statement with high percentage of agreement, aldo the first statement belong to effect of HRM development, which is second effect by importance, on the third place is effect of sustainability.

In conclusion, the research statement 1 is confirmed: Theoretically obtained information about the influences on and effects of innovation in the hotel industry, was confirmed in practice with primal research among the selected hotel managers in Slovenia. They were agreed (more than 50% per statement) with at least 70% of the statements from the theory. (The result is that they agree with 19 of 20 statements (95%) and with all of those 19 statements they were 50% or more agreed). The research statement 2 is also confirmed: Participants in the survey can classified statements by relevance. This allowed to obtain results about the importance of individual influence or effect.

Further research suggests a focus on effects of open innovation in hotel industry, on measurement of open innovation in hotel industry; the future challenge is also to focus on different possibilities of affecting different influences on each other; also the feedbacks of different innovation effects are suggested for further research.

The basic recommendation to the profession is to identify the basic influences and effects of innovation process in hotel company. We need to be aware that by changing one influence or input of the innovation process in the hotel industry that means that the innovative outcome is different. This in itself is no deficit as this situation just mirrors the acknowledgement of the fact that details matter. It would be very helpful to find out which influences are particularly important for different hotel firm performance. This paper contribution to the profession is in presentation of ranked influences and effects to hotel managers and in promotion of open innovation in hotel industry. With the help of this paper they are recognizing the importance of influences on and effects of innovation process in hotel industry. The hotel managers are supporting the innovation process in the hotel industry and the majority agree that the open innovation can bring advantages and positive effects of the innovation process in the hotel industry.

Performance of innovation has been defined as a multidimensional concept, encompassing financial and non-financial aspects. This shows that each innovation needs to be treated differently and individually, not only between but within categories, on account of cost differences among innovations. All influences and effects need to be carefully studied according to each specific innovation process in order to achieve positive effects and firm performance in the hotel industry.

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A review of innovative teaching in the context of Technology Enhanced Learning (TEL)

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Abstract

This paper presents research undertaken in three Institutes of Higher Education (HE) delivering degrees in business, hospitality and tourism management. The aim was to take a critical look at technology-enhanced learning as a vector for pedagogical innovation. Qualitative research was undertaken in order to have in-depth feedback from educators (n=16) identified as champions relative to the use of technology in their own courses. The interviews were coded and subsequently analysed in line with four dominant themes: use of digital tools and technology; changes in course delivery; success stories of adding value; and finally lessons learned. The findings were surprising in that even the champions were relatively traditional in their practice. Of importance is the confirmation that educators require additional support in terms of the use of technology in instructional design as well as in pedagogical innovation and it is at the institutional level that this change must operate.

Key Words *Technology Enhanced Learning (TEL), Digital Technology, Higher Education*

Theme *What's going well in education and teaching?*

Focus of Paper *Theoretical/Academic*

Introduction

In looking at education and teaching one cannot help but wonder how things can be going well seeing the shifting sands upon which we are standing. This paper will take the reader through the technological changes that have, and still are, having an impact on education and that are revising familiar paradigms and contributing to a certain level of uncertainty amongst educators. In order to identify whether there is a gap between expectations and the reality that educators are encountering on the ground we examine the use of innovative technology enabled learning (TEL) to impact the learning experience for students today. Additionally, the paper presents initial findings on lessons learned by those at the forefront of change concerning the inclusion of TEL specifically in hospitality and management education classrooms.

The hospitality industry, a service industry par excellence, requires graduates that are able to function effectively in an international industry and who are able to use 21st century digital skills and competencies for communication and customer service. The use of digital tools in the context of hospitality education has been the subject of research for a number of years (Cho, Schmelzer, & McMahon, 2002; Liburd & Christensen, 2013; Sigala, 2002, 2004), however, little real change is apparent. It is imperative that hospitality educators

get on board and embrace the variety of tools now available to them for use in the classroom. As student expectations change and technology offers room for new and innovative course design, the question of how best TEL adds value to the learning experience and prepares students for their professional lives must be raised. Moreover, from a teaching standpoint, Newman & Scurry, (2015) suggest that "excellent teaching will need to excel in the use of technology to remain leaders in teaching" (p. 14).

The overall research question addressed in this paper is "How well are we doing in introducing technology in our learning environments?"

Literature review

The use of tools to enhance teaching goes back as far as 3000 BC with the introduction of the abacus (Mills & Douglas, 2004) and has carried on through time to become increasingly technological and more recently digital. The difference today is that one is not just looking at new tools but the manner in which they are used and the environment in which they are being deployed. Sigala and Baum (2003) emphasize the redistribution of educators' tasks with a "move from information delivery to management of educational opportunities and experiences facilitated from students' perspectives through improved access, delivery and instruction options" (p. 373). Despite the inroads that digital technologies have made in everyday life, higher education institutes remain to a certain extent in uncharted waters (Armstrong & Franklin, 2008; Ernest & Young, 2012). Tamim et al. (2011) purport that technology's role in education is neither understood nor fully resolved, and is limited in that "technology's main strengths may lie in supporting students' efforts to achieve rather than acting as a tool for delivering content" (p. 17). A large majority of Higher Education Institutes now use Learning Management Platforms (LMS), a practice which has opened the door to the integration of digital technology into teaching practice. More important are the many individual efforts to innovate in course design and delivery. Yet it is important to remember that it is "not the technology but the instructional implementation that the determines the learning effectiveness" (Sigala, 2004, p. 13).

A recent OECD report (2015) highlights the fact that there are gaps in the digital skills of both teachers and students resulting in education providers unable to leverage the potential of technology for learning, and compounded by a lack of pedagogical preparation on the part of educators all of which lead to a wedge between expectations and reality. This suggests that we need to (1) look at the technologies now available to us; (2) see what educators are doing with these technologies; (3) identify barriers and drivers to use, and (4) provide the scaffolding necessary, for educators and students alike, to enable instructional effectiveness and positively impact the learning environment.

The availability of a plethora of new tools coupled with changes in the learning environment (students equipped with laptops, wifi enabled classroom, mobile devices, etc…) and changes in student expectations (Johnson, Adams Becker, Estrada, & Freeman, 2014; Sharples et al., 2013) has led to changing roles for the instructor. A change in role which requires a shift in attitude and which impacts the students more than many educators realize, (Ertmer, Ottenbreit-Leftwich, Sadik, Sendurur, & Sendurur, 2012) Indeed if educators "are reluctant to embrace new technologies and the promotion of digital literacy, students will not see the importance of these competencies to succeed in the workforce" (Johnson, et al., 2014, p. 22). As we move past the basic tasks of searching, reading, watching and classifying of information to the production, sharing and exchange and collaborative development of ideas and the growth of collective intelligences, digital fluency is fast becoming a requirement for professional success. (Johnson, et al., 2014; Lemoine & Richardson, 2013). The tools themselves have evolved, the question here is have the educators?

In a report on embedding and integrating innovative practice in teaching and instruction (Jasinski, 2007) one of the key findings was related to the time available for engaging with e-learning innovations. In order to tip the balance and have educators embrace such change the following inter-related enablers were cited as being of importance: a work culture that embraces and supports innovation; a robust technology infrastructure; technology tools that are appropriate for teaching and learning purposes; a senior champion who drives the process; a willingness to consult and share; and supportive managers, peers and support professionals." (pp. 4-5).

Kirkwood and Price, (2013, 2014) reinforce the need for further investigation as they report that there is little evidence of a scholarly approach to TEL, and particularly whether technology adds value and is transformative, or just a an agent for delivery. Thus, the research question posited in this exploratory research is unpacked in to the following specific sub-questions to answer the call for further enquiry;

- What are the digital tools and technology currently in use?

- How has the use of digital impacted overall on their teaching, and more specifically on course delivery?
- What are the "champions" of digital technology doing to bring value to the learning experience, e.g. success stories?

We will then discuss some of the key lessons learned from these champions in the context of hospitality, tourism and management education.

Methodology

The focal population of this study is defined as the faculty "discipline champions" (n=16) for the use of technology enhanced learning. A convenience sample comprised 5 male and 5 female faculty members with between 2-22 years teaching experience and aged between 29 and 53 years old. This research adopted a qualitative approach with semi-structured interviews as the main method. Typically, qualitative research will provide in-depth information on fewer cases and cover a variety of contexts, pertinent to this population under examination. Despite the limitations of making inferences or replication (Kitchin & Tate, 2000; Krippendorff, 1980), semi-structured interviews are one of the most commonly used qualitative methods and (Long, 2007) supports interviews as a method to encourage insights which are otherwise difficult to gauge through a survey. According to Fylan (2005, p. 66), this technique is more suitable for finding out "why" rather than "how many" or "how much".

The literature review (Ertmer, et al., 2012; Johnson, et al., 2014; Kirkwood & Price, 2014; Sharples, et al., 2013) informed the development of the interview guide in line with the questions previously mentioned. The aim is not to produce a statistically representative sample but to reflect the opinions and exploitation of technology in the learning environment; which was achieved through conducting sixteen semi-structured interviews of between 30 and 50 minutes in length. All of the interviewees were based in Swiss HES SO institutions as authors are located there in higher education institutions. Though the entire faculty could not be represented in each of the institutions the number of interviews was deemed sufficient as no new themes or issues emerged from the later interviews, thus suggesting that a saturation point had been reached (Veal, 2011). These interviewees also represent the typical faculty profile of the higher education sector in Switzerland.

The interviews were transcribed in full, the responses collated, clustered and coded (Miles & Huberman, 1994) prior to analysis. This approach to analysis was used to clearly bring out patterns and facts hidden in the wealth of information gathered from the interviews. (Mason, 2014). The results are summarized below in alignment with the above-mentioned themes.   For each of the themes, the faculty perspectives and opinions have been discussed and interpreted with reference to the relevant academic literature.

Findings

The major findings for the themes mentioned previously are presented below along with exemplars taken from the research to better illustrate what the educators have actually said.

Digital tools and technology currently in use

It was expected that the "technology champions "would be using a wide variety of digital tools in their classrooms, and this for reasons of innovation and desire to reinvent the classroom. Surprisingly, what the research has found, however, is that the range of tools remains extremely limited with a tendency to default back to the institutional tools such as the LMS and email. Beyond these basics, the technology most frequently cited was that of video mainly through the use of YouTube to enhance classroom discussion although also through the use of other video materials such as TED-X conferences and in several cases instructor/class-developed materials. The second most used type of technology can be classified as quizzes whether for testing purposes or self-evaluation. Tools of this nature included Quizzlet, Zapettes, Hot Potatoes, Padlet in addition to the LMS standard quiz format. The stated reasons for use, far from any idealized view of education or search for innovative practices, were more often linked to student expectations and, at times, a rather desperate attempt to keep their attention.

Impact on course delivery

An important theme was that of whether the use of digital technology in the classroom has impacted course delivery. Exemplars related to this are shown below:

I make the students do a lot more, my slides are mostly images and I tell a lot of "stories". The students have to find the information, fill in blanks and through the use of the simulation and their interaction they learn on their own. It is through my feedback that I am able to include the theoretical elements that were previously presented in class.

I have another role...I used to decide what was important and what wasn't, now with internet and the tools available the students they can also decide what's important and participate more, it's not just me, I am more a coach that a professor.

In the practical exercises I no longer give out any information, I am there, I coach each group during the 2-3 hours that we are together.

As can be seen from the above there are indeed educators who are embracing their new and changing roles and the outcome can only be seen as positive.

Bringing value to the learning experience: TEL success stories

Of the 16 "champions" interviewed several were indeed looking for innovative ways to enhance the learning experience. This is what they had to say:

I gave them a task so they have to develop a branding concept. I use the GoPro camera to film their discussion process and I really think that the process helped them understand what a marketers' job is. Without the GoPro camera, the technology, it's just impossible. Document the whole process. Using that as a teaching (tool, is) magnificent.

Digital technology allows me to be more original and rather than just having a point to get across, it allows the class to take a more in-depth look at the subject as well as doing it in an entertaining way. For example, yesterday I asked the class about the scientific method and scientific inquiry. Zero idea, I promise you out of 30 students. But we built up step by step, using technology (to include videos: one related to Plato and one to Nestlé – authors' note) and afterwards they understood just what the hypothetical-deductive method was.

In both of the above instances the educators are going past the basic use of the tools themselves but are using them conjunction with other activities in order to adding value to the outcomes. This said, other educators were found to be using the technology in a rather more perfunctory manner as is illustrated by the statements below:

I try to vary different activities, and with the use of technology it's much easier.

They (students) like quizzes and tests (using Quizlet, Moodle – authors' note)[…]Unfortunately you still have to make them mandatory.

This suggests that even those identified as "champions" are only beginning to move up the learning curve and that they not only need instructional scaffolding when it comes to the informed use of digital tools but pedagogical preparation as well. The latter in order to allow the faculty to identify just how and when to enhance their course delivery through the inclusion of technology in order to bring increased value to the experience and this both in the present and the future impact on the professional development of the student.

Lessons learned

Overall the faculty interviewed were in agreement that the use of digital technology is changing the relationship between educator and student as well as the manner in which information can be presented. Statements related to this include:

I think that these type of technologies can help in the sense that they can activate the audience

[…]and probably these are instruments that we can use in order to give the feeling that they are not passive but that in fact they contribute to the course.

I learned that I do not have to spend so much time on theory, there are other ways to help students understand.

I learnt that the students are not more knowledgeable than myself, they have a lot to learn and even the little things, that we think everyone knows how to use well some of them don't (Google+, using a webcam, even just using internet sometimes)

What is interesting about the above statements is that they highlight the wedge mentioned previously between expectations and reality. A wedge which is sometimes held in place by educators' misconceptions. Although the "champions" interviewed were not afraid to make changes in their classrooms the above statements suggest that others might be more fearful, yet another indication that increased support for faculty is needed.

Discussion

In our study much of the technology used is institutional- led (or limited), i.e. LMS and email communication. Something which supports the idea that institutional support is necessary to promote the use of technology to add value to the learning experience. It became clear from the interviews that many of the faculty were not seeing looking past their classrooms to consider the positive impact on graduate employability that could result from such change. Also of interest was the quite widespread use of quizzes and materials that added variety and speed to the course delivery in response to what educators feel is a change in student behaviour and expectations.

The findings showed few examples of innovative use of technology and these are initiatives by individual teachers, not strategically defined, required or funded by the HE institutions. This lack of vision translates into an inability to leverage technology to add value to the learning experience with the unfortunate result being that most wait for strategic decisions on TEL to be made or wait till the technology becomes more widely available/ simple/ free so that they can easily implement it within the classroom on their own. There are indications in this study that there is also little practical support for TEL, rather helpful colleagues or occasional workshops are relied on, resulting in the fact that teachers who are innovative have to rely on their own limited technological skills, and risk the technology challenges while delivering in the classroom!

The results here show drastic, disruptive changes in technology are rarely adopted by academic institutions in our educational environment, which is rather traditional in its wider educational design. Rather they wait and try to align with institutional, regional and national policy and guidelines. This highlights the need of a more scholarly approach to SOTL (Scholarship of Teaching and Learning) on the part of, first and foremost the HE institute in order that this be adopted by the faculty. Something which would allow for the shift in attitude that Ertmer et al. (2012) call for.

The other key stakeholders, although not researched here, are the students themselves. As HE students are now the digital natives, who grew up surrounded by technology, teachers feel under pressure to align somewhat with their most common mode of interaction, i.e. mobile devices and visual content. Nonetheless, the adoption of technology should not be viewed as a way of diverting or interrupting students on their mobile devices and social media interactions, rather as a way to enhance their learning using technology tools.

Conclusion

At an institutional level, there seems to be a fragmented approach to introduce TEL, which indicates a lack of strategic direction. We also note that the main barrier seems to be resources, particularly technical support for TEL and that it is predominantly external resources that are being used with even the technology champions struggling to exploit a range of technology resources effectively. This project is limited in its generalizability due to its exploratory nature, the small sample size and its being restricted to a particular HE Institute, Never-the-less it seems clear that more time, consideration and strategic support within the specific learning environment is needed to effectively and fully invest in TEL and allow educators of tomorrow to bring real added value to the learning experience.

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Entrepreneurial intention, motivations and constraints in times of depression and crisis: The case of Egyptian Tourism and Hotel Management undergraduates-

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Abstract

This study examines entrepreneurial intention of tourism and hotel management undergraduates in Egypt and explores the motivations and constrains to entrepreneurial decision. It also investigates the impact of certain factors that shapes the entrepreneurial intention such as demographics, the depression and tourism crisis, contextual support (family, friends and university) and leadership. The study may play a role in a better design of tourism and hotel management curricula. Furthermore, there is a shortage of studies explicating entrepreneurial intention in the Middle East countries, in particular within the education sector. A total population of the junior and senior tourism and hotel management students was surveyed in two different universities. Results showed that students had the intention to start their own business after graduation. They also perceived the fluctuating economics, tourism crisis and leadership as focal factors to their entrepreneurship intention. Practical implications and direction for further research were developed.

Keywords: *Entrepreneurial Intention, Depression, Crisis, Motivations, Constraints, Egyptian undergraduates*

Theme: Miscellaneous

Focus of Paper: Theoretical/Academic'

Introduction

Entrepreneurship is an important source of economic growth, job creation, innovation and creativity (Audretsch et al., 2006; Liñán et al., 2011; Mitra, 2008; Urbano and Aparicio, 2015). Entrepreneurial activities contribute in creating new businesses, generating new jobs, spreading innovation which all could support the local economy (Ahmed et al., 2010; Dana, 2004; Engle et al., 2010). Henceforward, Entrepreneurship is a main element of economic progress in the long term, during crisis times and economic downturn. In this context, the tourism industry is considered as a productive and attractive environment for entrepreneurs (Getz & Petersen, 2005). Moreover, many researchers advocated that tourism enterprises are run by lifestyle entrepreneurs who are impelled by self-employment, more than by economic motives (Getz &Nilsson, 2004). Moreover, tourism and hospitality industry is the foundation stone of the Egyptian economy which generates approximately 11.4% of Egyptian GDP and providing about 12.6% of direct and indirect job opportunities for the Egyptian labour force (Colliers, 2013 and Bank Audi, 2014). As a result, entrepreneurship has never been more important than it is currently, and one of the major challenges facing all economies is the "need to develop a more entrepreneurial culture and develop the necessary skills, attitudes and behaviours to prepare young people and others to pursue opportunities" (Wilson, 2009, p. 15).

Prior relevant research has focused on students' entrepreneurial intention (e.g., Ariff, Bidin, Sharif,& Ahmed, 2010; Gery, Marques, & Noqueira, 2008; Gird & Bagraim, 2008; Landini , Arrighetti ,Caricati & Arrighetti ,2015 ,Pihie, 2009; Veciana, Aponte, & Urbano, 2005). Only a little number of studies have focused on tourism and hotel management students' entrepreneurial intention (e.g., Gurel, Altinay, & Daniele, 2010; Walmsley & Thomas, 2009, Soliman, 2011).

   Further insight about the current economic and tourism status in Egypt , the unemployment rate is 12.7%, ongoing dollar crunch, inflation rose 10.3% in April 2016, and the tourism crisis and its negative impact on the Egyptian economic which is prevailing in: the downward pressure on hotel performance in the Red Sea and Sinai coastal cities , bringing the total number of hotel closures to 86 since the start of the Arab Spring, and real GDP dropped by -15.7%, which led to a large number of tourism companies declaring bankruptcy (Colliers, 2016 and Bank Audi,2016).Moreover, as Egypt is a developing country and the current depression could negatively affect its balance and the tourism industry which is very sensitive and vulnerable
In addition, there is a paucity of studies on entrepreneurial motives and barriers in the Middle East countries. Moreover, a deep analysis was conducted to assess the current opportunities for entrepreneurship in Egypt, the findings showed that entrepreneurship is seen as an attractive employment option by many youths. The majority (53.7%) reported that they prefer to have their own business rather than working for pay (59.7%) of young males and (47.2%) of young females (Egypt Human Development Report ,2010).

   Based on this evidence and to fill the above-mentioned gap and to extend the current body of knowledge regarding entrepreneurial intention among tourism and hotel students in Egypt, this current study aims at:

- Investigating the entrepreneurial intention among tourism and hotel management undergraduates in Egyptian universities during the current depression and tourism crisis
- Exploring the most important motivations and constraints as perceived by young Egyptian entrepreneurs.
- Examining the relationship between entrepreneurial intention and some affected factors such as demographic characteristics, economic depression and tourism crisis, contextual support (family, friends and university) and leadership.

Literature Review
Entrepreneurial intention
   There is no common general definition of the concept of entrepreneurship; thus, it might be more adequate to define this concept in relation to the social context (Tetzschner & Herlau, 2003). Nevertheless, Entrepreneurship could be defined as the process of creating a new venture by dedicating the necessary time and effort, assuming the financial and social risk, and receiving the monetary rewards, personal satisfaction, and independence (Hisrich and Peters ,2002).

   Commonly, entrepreneurship leads to increased economic efficiencies, helps in generating the majority of new jobs, and it brings innovation to national economies (Sagiri & Appolloni, 2009). Gery et al. (2008) stated also that entrepreneurial initiatives contribute to the restructuring of the business world and contribute to the social cohesion for developing regions. Specifically, entrepreneurship helps young people to be more creative and self-confident (Irimie, Beleanu, & Ionica, 2008).

   Entrepreneurial propensity refers to tendency for being an entrepreneur, and this tendency is affected by three factors: (1) perceived knowledge, (2) perceived opportunities, and (3) perceived ability to access the available opportunities (Parnell, Crandall, & Menefee, 1995, Thompson, 2009:676). Thus, entrepreneurial propensity "mediates the relationship between affective factors and entrepreneurial intention" (Nasurdin, Ahmed, & Lin, 2009).

Factors affecting the Entrepreneurial behaviour/intention
   Demographic characteristics. Some past studies indicated that gender has been found to influence entrepreneurial behaviour. It is stated that women tend to have lower preferences for entrepreneurship, and it is believed that they may be more family oriented (Davidsson, 2006; Díaz-García and Jiménez-Moreno, 2010, Grilo & Irigoyen, 2006). Meanwhile, Soliman (2011) revealed insignificant difference in entrepreneurial intention between male students and female

ones. It is also argued in the literature that nascent entrepreneurship decreases with age, as it is believed that young people are less risk averse.

Family and friends support. The perceived support provided by family and friends seems to evidently affect entrepreneurial intention (Sandhu et al., 2011). Moreover, Pruett et al. (2009) report that the decision to start a new business can induce different reactions from family members and friends. The intensity of their support can positively influence the students' propensity to create a new business. The family can also be a source of information on economic opportunities and support in terms of financial resources and work (Aldrich and Cliff, 2003; Tung et al., 2011). Entrepreneurial intention is strongly also influenced by the exposure to the business experiences of family members or persons with stable relations to the household of origin (Ahmed et al., 2010). Having a family member (or close friend) who is an entrepreneur may encourage a young adult about the feasibility of self-employment and facilitate the identification with 'role models' (Aizzat et al., 2009; Tung et al., 2011). A significant number of empirical studies, in fact, showed that having a parent or family member who is an entrepreneur significantly increases the propensity of individuals to pursue the same career (Ahmed et al., 2010; Raijman, 2001).

University Support. universities can also be an important source of support for young entrepreneurs. Normally, skills, education and work experience strengthen entrepreneurial competencies (Van der Sluis et al., 2008). Not surprisingly, many studies find a positive relationship between the quality of training opportunities and the entrepreneurial intention of young adults (Peterman and Kennedy, 2003). Franke and Lüthje (2004) suggest that the university environment significantly contributes to the view that students have of an entrepreneurial career and affects their orientation towards launching a new business. Schwarz et al. (2009), Turker and Selcuk (2009) and Tung et al. (2011) provide further evidence on the role played by the university context in sustaining entrepreneurial intentions. Those previous studies asserted the university role that not only contribute to the acquisition of formal competences, but it also affects individual creativity, spirit of independence and autonomy.

The depression and tourism crisis. Several studies suggest that the decision to start a new business is not independent from the conditions of the economic environment in which the new organization will operate (Franke and Lüthje, 2003; Turker and Selcuk, 2009). Additionally, Schwarz et al. (2009) notice that the relevance of such conditions may actually explain why the relationship between variables attributed to the individual and entrepreneurial intention is not a direct one. From this perspective, the attitude toward entrepreneurship cannot be assessed without taking into consideration the type and quality of opportunities supplied by the tourism and hospitality markets and the economy. Tackled with these opportunities, the potential entrepreneur determines the advantages and obstacles to the realization of his project (Shepherd and De Tienne, 2005).

Evidently, through the beginning of the financial crisis, new business creation slowed down, first in developed countries and then in the rest of the world, paralleling the spread of the crisis. It also found that more developed countries as well as countries that were more severely affected by the crisis have experienced sharper declines in new business registrations during the crisis (Klapper and Love ,2011). The main explanation of the authors is related to the financial constraints imposed by the credit crunch, and the related shrinking of business opportunities. Paulson and Townsend (2005) provide a similar interpretation for the reduced rate of firm creation during the Thai financial crisis of the mid-1990s. However, periods of economic crisis can also boost entrepreneurial energies. When unemployment is high and raising, in fact, the choice to become an entrepreneur depends also on the extent to which self-employment is perceived as a viable second- best alternative to unemployment. (Acs, 2006; Reynolds et al.,2005).

Moreover, Paniagua and Sapena (2015) argued that during an economic recession two main counteractive factors affect entrepreneurship: on one hand the lack of demand coupled with low credit availability reduces the prospects for new businesses; on the other, job losses and the prospect of unemployment may lead many entrepreneurs to undertake new projects. Using data on the recent financial crisis the authors provide a test of these two counteractive effects and show that the former tends to be predominant with respect to the latter.

The current economic depression in Egypt is clearly prevailing in the following indicators: the employment rate of 12.7%, ongoing dollar crunch, inflation rose 10.3% in April 2016, which marked the first increase since November 2015, and the external debt (% of GDP) which recorded 15.5 in 2016 (Central Bank bulletin ,2016).Since tourism industry is interrelated to the Egyptian economy and the tourism sector is vitally

important for the Egyptian government as it provided 12.6% of direct and indirect jobs, 11.3% of GDP and 9% of foreign currency receipts in 2015. Furthermore, with renewed political and economic stability, tourism is a key economic driver. As one of the most privatized sectors in the economy (73% of investments are private), the tourism sector is also an obvious target for foreign direct investment. Based on the interrelationship between tourism industry and economy, the Egyptian depression clearly reflected in all facets of tourism and hospitality business. This resulted in downward pressure on hotel performance in the Red Sea and Sinai coastal cities and bringing the total number of hotel closures to 86 since the start of the Arab Spring, and real GDP dropped by -15.7%, which led to a large number of tourism companies declaring bankruptcy (Colliers, 2016 and Bank Audi,2016).

Methodology

Research Design

The survey instrument was a self-administered questionnaire. The questionnaire was developed based on the review of literature and previous research on prediction of behavior (i.e., Ajzen, 1991; Bhandari, 2006; Choo & Wong, 2006; Ismail et al., 2009; Kessler & Frank, 2009; Landini et al.,2015 Pihie, 2009, Soliman, 2011,).

The questionnaire contained five parts. The first part contained specific demographic characteristics (i.e., gender, department, university, whether or not their family owned a business, and whether they are urban or rural area inhabitants).

The second part measured the students' intention upon graduation which is measured by asking them what they will do upon graduation: seek for an employment in multi-national enterprise (MNEs), in some small-medium size enterprises, work for himself by starting his own business whether or not in tourism and hospitality business, other or don't know.

The third part aimed at exploring the students' perceived motivations or constraints. to entrepreneurship. This part contained ten statements for each construct either for motivations or constraints.

The fourth part was designed to investigate the relation between some factors affecting the decision of being an entrepreneur such as tourism and hospitality crisis, contextual support (family, friends and university), leadership, self-efficacy. The nominal scale was used only in the first part of the questionnaire, while the ordinal scale (5-point Likert scale ranging from (5) strongly agree to (1) strongly disagree was used in the rest of the questionnaire parts.

A pilot study was carried out with 50 undergraduates from the two departments of hotel management and tourism through the two faculties of tourism and hotels within Alexandria University and Pharos one in Egypt. The pilot study was conducted to examine the phrasing and understanding of the survey.

Data Collection and Analysis

The survey was administered in the classroom in November and December 2015-2016. The total population of junior and senior students who registered in both tourism and hotel management departments was used. The students enrolled in two faculties of tourism and hotels (Alexandria University and Pharos one).

The choice to focus on junior and senior students in tourism and hotels faculties stems from the observation that entrepreneurs' education is generally associated with higher levels of entrepreneurial skills (Van Praag and Cramer, 2001) and better firm performance (Van der Sluis et al., 2008). In this sense university students represent the most talented segment of the future entrepreneurial source and their reaction to the current crisis may have interesting policy implications. Three hundred and fifty questionnaires were distributed, and after eliminating the incomplete questionnaires, a total of 330 questionnaires were valid for analysis (with 94 % as a response rate).

The survey was carried out in the class setting. Collected data were analysed and interpreted using the software of the statistical package of social science SPSS version 23. Percentages, mean values, multiple regression and t-test were used.

Results

Respondents' profile

As shown in table (1) that approximately (54%) were females and (46.1 %) were males. Among the 330 participants, (67.6%) have employed parents. The majority (63%) of the respondents were urban area inhabitants. The majority of respondents enrolled hotel management department with a percentage of (69.1) and (30.9%) enrolled tourism one.

Table (1) the respondents' profile

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Male	178	53.9	53.9	53.9
	Female	152	46.1	46.1	100.0
	Total	330	100.0	100.0	
Department					
Valid	Tourism	102	30.9	30.9	30.9
	Hotel Management	228	69.1	69.1	100.0
	Total	330	100.0	100.0	
University					
Valid	Alexandria University	196	59.4	59.4	59.4
	Pharos University	134	40.6	40.6	100.0
	Total	330	100.0	100.0	
Parents Business					
Valid	Self-employed	107	32.4	32.4	32.4
	Employed	223	67.6	67.6	100.0
	Total	330	100.0	100.0	
Inhabitant Area					
Valid	Rural	122	37.0	37.0	37.0
	Urban	208	63.0	63.0	100.0
	Total	330	100.0	100.0	

Entrepreneurial Intention

As illustrated in Table 2, the majority of respondents with a percentage of (49.4) intended to start their own business. Only (49.4%) intended for starting their own business in tourism and hospitality field and (50.6%) intended for starting their own business in other fields. Only a percentage of (31.2) seeks for employment in multi-national enterprises

Table (2) Students intention on graduation

intention upon graduation

		Frequency	Percent	Valid Percent	Cumulative Percent
1.	Find employment in a multi-national enterprise (MNE)	103	31.2	31.2	33.3
2.	Work for myself by starting my own business	163	49.4	49.4	73.9
3.	Find employment in a small-medium size enterprise (SME)	25	7.6	7.6	83.3
4.	Don't know	18	5.4	5.4	90.3
5.	Other	21	6.4	6.4	100.0
	Total	330	100.0	100.0	

Type of your Own Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism and hospitality related business	163	49.4	49.4	49.4
	Non-tourism and hospitality related business	167	50.6	50.6	100.0
	Total	330	100.0	100.0	

Motivations and constraints of being an entrepreneur

As depicted in table (3) The mean gap scores were used to indicate the agreement level of the motivations and constraints for entrepreneurial intention. By examining all motivations in respect of their agreement level; it was found that "to be autonomous and independent" came first, "achieving self-esteem" came second and "to create personal wealth" came third, with a total mean score of (4.48), (4.26) and (4.21) respectively. With regard to the constraints construct, it could be noted that "excessive risk", came first "the bureaucracy required to start a business" came second, "lack of source of finance" came third with a total mean score of (4.36), (4.30) and (4.04) respectively.

Table (3) Motivations and constraints of entrepreneurial intention

		Overall Agreement										Mean
Research Variables		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
		R.	%	R.	%	R.	%	R.	%	R.	%	
A. *Motivations*												
1.	To achieve my self-esteem	0	0	7	2.1	57	17.3	108	32.7	158	47.9	4.26
2.	To achieve social prestige	17	5.2	31	9.4	74	22.4	119	36.1	89	27.0	3.70
3.	To create personal wealth.	0	0	0	0	52	15.8	156	47.3	122	37.0	4.21

#												Mean
4.	To be autonomous and independent.	0	0	0	0	20	6.1	131	39.7	179	54.2	4.48
5.	To have more flexible time	36	10.9	92	27.9	63	19.1	76	23.0	63	19.1	3.12
6.	To earn more than in a salaried job.	35	10.6	91	27.6	52	15.8	112	33.9	40	12.1	3.09
7.	Lack of interest in for other jobs	70	21.2	107	32.4	44	13.3	85	25.8	24	7.3	2.65
8.	To develop my innovative idea/project.	2	.6	89	27.0	42	12.7	130	39.4	67	20.3	3.52
9.	Difficulty to find a job.	16	4.8	96	29.1	55	16.7	98	29.7	65	19.7	3.30
10.	To follow a family tradition	33	10.0	137	41.5	37	11.2	53	16.1	70	21.2	2.97
Overall mean of Motivations												**3.53**
B. Constraints												
1.	Legal and fiscal duties.	0	0	79	23.9	108	32.7	129	39.1	14	4.2	3.24
2.	The lack of entrepreneurial skills	16	4.8	45	13.6	67	20.3	134	40.6	68	20.6	3.58
3.	The bureaucracy required to start a business.	2	.6	18	5.5	30	9.1	110	33.3	170	51.5	4.30
4.	Lack of source of finance.	8	2.4	34	10.3	48	14.5	87	26.4	153	46.4	4.04
5.	The lack of business association supporting entrepreneurs.	3	.9	75	22.7	68	20.6	110	33.3	74	22.4	3.90
6.	The lack of support and advice during the start-up phase	4	1.2	26	7.9	48	14.5	184	55.8	68	20.6	3.91
7.	Taxes system	24	7.3	34	10.3	126	38.2	92	27.9	54	16.4	3.36
8.	The lack of legal and operative support	2	.6	12	3.6	159	48.2	127	38.5	30	9.1	3.52
9.	The excessive risk	0	0	10	3.0	29	8.8	123	37.3	168	50.9	4.36
10.	The lack of business skills	12	3.6	20	6.1	118	35.8	124	37.6	56	17.0	3.58
Overall mean of constraints												**3.74**

Factors shaping the entrepreneurial intention

As revealed in table (4), the mean gap scores were used to indicate the agreement level of the factors that shape the entrepreneurial decision. As noticed that students agreed that current depression and tourism crisis negatively affect the entrepreneurial decision with a total mean score of (4.05). Moreover, the backing of their family and friends could affect their intention for being an entrepreneur with a mean of (3.84) and (3.45) respectively. Meanwhile, they agreed that leadership is a focal factor for being an entrepreneur. (4.04).

Table (4) Factors shaping the students' entrepreneurial intention

Research Variables	Overall Agreement										Mean
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
	R.	%	R.	%	R.	%	R.	%	R.	%	
A. Current depression and tourism crisis											
1. The current economic situation can be an obstacle for the creation of new businesses	18	5.5	26	7.9	46	13.9	101	30.6	139	42.1	3.98
2. The current tourism crisis can be an obstacle for the creation of new businesses	4	1.2	20	6.1	36	10.9	136	41.2	134	40.6	4.14
Overall mean for crisis											**4.25**
B. Family and friend support											
1. If I started my own business, I would be supported by my family.	16	4.8	28	8.5	60	18.2	114	34.5	112	33.9	3.84
2. If I started my own business, I would be supported by my friends	20	6.1	42	12.7	109	33.0	89	27.0	70	21.2	3.45
Overall mean of family and friend support											**3.64**
C. university support											
1. To start a new firm would be the best way to exploit my university studies.	30	9.1	80	24.2	79	23.9	102	30.9	39	11.8	3.12
2. The university developed my entrepreneurial competence and skills.	12	3.6	89	27.0	67	20.3	110	33.3	52	15.8	3.01
3. The university provided me with the knowledge necessary to start a new business.	40	12.1	118	35.8	52	15.8	80	24.2	40	12.1	2.88
Overall mean of university support											**3.60**
D. Leadership											
1. To organize the work of others.	28	8.5	74	22.4	100	30.3	95	28.8	33	10.0	4.09
2. To be the leader of an organization.	0	0	16	4.8	60	18.2	100	30.3	154	46.7	4.19
Overall mean of Leadership											**4.04**

**E. Entrepreneurial-Intention**										
1.	I am able to solve difficult problems if I work hard.	23	7.0	49	14.8	94	28.5	106	32.1	58	17.6	3.38
2.	I am able to solve unexpected events.	10	3.0	34	10.3	64	19.4	161	48.8	61	18.5	3.69
3.	I am able to successfully manage a business.	31	9.4	84	25.5	81	24.5	84	25.5	50	15.2	3.12
4.	I have the skills and competences necessary to be successful as an entrepreneur.	14	4.2	24	7.3	64	19.4	123	37.3	105	31.8	3.85
	Overall mean of *Entrepreneurial-Intention*											**3.71**

In order to indicate the relationship between some demographics and the students' entrepreneurial intention, table (5), indicated the insignificance difference in entrepreneurial intention between males and females' students. Meanwhile, the significant relationship appeared between the student department, university and their entrepreneurial intention ($p \leq 0.05$).

Table (5) The relationship between respondents' demographics and entrepreneurial intention

Gender		Entrepreneurial-Intention
Male	Mean	3.4326
	S. D	.69782
Female	Mean	3.8849
	S.D.	.54125
ANOVA-Test Result	F.	.002
	Sig.	.964
Department		**Entrepreneurial-Intention**
Tourism	Mean	3.2966
	S. D	.48073
Hotel Management	Mean	3.6075
	S. D	.56608
ANOVA-Test Result	F.	23.252
	Sig.	.000
University		**Entrepreneurial-Intention**
Alexandria University	Mean	3.4337
	S. D	.55476
Pharos University	Mean	3.6250
	S. D	.54819
ANOVA-Test Result	F.	9.558
	Sig.	.002

Regression Analysis

Since regression analysis is "the technique used to derive an equation that relates the criterion variables to one or more predictor variables; it considers the frequency distribution of the criterion variable, when one or more predictor variables are held fixed at various levels" (Churchill, 1995, p. 887). "Having entrepreneurial intention" was as the dependent variable and family and friends support, university support, leadership, depression and tourism crisis were as independent variables. results showed that there was a positive correlation with R of .623, adjusted R^2 was 0.377and F value of 34.175 and p value of 0.000 at the significance level of $p \leq 0.05$.

Table (6) Regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623[a]	.388	.377	.44143

a. Predictors: (Constant), leadership, family and friend support, current economic and tourism crisis, university Support

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.956	6	6.659	34.175	.000[b]
	Residual	62.939	323	.195		
	Total	102.895	329			

a. Dependent Variable: *Entrepreneurial-Intention*

b. Predictors: (Constant), leadership, family and friend support, current economic and tourism crisis, university Support

In order to evidently investigate the relationship between entrepreneurial intention and other factors, multiple regression analysis was also carried out to explore the relationship between entrepreneurial intention and specific independent variables as depicted in table (7) and figure (1).

Table (7) the relationship between entrepreneurial intention and specific factors

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.718	.390		4.401	.000
	Current Economic and Tourism Crisis	-.222-	.040	-.275-	-5.484-	.000
	Family and friend support	.112	.029	.189	3.885	.000
	University Support	.089	.047	.109	1.880	.000
	Leadership	.166	.043	.199	3.839	.000

a. **Dependent Variable: Entrepreneurial-Intention**

Results indicated that entrepreneurial intention was significantly influenced by the economic and tourism crisis (β = -.275-, $p \leq 0.05$), family and friends support (β = .189, $p \leq 0.05$), university support (β = .109, $p \leq 0.05$) and leadership (β =.199). ($p \leq 0.05$). As depicted in table (7), the current economic and tourism crisis has a reverse impact. this finding has a logic sense as the current depression and tourism crisis negatively affect the entrepreneurial intention.

Family and friends support significantly affect the students' entrepreneurial intention. This finding is consistent with Landini et al., (2015) and Soliman (2011). In that respect, Ismail et al. (2009) emphasized that entrepreneurs tend to have strong support from parents and friends, as they stated that this support shapes the perceived desirability of starting up a business. Similarly, the higher the participants' leadership orientation, the stronger entrepreneurial intention.
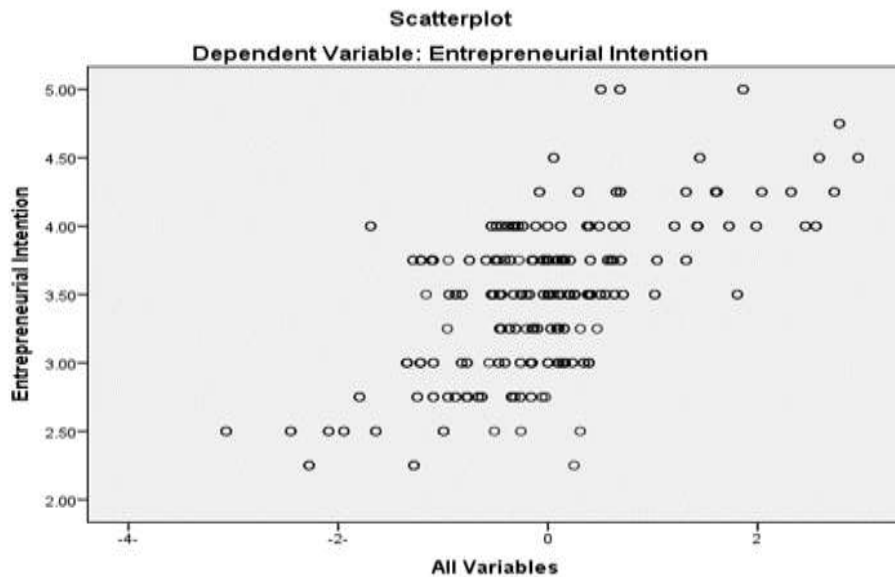

Figure (1) factors affecting the students' entrepreneurial intention

Discussion

As shown in Table 2, the majority of the respondents intended to start their own business with a percentage of (49.4). While, a percentage of (31.2) will seek employment in large multi-national enterprises (MNEs). This result is supported by past studies Kolvereid (1996), Lee (2011) and Irina and Alina (2015). This finding reflect the thrill and enthusiasm of young people to start new business away from paper-work in closed offices.

Concerning the entrepreneurship motivations and constraints, as shown in Table 3, the students perceived that the first entrepreneurial motive is to be autonomous and independent" (mean=4.48), achieving self-esteem (mean = 4.26) followed respectively by achieving social prestige (mean = 4.21).This result is associated with Parker (2006), who argued that psychological motivations play a much greater role than financial ones, and he stated that there is doubt that individuals mainly choose self-employment as a means of achieving higher revenues than they could achieve as employees. This reflects that the economic motive is not the main force that induces entrepreneurial intention, as the psychological motives play a much greater role.

With regard to the constraints, students perceived "excessive risk", "the bureaucracy required to start a business" "lack of source of finance", the "lack of support and advice during the start-up phase and "the lack of business association supporting entrepreneurs" with a total mean score of (4.36), (4.30), (4.04), (3.91) and (3.90) respectively. Moreover, excessive risk barrier is basically related to the current depression and political unrest, while, regarding the bureaucracy and lack of finance, the Egyptian regulations govern all the local authorities need to be changed in favour of young entrepreneurs; in a way to be more flexible, permitting longer payback period and minimizing the taxes and interests.

Based on this finding, the government needs to direct attention to barriers and obstacles that challenge the promising entrepreneurs and should eliminate bureaucratic and administrative difficulties that hinder start-ups.

In order to investigate investigating the relationship between entrepreneurial intention and other factors, multiple regression analysis was carried out to explore the relationship between entrepreneurial intention and specific independent variables. Moreover, the findings revealed that university support has a significant relationship with the students' entrepreneurial intention. These results are inconsistent with the findings of Gurel et al. (2010) who stated that education does not foster university students' entrepreneurial intention.

Conversely, this finding is consistent with Lundini et al., (2015), Mumtaz et al., 2012), Pihies' (2009) and Soliman (2011) who asserted that education is essential to guarantee university students have the basic skills needed to become successful entrepreneurs. This emphasized that education plays a key role in enhancing and fostering the students' entrepreneurial intention and ability.

Further, leadership has a significant relationship ($p \leq 0.05$) with the entrepreneurial intention, naturally, people with leadership skills would prefer running their own business and succeeded in it. Results also revealed that family and friends support could shape the students' entrepreneurial intention ($p \leq 0.05$). This finding is consistent with Landini et al., (2015) and Soliman (2011). This could conclude that parents need to train or coach their children from childhood on the values of hardworking, independence, and honesty could shape their entrepreneurial characteristics. In that respect, Ismail et al. (2009) emphasized that entrepreneurs tend to have strong support from parents and friends, as they stated that this support shapes the perceived desirability of starting up a business. Similarly, the higher the participants' leadership orientation, the stronger entrepreneurial intention. Further, it could be concluded that traditional family prefer their young graduates to work in a stable work environment instead of putting their savings in risk.

Based on the above mentioned results, it could be noted that if Egypt keens to promote a more entrepreneurship aware, it needs to pay attention not just to the quality of the education system but to its purpose and process (Kirby and Ibrahim,2010). Students need to be equipped with the skills, abilities and, importantly, attitudes to generate an enterprise. In addition to changes to higher education there need to be more clearly identifiable and celebrated role models. Clearly role models have a positive effect on the development of entrepreneurs.

It is surprising that there was not a significant difference in entrepreneurial intention between males and females' students (Table 5). This is not supported by past studies (e.g., Davidsson, 2006; Grilo & Irigoyen, 2006 and Lundini et al.,2015), while, this finding agreed the results of Ismail et al. (2009) and Soliman (2011). It is found also that Pharos students had a higher intention for entrepreneurship with a mean of (3.6) than their Alexandria university (M=3.4). this could reflect the nature of the students attracted to the Pharos university. Many are from entrepreneurial backgrounds, and, possibly they are less risk averse than students in the governmental universities. Moreover, Pharos university is a private one that require high education fees, therefore, students have a high living standards that could afford the needed capital investment for an enterprise.

Further, the results showed a significant difference between hotel management and tourism students regarding the perceived entrepreneurial intention ($p \leq 0.05$). hotel management department have a higher entrepreneurial intention with a mean score of (3.6) than tourism ones (3.2). This could be justified by the nature of studying courses of hotel management department that requires more practical parts and it's also easier for them to begin an enterprise related to their field and especially in food and beverage sector.

Results indicated a significant relationship between entrepreneurial intention was significantly influenced by leadership, university support and family and friends support (($p \leq 0.05$). It is not surprising that current depression and tourism crisis negatively affect the entrepreneurial intention, as an evident, statistics reported that crisis intensively boosted pressure on hotel performance in the Red Sea and Sinai coastal cities and bringing the total number of hotel closures to 86 since the start of the Arab Spring, and real GDP dropped by -15.7%, which led to a large number of tourism companies declaring bankruptcy (Colliers, 2016 and Bank Audi,2016).

Several implications were developed based on the study results.

The key contribution of this research is the empirical evidence of the factors affecting students' intention to become an entrepreneur. This is due to the fact that, in the future, undergraduates are the important source of promising entrepreneurship. The implication of this study to policy makers and educators

Based on the entrepreneurial intention of Egyptian students along with their perception of the importance of the university support in shaping their entrepreneurial decision, thus, developing countries like Egypt needs to: encourage students to consider entrepreneurship as a career choice, make entrepreneurship, SME and project management courses compulsory to all students, display a lot of role models through seminars and workshops. Universities should consider other factors to motivate the students to become an entrepreneur. For example, in this study, leadership is an important influence of the students' intention to become an entrepreneur. Thus, it is important to add leadership courses to increase their intention of entrepreneurship.

Hospitality stakeholders need to be more involved through adapting creative and innovative graduation projects of students to help them by putting their ideas into action.

Moreover, the majority of students preferred to start non-tourism related businesses, and they also perceived the current depression and tourism crisis as a constraint. therefore, Ministry of tourism and Social Fund for Development (SFD) need to encourage self-employment in many aspects such as: giving micro-credit and help with entrepreneurship classes, simplifying the administrative barriers , long-term registration of all necessary permits and approvals , supporting budding business entities ,providing information and advisory support and reducing the tax burden of small and medium-sized enterprises and optimizing the allocation of tax revenues from economic activity over the levels of the budget system.

Furthermore, results indicated that bureaucracy required to start a business" "lack of source of finance", the "lack of support and advice" and "the lack of business association supporting entrepreneurs are perceived to be barriers to entrepreneurship. Thus, the ministry of tourism should encourage the faculties' graduates to start-up their new businesses, by providing special fund for developments and technical support and also there is an urgent need for tourism and hospitality experts to assist and direct those young entrepreneurs. Furthermore, the government should direct attention to the constraints that threaten the nascent entrepreneurs and should remove bureaucratic and administrative difficulties that hinder start-ups. Vicious circle embracing the current Egyptian economic and tourism situation need to be broken to begin a new corrective phase. Moreover, the Egyptian regulations govern all the local authorities need to be changed in favour of young entrepreneurs; in a way to be more flexible, permitting longer payback period and minimizing the taxes and interests.

In addition, appropriate intangible infrastructures such as constructive lending policies, social capital, supportive legal framework, coupled with tangible assets such as electricity, good road network should be made available to further enhance the interest of students on the intention to start and build an owned business.

Directions for further research.

This study implies that more research is needed to create better insight into the effect of these less developed countries specific economic characteristics on entrepreneurial intention. The current investigation was limited to tourism and hotel students enrolled in two faculties in Alexandria city. Thus, it is suggested a survey with a larger sample size to be conducted in other tourism and hotels faculties and institutes across Egypt, and to investigate whether differences exist among these students regarding degree of entrepreneurial intention and perceived constraints and motivations to entrepreneurship. Another avenue of research could investigate the effect of entrepreneurial education related aspects in these tourism faculties and institutes on their students' entrepreneurial intention. An avenue of research could investigate the readiness level of prospected entrepreneurs as perceived by hospitality stakeholders.

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Crisis-Management Practices and Drawbacks in the Egyptian Hospitality Industry: The case of Sharm Elshiek

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Abstract

The Egyptian political events since 2011 have had a strong negative impact on the hotel industry in Egypt as hotels are susceptible and vulnerable to crises. Basically, the crisis in the Egyptian hotel industry originated from the instability of political ambiance resulting in a sharp decline in the number of tourists, even in Egypt's most popular destinations. Therefore, Sharm-Elshiek, located in South-Sinai, was adversely affected and its occupancy rates dramatically declined during the last few years and the situation has not been resolved yet. The current study addresses the most important crisis management practices, its performance level and consequent drawbacks from managers' points of view.
This study is an exploratory in nature and data is collected by carrying out structured questionnaire distributed among 103 managers in five and four star hotels located in Sharm-Elshiek. Finally, recommendations for future research and practical managerial implications in times of crises were presented.

Keywords *Crisis-Management, practices, drawbacks, Egyptian, hospitality industry, Sharm-Elshiek.*

Theme *hotels and hospitality (in the context of recent tourism crisis in Egypt)*

Focus of Paper Practical/Industry

Introduction

The tourism and hospitality industry is the foundation stone of the Egyptian economy which generates approximately 11.4% of Egyptian GDP and providing about 12.6% of direct and indirect job opportunities for the Egyptian labor force. It is the most important source of foreign exchange earnings for the national income at 20% (Colliers, 2013 and Bank Audi, 2014). However, the tourism industry is extremely defenseless to negative events, such as terrorism, financial crises, natural disasters and political instability (Mohammad et al., 2012)

Due to the political unrest, associated with the 2011 revolution, countless international airlines have cancelled flights to Egypt and a significant number of travelers have cancelled their lodging reservations. As a result, hotel revenues intensely decreased, short-term responses occurred and haphazard practices were performed by hotels in most Egyptian destinations. (Nassar, 2012) The second revolution in June 2013 added a new chapter of political instability, not resolved yet. The frequency of these negative events has brought "crisis" to the front pages and also to the forefront of our minds.

The literature highlighted the importance of the accommodation sector as an important part of the tourism industry in many countries. Not only is accommodation the largest subsector within the tourism economy, accounting for around one third of total trip expenditure, it is also an essential ingredient of the tourism experience (Runyan, 2006, Budge et al., 2008 and Davidson et al., 2010).

The current study attempts to research crisis management practices and its impending drawbacks in Egyptian hotels, particularly, the case of Sham–Elshiek city in South Sinai as a core tourism destination in Egypt. In doing so, it is aimed to

- Examine the "Importance –Performance" level of crisis practices in Egyptian four and five -star hotels as perceived by managers.
- Discover the potential drawbacks related to the most commonly performed crisis practices as perceived by managers.

Literature Review

Crisis management

Despite the frequent use of the term "crisis", there is no collectively universal accepted definition exists. There are a wide range of definitions within literature. Basically MacFarlane (2010) stated that crisis is "an event that threatens the strategic objectives, reputation or existence of an organization. Pearson and Sommer (2011) said that crisis is "Events or trends that threaten the viability of the organizations within which they occur". Singh (2009) termed crisis as "any action or failure to act that interferes with an organization's ongoing functions, the acceptable attainment of its objectives, its viability or survival, or that has a detrimental personal effect as perceived by the majority of its employees, clients or constituents in relation to the hospitality industry". It could be suggested for the purposes of this paper, a crisis is:
"An instable time for an organization in which the impacts of event(s) threaten its operations, existence, or reputation".

Literature categorized crises in four main groups (AlBattat and MatSom, 2014; Hutchins, 2008; Seeger et al., 2003 and Tse, 2006) as follows: Natural crises are happenings that are caused by the nature such as: heavy storms, hurricanes, floods, bush-fires, earthquakes, avalanches, tsunamis, etc. Civil conflicts are mostly based on political tensions which can be within one country but can also occur between different countries such as: demonstrations, strikes, war, terrorism, etc. Epidemics are diseases that spread quickly and widely and usually throughout more than one country such as: SARS, swine flu, etc. Technology failures are associated with power blackouts, computer irregularities, aircraft crashes, nuclear meltdown, etc.
Based on that, the main concern of this study is the civil conflicts based on political tensions, mainly revolutions and terrorism.

The concept of crisis management is a helping tool for managers to lead a business successfully and to keep the position during time of business suffering (Ribarić 2010, 573; Jia et al. 2012). Wang and Ritchie (2010) defined it as "an ongoing systemic effort that organizations carry out in an attempt to identify and prevent potential risks and problems, to manage those that occur in order to minimize damages and maximize opportunities, and to take into account learning, planning and training activities as well as the interests of the organizations' stakeholders' functions". Coombs (2012) said it is "a set of factors designed to combat crises and lessen the actual damage inflicted. Seeks to prevent or lessen the negative outcomes of a crisis and thereby protect the organization, stakeholders and industry from harm".
For the purposes of this paper, it is suggested that crisis management should be comprehensively assumed as:
"The conveyance of an organization's preplanned, speedy reaction capability supported by leadership in an integrated approach to enable fast decision making, allowing for effective recovery".

Crisis Management in Tourism and Hospitality Context

In the tourism and hospitality context, Sonmez (1998) defined tourism crisis as any incidence that can threaten the regular operations of tourism related businesses; damage a tourist destination's overall reputation for safety, attractiveness and comfort by negatively affecting visitors' perceptions of that destination. Consequently, it causes recession in tourism economy and interrupts the stability of business operations by the decrease in tourists' arrivals and expenditures. Beirman (2003) defined a destination crisis as a situation requiring radical management action in response to events beyond the internal control of such destination, requiring the urgent

adaptation of marketing and operational practices to recover the crisis situation. Laws and Prideaux (2006) defined crisis as an event that creates a shock to the tourism industry resulting in the sudden emergence of an adverse situation.

Tikici et al., (2011) and Niininen (2013) illustrated that cost cutbacks, revenue generating and asset reduction are the most important managerial practices in order to maintain a specific level of profitability. Israeili and Reichel (2003) presented a list of practices that comprises of four themes: marketing, maintenance, human resources and government assistance. A recent study in Egypt by Ghazi et al., (2014) addressed the reactive and proactive crisis management practices; their study reported a lack of empirical research that measures and evaluates the practices that managers employ before, during and after a crisis situation particularly in Egyptian hotels. Yet, there is a dearth in the arena of addressing crisis management systematically and holistically (Ghaderi and Som, 2012; Rittichainuwat, 2013; Spillan et al., 2011; Wang and Ritchie, 2013). Also, no former studies addressed the drawbacks of crisis-management practices in order to consider their application. Thus, the current study attempts to examine crisis practices' importance and performance in Egyptian hotels while exploring the drawbacks of the most applied practices as perceived by managers.

Sharm-Elshiek in Context

Sharm-Elshiek city in South Sinai is the primary tourism destination in Egypt. According to the Egyptian Hotel Guide (EHA, 2014/15), Sham–Elshiek has the greatest number of hotels/hotel rooms in Egypt with a total of 190 hotels and 51593 hotel rooms capacity, followed by Hurghada and Cairo, respectively. Sharm–Elshiek is one of the world most important destinations of marine tourism with 105 four and five-star hotels.

Leisure tourism in Egypt is the largest market segment, followed by business and conference tourism. In addition, leisure spending was estimated to contribute 74.4% of travel and tourism GDP in 2013. (Colliers, 2013 and Bank Audi, 2014)

Europe was the largest source of tourism market for Egypt, accounting for 70% of international arrivals in 2013, followed by Middle Eastern visitors with 17% share (WTO, 2014) During the period of conservative Muslim Brotherhood ruling Egypt the European tourists were expected to deter; this period was soon followed by July 2013, when the Egyptian army regained its authority over Egypt. This led to travel warnings against Egypt again, bringing back in mind the surroundings of January 2011 revolution (Mohammad et al., 2012 and Nassar, 2012) This resulted in downward pressure on hotel performance in the Red Sea and Sinai coastal cities and bringing the total number of hotel closures to 86 since the start of the Arab Spring. (Egyptian Ministry of Tourism, 2015).

Arrivals from Western and Northern Europe countries dropped dramatically from year 2013 to 2014. At the same time, a remarkable increase can be noticed in tourists' arrivals from Eastern Europe countries. Russia is the most important source market county for arrivals into Egypt and it was forecasted to grow by 52% from 2014 until 2017 (Egyptian Ministry of Tourism, 2015). However, the plane crush in November 2015 above South-Sinai Mountains and the death of over 200 Russian tourists changed the anticipated scenario. (BBC, 2015 and CNN, 2015)

Methodology

Participants and Procedures

The researchers carried out a pilot study on twenty hotel managers in Sharm-Elshiek in order to attain their opinion about the appropriateness of the statements enlisted in the questionnaire in the study of Israeli et al., 2011. As a result, the piloted managers suggested adding more statements regarding hotel cost-cutting policies, particularly, in core operation areas, such as rooms division and food & beverage. It was also recommended to change the statements concerning government construct to reveal more facts about the support provided by Egyptian Authorities. A modified version was developed and resent to subject managers, who eventually approved it.

The total number of five and four-star hotels in Sharm-Elshiek are (41) and (62) respectively. (EHA, 2014-2015). Accordingly, the (103) hotels, constituting the total population, were approached by e-mails containing a brief explanation about the study objectives and a request for filling in the study questionnaire. In many cases, the hotel GMs recommended the assistant managers and/or rooms' division managers to participate in the study. The total number of (89) questionnaires were retrieved, yielding a response rate of 86.4%.

Measures

The first part of the study questionnaire incorporated the demographic information. The second part aimed at comparing importance and performance levels regarding crisis practices in five areas. These five areas covered: (1) Human Resources, (2) Marketing, (3) Maintenance, (4) Operation, and (5) Government Support.

Human Resources practices were investigated through six statements. Marketing and maintenance practices were assessed through seven and four statements, respectively. The statements were basically derived from the study of Israeli et al., 2011; therefore no reliability test was needed. On the other hand, hotel operations (rooms division and food & beverage) were assessed in six statements, while government related practices were considered in three statements. The instrument's constructs regarding "hotel operations" and "government support" were developed by the researchers based on the pilot study carried out prior to the questionnaire distribution. Internal reliability was applied by calculating "Cronbach's Alpha". The result was α = 0.82. A coefficient of stability of the modified instrument was calculated using "Spearman correlation coefficient" formula; statements had positive correlations r = 0.85, indicating the reliability of the instrument. (Churchill & Iacobucci, 2005).

All the questionnaire statements were measured on a five-point Likert scale, with 1 representing very low and 5 very high. At the end of each construct, participating managers were encouraged to share their actual experience during current crisis times by answering open-ended questions. This would help the researchers in developing a broad realistic scheme about potential drawbacks associated with crisis practices.

Findings and Discussions

Demographic Profile of Respondents

Findings in table 1 revealed that out of 89 managers, 87.5% are males versus 12.5% females. Fifty-five percent of respondents are between 35 and 44 years old, 33% are between 45 and 54 years. Almost seventy percent of respondents are department heads, in addition, 53.4% of respondents have spent more than 7 years in the field of tourism and hospitality. Finally, 42% of respondents have spent more than 7 years in their current positions and 45.5% spent 5 to 7 years.

Table 1. Profile of Respondents

Gender	Male	87.5%
	Female	12.5%
Age	25 – 34	1.1%
	35 – 44	55.7%
	45 – 54	33.0%
	55 or older	10.2%
Position level	GM	10.2%
	Ass. GM	20.8%
	Department head	69.0%
Years in the hospitality industry	3 – 5 years	17.0%
	5 – 7 years	29.5%

field	Above 7 years	53.4%
Years in the current position	3 – 5 years	12.5%
	5 – 7 years	45.5%
	Above 7 years	42.0%

Practices' Importance and performance Level

The mean values and standard deviation descriptive analysis was applied to illustrate the importance and performance level that managers assigned to each category of crisis management practices.

Human Resources Practices

Regarding the mean values of importance and performance level of 'human resources' construct, table (2) depicts that respondents believed that '*using unpaid vacation to reduce labour force*' (M.=4.57), '*laying off employees to reduce labour force'*(M=3.56) were highly important practices. These two practices were widely performed, representing mean score of (M=4.38) and (M=4.00) respectively. A result that could be justified as the current crucial situation of crisis in Sharm –Elshiek city forced hotel managers to reduce the labor cost either through laying off employees or using unpaid vacation. However, these practices were not supported by Israeli et al. (2011).

Table2. Mean statistics for human resources practices

Factor		Importance Level			performance Level			Sig. (2-tailed)
		M.	S.D	Level	M.	S.D	Level	
HR1	Laying off employees to reduce labour force	3.56	.969	High	4.00	.455	High	.000
HR2	Using unpaid vacation to reduce labour force	4.57	.691	Very High	4.38	1.21	High	.075
HR3	Reducing the number of workdays per week	2.09	1.06	Low	2.43	1.14	Low	.001
HR4	Freezing pay rates	3.76	1.03	High	3.35	1.24	Moderate	.000
HR5	Replacing highly paid employees with new low paid employees	2.09	.560	Low	3.15	1.10	Moderate	.000
HR6	Increased reliance on outsourced human resources	3.69	.650	High	3.47	.830	Moderate	.001
Average Total		3.29	.575	Moderate	3.46	.596	Moderate	**.001**

Campiranon and Scott (2014) and Harwati (2013) referred to using similar human resources practices such as 'downsizing', 'freezing payments' and 'unpaid vacation' in their studies. The practice of *'freezing pay rates'* was not considered important thus not widely performed in the current study, with a mean score of (M=2.09) and (M=2.43) respectively; a finding that is supported by Ghazi et al. (2014).

Marketing Practices

Table (3) indicated the mean statistics for 'marketing' construct. Respondents thought that the practice of '*marketing to domestic tourists with focus on specific attributes of the location*' was very important (M. =4.48). This finding is supported by Campiranon and Scott (2014); Kuto and Groves (2004) and Niininen, (2013).

Meanwhile, the practice of *'marketing to domestic tourists in joint campaigns with local merchants'* and *'marketing to new segments'* represented a high mean score of importance (4.30) and (3.99) respectively.

Table 3. Mean statistics for marketing practices

Factor		Importance Level			performance Level			Sig. (2-tailed)
		M.	S.D	Level	M.	S.D	Level	
MK1	Marketing to domestic tourists in joint campaigns with local merchants	3.99	.467	High	4.68	.670	Very high	.000
MK2	Marketing to domestic tourists with focus on specific attributes of the location	4.48	.830	High	2.60	1.023	Moderate	.000
MK3	Price drop on special offers	2.32	1.012	Low	3.30	.996	Moderate	.000
MK4	Reducing price list	3.50	1.114	High	3.19	1.249	Moderate	.028
MK5	Marketing to foreign tourists with specific focus on the location's distinctive features and relative safety	3.11	1.377	Moderate	4.30	.459	High	.000
MK6	Marketing and promoting new products or services (family events, catering)	4.19	.397	High	3.60	.796	High	.000
MK7	Marketing to new segments	4.30	.459	High	3.70	.899	High	.000
Total Average		3.70	.575	High	3.63	.596	High	**.013**

This is supported by the studies of Campiranon and Scott (2014), where meetings, incentives, conventions and exhibitions (MICE) have generated high foreign exchange revenue, especially that these tourists are recognized as "quality" visitors, mainly because of their high-spending potential. *'Marketing and promoting new products or services (family events, catering)'* and *'reducing price list'* recorded (M. =4.19) and (M=3.50) respectively, meaning that these two practices were perceived important by managers; same practices were also referred by Kuto & Groves (2004) and Campiranon & Scott (2014). Furthermore, the practice of *'price drop on special offers'* with (M. =2.32) was not considered important. Maaiah (2014) also thought that lowering prices would have a negative impact on a destination image.

Maintenance Practices

The maintenance construct in table (4) revealed that the practices of *'cost cuts by limiting hotel facilities and services'* and *'cost cuts by postponing maintenance of the building (cosmetics)'* were considered important with mean scores (M=4.36) and (M=3.70) respectively. These two practices were also widely performed with mean scores (M=4.39) and (M=4.06) respectively. This could be rationalized as it saves operating costs and allows for better utilization of staff. Niininen (2013) explained that limiting hotel facilities and services would benefit in generating fewer visitors to specific areas, thereby, creating a perception that the business is not badly hit by current crisis situation.

Table 4. Mean statistics for maintenance practices

Factor		Importance Level			performance Level			Sig. (2-tailed)
		M.	S.D	Level	M.	S.D	Level	
MN1	Cost cuts by limiting hotel facilities & services	4.36	1.3	High	4.39	1.29	High	.320

		M.	S.D	Level	M.	S.D	Level	Sig.
MN2	Cost cuts by postponing maintenance of the building (cosmetics)	3.70	1.0	High	4.06	1.31	High	.001
MN3	Cost cuts by postponing maintenance to the engineering systems	3.02	1.0	Moderate	2.81	.771	Moderate	.003
MN4	Extending credit or postponing scheduled payments	3.13	.33	Moderate	2.85	.778	Moderate	.001
Total Average		3.55	.84	High	3.56	.802	High	**.866**

Operation Practices

It is worth mentioning that no other studies depicted the operation practices in times of crisis, therefore, the current study is contributing to this area by providing further insights about "**rooms division**" and "**food and beverage**" practices during crisis. In table (5), it was clear that room division cost-cut practices were intensively performed, as well as, considered of great importance, specifically those of '*cost cuts by changing meal plans'*(M=3.55) and '*cost cuts by limiting linen exchange'* (M=3.52).

Table 5. Mean statistics for operation practices

Factor		Importance Level			performance Level			Sig. (2-tailed)
		M.	S.D	Level	M.	S.D	Level	
A. Room division								
OP1	Cost cuts by limiting room amenities	3.36	1.11	Moderate	3.20	.406	Moderate	.219
OP2	Cost cuts by changing meal plans	3.55	1.16	High	4.15	1.19	High	.000
OP3	Cost cuts by limiting linen exchange	3.52	.974	High	3.78	.414	High	.001
B. Food and beverage								
OP4	Cost cuts by changing menu engineering	3.00	.455	Moderate	4.00	.455	High	.000
OP5	Cost cuts by changing type of service	4.25	1.225	High	3.47	.830	Moderate	.000
OP6	Cost cuts by changing suppliers (quality of food items)	4.47	.694	High	4.47	.694	High	.041
Total Average		3.69	.703	High	3.84	.537	High	**.000**

Regarding food and beverage practices, the practices of '*cost cuts by changing suppliers (quality of food items)*' with (M= 4.47) and '*cost cuts by changing type of service*' with (M. = 4.25) were perceived of great importance by managers. Meanwhile, '*cost cuts by changing suppliers (quality of food items*)' and *'cost cuts by changing menu engineering'* were widely performed. Managers explained that it is not uncommon during current times in Sharm-Elshiek hotels to replace costly menu items with more economic ones to cut the cost of meals presented to guests.

Government-Support Practices

Table (6) shows that all the government support practices were considered of high importance, yet rarely applied; a finding that contradicts with the studies of Israeli et al. (2011), Boukas et al. (2012) and Cockram and

Heuvel (2011); where they highlighted the benefits gained from government support in times of crises. This reveals the deficiencies in the role played by the Egyptian government to support the hospitality industry during crisis times as perceived by participant managers. They claimed that the Ministry of Tourism played an ineffective role in controlling the strong decline of room rates, which would ruin the image and the reputation of Sharm-Elshiek. Similarly, the study of Maaiah (2014) about Petra destination in Jordan clarified that tourism authorities responded with ad-hoc measures to the array of emerging problems, hence decreasing Petra's competitiveness.

Table 6. Mean statistics for government-support practices

Factor		Importance Level			performance Level			Sig. (2-tailed)
		M.	S.D	Level	M.	S.D	Level	
GOV1	Industry-wide demand for a grace period on tax payments	4.68	.468	Very High	2.10	.305	Low	.000
GOV2	Ministry of tourism controlling accommodation pricing structure	4.92	.339	Very High	1.42	.496	Very Low	.000
GOV3	Ministry of tourism and its offices abroad motivating tourism demand	4.90	.305	Very High	1.32	.468	Very Low	.000
Total Average		4.82	.311	Very High	1.61	.330	Very Low	**.000**

Although the practice of *'Industry-wide demand for a grace period on tax payments'* were not applied enough in the current study, the study of Gul et al. (2014) showed that decreasing interest rate played a major role in keeping up tourism demand rates and it helped Turkish tourism during the global economic crisis.

Importance Performance Analysis

Importance Performance Analysis (IPA) acts as a baseline diagnostic tool to provide insight into the relationship between the importance and the performance of surveyed constructs and it can be best portrayed on a two-dimensional Importance Performance Matrix (Figure 1). It represents four quadrants; quadrant 1: Keep up the good work, where importance and performance are both high. Quadrant 2: Concentrate here, representing high importance but low performance. Quadrant 3: Low priority, representing low importance and performance. Quadrant 4: Possible overkill, symbolizing low importance and high performance. (Wade and Eagles, 2003)

The importance/performance scores attained from survey instrument showed that all "government support" practices fall in quadrant II, indicating that they require immediate attention for improvement, also revealing the insufficient efforts paid by the Egyptian government in facing current tourism crisis. The studies of Boukas et al. (2012), Cockram and Heuvel (2011) and Maaiah (2014) reported that it is the role of government agencies, local tourist organizations, foreign tour operators and local tourist offices to integrate their efforts into the management of the tourism industry in a country, specifically during crisis times. Thus, policy makers, in public and private sectors, have to focus on comprehensive tourist destination management plan in times of crisis.
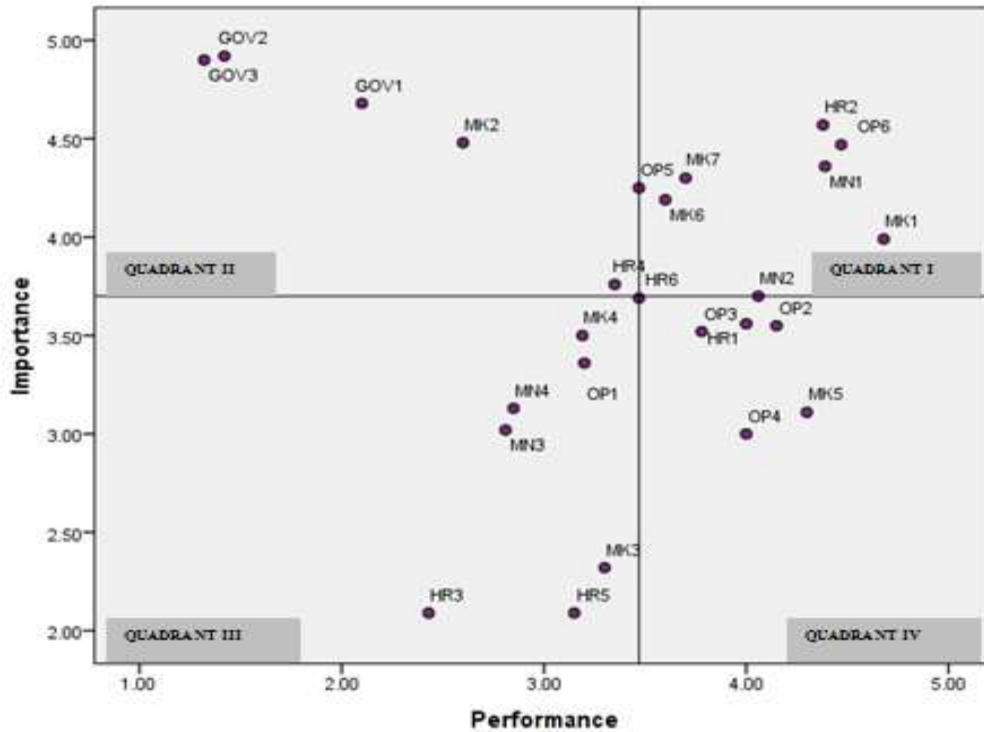
Figure 1: **Importance Performance Matrix**

Quadrant IV contains practices of low importance that are widely performed in Sharm El-sheik hotels. These include some cost-cut operation practices, particularly, these related to changing meal plans, limiting linen exchange and changing menu engineering. Practices of "Laying off employees to reduce labor force "and "marketing to foreign tourists with specific focus on the location's distinctive features and relative safety" were also included in this quadrant. Thus, it would be wise for hotels to reconsider their crisis management practices in this regard and shift their efforts to other areas of more importance.

Quadrant I contained nine practices of great importance and wide performance, thus, indicating opportunities for maintaining strengths in times of crises. These practices mainly included the hotel marketing efforts to attract new segments and domestic tourists and to promote new products and services.

The Drawbacks of Crisis Management Practices

Content analysis was performed (Neuendorf, 2002) to analyze the answers obtained from the open-ended questions that were intended to capture managers' opinions about the drawbacks that would accompany crisis practices performed in their hotels

Human resources

The drawbacks of human resources practices are illustrated in table 7. Niininen (2013) indicated that cost cutting practices would create difficulties in re-securing supplies and recruiting personnel from scratch after the crisis is over. Harwati (2013) and Campiranon & Scott (2014) also referred to crisis psychological effects on organizational members, such as avoidance, depression, and feeling of vulnerability, resulting in weak staff members' performance.

Table 7. Drawbacks of "Human Resources" practices during crisis

Practice	Its Drawbacks	Frequency	%
Laying off employees to reduce labor force	- Employees' performance and productivity will decrease due to the work overload	59	66.2
	- Hotel image could be harmed	49	55
	- Employees will face stress and frustration due to lack of income.	66	74.1
Using unpaid vacation to reduce labor force	- Employees will turn to other jobs or travel abroad	70	78.6
	- Facing stress and frustrations	60	67.4
Freezing pay rates	- Employee performance negatively affected due to working under pressure of limited monthly income.	48	54
Replacing highly paid employees with new low paid employees	- Affected service quality due to un-experienced employees	60	67.4
	- Regular and VIP guests would notice the decline in staff capabilities and skills	42	47.1
Increased reliance on outsourced human resources	- Contradicting with cost cutting policy	43	48.3
	- Absence of organization culture throughout the performance of hotel core activities	22	24.7
Increased reliance on outsourced human resources	- Contradicting with cost cutting policy	43	48.3
	- Absence of organization culture throughout the performance of hotel core activities	22	24.7

Marketing

Table 8 explains the most frequently mentioned drawbacks related to marketing practices. It is remarkable that practices of reducing prices and presenting special offers were highlighted in the study of Kuto and Groves (2004), in which, the sharp decline of tourist numbers in china after the SARS episode intensified competition among both tour operators and service providers. The Turkish hotel industry was also faced with a significant decline in hard currency due to the decline of foreign tourists' arrivals (Gul et al., 2014).

The participant managers explained that reducing price lists would invite market segments with poor spending power and harm rate strategies with travel agents, which make it hard for hotels in a certain destination to regain its pricing structure. The pricing structure set by Ministry of Tourism determines the minimum limit room rates are allowed to reach for each hotel category. Interestingly, arrivals form East-European countries recorded a remarkable increase (more than 25%), while numbers of West Europe tourists declined intensely, those are known for their high spending power. (Bank Audi, 2014 and Colliers, 2013)

Maintenance

Participating managers thought that closing some areas of the hotel would take from the guest leisure experience because Sharm-Elshiek is typically known for its luxurious hotels and extravagant services. See table 9.

Table 8. Drawbacks of "Marketing" practices during crisis

Practice	Its Drawbacks	Frequency	%
Marketing to domestic tourists in joint campaigns with local merchants *Price drop on special offers*	- Over loading facilities due to the excessive number of domestic tourists	47	52.8
	- Affecting the destination image negatively.	55	61.7
Price drop on special offers	- Inviting low class market segments with poor spending power.	67	75.2
	- Spoiling the destination pricing structure for long- term	51	57.3
Reducing list price	- Harming pricing strategies previously agreed upon with travel agents.	77	86.5
	- Spoiling the destination pricing structure for long- term	46	51.6
Marketing to foreign tourists with specific focus on the location's distinctive features and relative safety	- Too expensive for individual hotels to carry out as it is basically the government role to market for an entire destination	76	85.3

Table 9. Drawbacks of "Maintenance" practices during crisis

Practice	Its Drawbacks	Frequency	%
Cost cuts by limiting hotel facilities & services	- Taking from the guest leisure experience	69	77.5
	- Regular and VIP guests would notice the decline in services offered	40	44.9
Cost cuts by postponing maintenance of the building (cosmetics)	- Damage the physical facilities on the long run	78	87.6
	- Hotel image could be harmed	42	47.1

Operation

Low occupancy rates urged set menus in some outlets instead of open buffets, which would be costly and non-feasible with small number of guests in house. Moreover, the quality issue was becoming of less importance hoping to present almost the same menu items while keeping costs at minimum. See table 10.

Table10. Drawbacks of "Operation" practices during crisis

Practice	Its Drawbacks	Frequency	%
Rooms			
Cost cuts by changing meal plans and *Cost cuts by limiting linen exchange*	- Disrupting previous agreements and contracts signed with travel agents.	69	77.5
	- Regular and VIP guests would notice the decline in services offered	53	59.5
	- Leading to potential guest satisfaction	58	65.1
Food and Beverage			
Cost cuts by changing menu engineering	- Regular and VIP guests would notice the decline in services offered.	47	52.8

	- Hotel image could be harmed	49	55
Cost cuts by changing type of service	- Depriving guests from a full enjoyable experience	44	49.4
Cost cuts by changing suppliers (quality of food items)	- Potential guest dissatisfaction	56	63

Conclusions and Implications

The findings of the current study contributed in developing a better understanding of the current crisis situation in Egypt and its impacts on the hospitality industry, with particular attention given to Sharm-Elshiek, as one of the most important tourism destinations in Egypt and Middle East. It was revealed that "using unpaid vacation to reduce labor cost ", "marketing to domestic tourists with focus on specific attributes of the location", "cost cuts by changing meal plans","cost cuts by changing suppliers" and "ministry of tourism controlling accommodation pricing structure" were the most important crisis practices as perceived by the respondent managers. Meanwhile, the most remarkable gaps between importance and performance levels were depicted in the government support category.

It was apparent that the most common drawbacks were relevant to human resources crisis practices and how it negatively affected employees' feelings of job security. The destination image was also at great risk in consideration to the market practices currently applied. Generally, cost-cuts practices in maintenance and operation were intended to leave guests unsatisfied.

Several implications can be drawn from the study results in order to benefit the industry stakeholders. As for the human resources practices, it is important that leaders act as repository for people's fear, reflecting the group's anger, anxiety and grief. Moreover, they should share their employees' the financial burdens they might be facing in time of crisis.

In relation to marketing, news about festivals and special events held in a particular destination can be shared on hotels' websites to ease potential tourists' search for updates. It is recommended to reach out to expatriates living abroad, urging them to become the new tourists in their own country by generating enthusiasm for their heritage and history.

Wide marketing campaign sponsored by different hotel chains to promote the whole destination is more trusted and feasible from guests' perspective than individual efforts.

It is suggested that there should be a constructive and positive interaction between private and public sectors to enable all parties to act as decision-makers, without resorting to individual decisions which can lead to fragmentation and lack of discipline.

It is functional for any governmental organization to make better use of its spokespersons, press conferences and social media, internally and externally, to deliver unified, coherent messages that should be balanced and truthful in order not to lose the public trust.

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Structure and design of menus in a la carte restaurants

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Abstract

The menus represent the image of business of each catering facility and they are the most important written offer in hospitality industry. Proper structuring, number of meals, information about dishes and design, to a large extent, influence the choice of guests and their satisfaction. Implementing scientific methodology appropriate to the work, the following parameters that are important for proper structuring and design of menu were examined: balance, variety and composition of meals, description, accuracy, characteristics, specification of items, size, paper, font, and colour of menu. The survey was conducted by direct and indirect collection and analysis of menus from appropriate number of a la carte restaurants. The obtained data was subjected to analysis and synthesis and processed and graphically presented using statistics. The results represent a picture of situation in the hospitality industry in the R. Serbia.

Key words: menu, gastronomy, structure, information, design, hospitality

Theme: Whatøs going well in hotels and hospitality?

Focus of Paper Example: ÷Practical/Industryø

Introduction

A menu is a restaurantøs written offer and reflection of its operation (Antun & Gustafson, 2005), its proper structure, number of meals, information on meals, complete design to a large extent effect the guestøs experience of the offer (McCall & Lynn, 2008; Magnini & Kim, 2015). When compiling and designing a menu, it is important to pay attention to:
- listing of items and balance;
- diversity and composition of the offer;
- description, truth about the meal and information about the facility;
- size and design of covers;
- paper, printing and colours.

It is important that the creator of the menu has a basic knowledge of all these elements and to define exactly what they want in order to make a lovable and stimulating menu for guests (Lon ar & Lon ar, 2004; Te–anovi , 2011, Ozdemir & Caliskan, 2014; Kalenjuk, Te–anovi , Banjac, Gagi & Radivojevi ,

2016). When it comes to opening a new restaurant, the whole process begins with implementation of feasibility study. Once we have decided the style of the restaurant, we proceed to menu planning, based on which we decide on: the theme of production and decor, the equipment, which influences which meals could be prepared, for how many people and the kitchen staff (Morrison, 1996; Jones & Mifli, 2001). After making any necessary research and decisions on the kind, type and work style of the facility, setting standards and types of food that will be prepared and served, the next step is the graphic design of the menu (Te–anovi , 2009; Bowen & Morris, 1995).

This paper should show significant elements for structuring and designing the menu such as: balance, diversity, composition, description, truthfulness of the menu, labelling, listing items and sizes, then paper, printing and colours.

Previous studies confirm that hospitality workers do not have sufficient knowledge about the proper structuring and designing of written offers, information on meals that are offered and design that often impairs the transparency and readability, thereby comprehensibility of food offer.

Obtained data give a general overview of the situation in the hospitality industry of Serbia and guidance on how to eliminate any irregularities and increase the attractiveness of the menu.

Literature review

Listing of dishes and balance

Dishes are listed in the menu in order in which they will be served and consumed, which is often done by:
- type of foods that are used or
- method of heat treatment of food.

There are certain differences between cultures. European hospitality is characterized by salads listed after desserts, while in the USA and some other countries they go after the soup.

The most profitable meals in the group should be listed in the first or in the last place. The most popular and less profitable items should be listed in the middle. Studies have shown that the customer usually first looks at the first items listed, skip the central part, and then read the last few meals, before he/she moves to the next column (McVety, Ware & Levesque, 1990; Kwong, 2005).

The best location for the most profitable items is second quadrant that is upper-right part of the menu (Lorenzini, 1992; Te–anovi , 2011).

The main meals should be listed on the right side after listing of starters, soups and other dishes. The highly profitable main dishes, such as chicken and pasta should be listed firstly under the heading of main course, then lobster, beef and veal.

It is believed that the menu is balanced when the number of items in different groups is distributed proportionately (e.g. 12 starters, two soups, four salads, 20 main courses and eight desserts). A higher number of main dishes, compared to other items, is not recommended because the main dishes are the focus of the menu and these dishes are often the most expensive items in it.

Diversity and composition of offers of dishes

Diversity is critical for a good menu, not only because of the number of dishes offered within a group, but also because of the way the dishes are prepared. Guests appreciate diversity in the menu. It is also a reflection of the creativity of the chef.

Matching of food is important in planning menus. Planner must assess how well an item goes with certain main course. If the main course is very delicious, side dishes should not overpower the main dish, if main courses are less rich, side dishes should be much more attractive. Also it is significant to match colours of side dishes and main courses creating the attractiveness of the plate which improves guest satisfaction (Te–anovi , 2011).

Description, truthfulness and labelling of the menu

Description provides an explanation of how individual dishes are prepared and served. The description is the one that improves sales of a dish in the menu. The main dishes in the menu should have the most detailed descriptions (Wansink, Painter & Van Ittersum, 2001). Description of the dishes in different type of facilities influences the length of stay of guests.

Truthfulness in the menu means that each item described on the menu must be accurate. In this respect, caterers, as well as all the other vendors, are bound by legislation on consumer protection. Deception of the customers and false advertising result in judicial and inspection penalties (Te–anovi , 2011).

Menu labelling means that everything stated in it must be correct and verifiable. This applies particularly to the nutritional statements and statements relating to health benefits, because they have to be scientifically confirmed. Nutritional claim is made when the presence of an ingredient in food is listed. The words, such as cholesterol, fresh, healthy, natural, non-fat, light and reduced are often used in menus (Hwang & Lorenzon, 2008). Portion size is one of the most important information on a dish (Ledikwe, Ello-Martin & Rolls, 2005); studies have shown that this information greatly improves sales and guest satisfaction (Gase, Kaur, Dunning, Montes & Kuo, 2015).

Nutrition and health claims may not appear always directly in the menu (Raynor, 2014), but they must be available for all guests whether through some additional written sources or through good familiarity of service staff.

Size and cover design

Menu size should be such as to show the dishes while not overcrowding the page. A menu that is too large can be awkward to handle. The most popular size is 21.59 cm x 27.94 cm. The small menus should be avoided because guests have difficulties to read such menus. Most menus consist of 4 pages. The covers are the first and fourth pages, while a list of meals is on the second and the third page; this is not the case with the sampled menus that have more than 10 pages.

Cover design is very important because front and back covers give the option of advertising. Menu covers should reflect the decor and the type (theme) of the restaurant (Lorenzini, 1992; Te–anovi , 2011).

Front cover should have the name of the restaurant and the recognizable symbol (logo) of restaurant; the back cover can hold the specified address and telephone number of the restaurant or any other information. Opening hours, history of restaurant or delivery service may appear on the back cover.

The covers should be durable, waterproof and resistant to stains, unless the menu changes daily and it is expendable.

Paper quality, print and colour of the menu

When creating the menu, firstly it is necessary to choose a good quality paper. In doing so, one must bear in mind how often will the menu be used. If it is going to be changed frequently, then cheaper and less durable paper should be chosen. The menu that will not be changed frequently requires durable, coated, tough, waterproof and stain-resistant paper. When selecting the paper, one should take in consideration the strength, texture, colour and opacity.

Menu print should be easy to read. It is important that the print on the menu is of an appropriate size. There are different styles of printing. The three main fonts are: latin, modern and cursive.

Menu planner must also decide on font size. Most menus should use at least 12-point font size. Smaller font is too hard to read. There must be a space between the lines in the description.

It is important that the print style is appropriate for the style of the restaurant. If the restaurant is modern, the menu should also be modern (Mooney, 1994; Kalenjuk, Te–anovi , Banjac, Gagi & Radivojevi , 2016).

Lower case letters should be used for description, while upper case letters should be used for headings or subheadings in the menu.

Print colour on the menu should be dark while background should be light. Light blue background with dark blue print is very attractive. The reverse print (dark background, white letters) is acceptable for the cover of the menu. The selected colour of paper and print on the menu should be matched.

Methodology

Sampling

The survey was conducted by direct and indirect collection of menus in a la carte restaurants of the Republic of Serbia. The collection is made in restaurants where students of gastronomy and hospitality in Novi Sad and Belgrade perform practical training. Once the sampling is done, we eliminated menus of fast food establishments, kebab shops, sandwich bars, salad bars and the like. The study included menus from 185 restaurants, which are territorially spread out across the Republic of Serbia.

Data systematisation

Information on collected menus are systematized based on designed combined assessment list and entered into appropriate tables based on objective scores of 5 expert assessors, consisting of 3 university professors in the field of hospitality and 2 top experts from practice. Some data was entered on the basis of numerical status of certain parameters, and the other was entered on the basis of descriptive characteristics-scale: bad, partly bad, medium, partly good and good (for items relating to the design), which was also observed as numeric during the process.

Data processing

The obtained data was statistically analysed with the use of descriptive statistics and presented in tables.

Results and discussion

Analysis of listing of meals and their balance

Based on research it was found that the dishes are correctly listed in order of consumption in 73% of sampled menus, while in 27% it was not properly done.

Research of menus in the hospitality industry of Serbia show that caterers in 63% of facilities do not know and do not implement the rule of the upper right corner in the promotion and sales of their most profitable meals. Dishes, in terms of price, are unsystematically distributed within their groups.

Number of groups of meals and meals within menus of studied facilities is different, and the very structure within groups requires more complex analyses. These menus contain on average 13 groups including the groups of pizza and pasta.

In 44% of the sampled facilities a good balance in the structure of meals within menus was found, as shown in Table 1.

Analysis of diversity and composition of offers of meals

Analyzed menus show a variety of foodstuffs, with a high proportion of dough foods such as pasta and pizza. The method of heat treatment that is mostly applied in the preparation of dishes is grill with a large range of dishes that are fried in deep fat (cheese, meat, vegetables, croquettes, etc.).

Table 1. Balance of meals (n = 185)

%	Bad	Partly bad	Neither good nor bad	Partly good	Good
Balance of meals	9.18	10.26	11.34	24.84	44.28

Analysis of description, truthfulness and labelling of the menu

An important element is the availability of menu in other languages. In the analyzed restaurants 62% have a menu only in Serbian language which puts into question the ability to receive foreign tourists, 32% of the establishments have menus in English, while less than 6% of the facilities, next to the menus in Serbian and English, have menus in one more foreign language such as German, French or Italian.

The analysis of the written offers in the restaurants of Serbia shows that 35% of facilities do not have any detailed information on a meal besides price and name, only 37% of the facilities have a description of dishes, 16% have portion size, 11% portion size and description, and only two sampled menus had indicated the energy value of food.

Only 3% of restaurants had special offers such as meatless meals, meals for children and vegetarian dishes, as extremely significant dishes (Gase at al., 2015). Dishes designed for special dietary needs are not represented in the offer of restaurants.

Analysis of menu size and cover design

Review of sampled restaurants shows adequacy of size, with variations in Table 2, which depend on the type of facility.

Table 2. Adequacy of size and cover design (n = 185)

%	Bad	Partly bad	Neither good nor bad	Partly good	Good
Cover size	1.08	6.48	17.28	46.44	28.62
Cover design	5.94	19.98	43.74	15.66	14.58

Surprisingly, approximately 75% of restaurants use the last page for advertising purposes.
Menu covers of studied restaurants contain incomplete information on the facility.

Analysis of paper, print and colour of the menu

Analysis of paper, colour, style and font size, and transparency and orderliness of the menu are shown in Table 3. An important element is the way of printing prices which affects the design, in 72% of facilities the selling prices are printed, but in 28% of facilities, prices are handwritten, often covered and corrected, which seems messy.

Based on the obtained data it can be concluded that the type of paper and orderliness are most problematic elements with the menus of restaurants in Serbia.

Conclusion

By researching the written offers on the territory of Serbia and reviewing the literature in the field of management and marketing in the hospitality industry, we have come to the conclusion that hospitality establishments, that is, their management is not familiar enough with rules of structuring and designing

the menus. This confirms that there is a disregard for recent trends in the hospitality industry, the implementation of which may significantly be reflected in the improvement of service quality of facility and guest satisfaction. Adequately written offers significantly affect the profits, because a lot of information that can be found in clear and readable menus can encourage visitors to spend more money. By dedicating more attention to: listing items and balance; diversity and composition of offer; description, truth about meals and basic information on facility; as well as the size and design of covers and the paper, printing quality and colour, restaurants would increase the level of their services and comply with all modern trends that are trying to remain in printed form of written offers.

Table 3. Adequacy of menu print (n = 185)

%	Bad	Partly bad	Neither good nor bad	Partly good	Good
Paper	14.58	10.26	19.98	21.06	34.02
Colour	11.88	17.28	17.82	19.98	32.94
Font style	14.58	16.74	17.28	16.2	35.1
Font size	4.86	9.18	15.66	18.9	51.3
Transparency	3.78	9.18	12.42	18.9	55.62
Menu orderliness	11.34	8.1	16.74	18.9	44.82

Limitations and implications for future studies

Great variety of themes in the processed restaurants influenced the restrictions in the data processing, which was not easy to systematize. In future studies it is necessary to create a better method that will give even more accurate state and determine the causes of certain elements when creating and designing the offer, whether it be human resources, field of operation, and theme of the restaurant or some other factor. The perception by consumers is also an important factor that must be explored further.

Acknowledgements

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Learning from Experience – by Maximizing the Hospitality Management Student Work Integrated Learning Experience: a Case Study

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Abstract

Placement is an important component of third level hospitality management Programmes and is one of the most real experiences on which graduates base their career aspirations. The School of Tourism and Hospitality Management (STH) within the University of Johannesburg, facilitates the education of approximately 50/60 undergraduates each year. A quarter of these students study for a degree in hospitality management, a vocational course designed to prepare students academically, for rigours and demand for a career in the service industry. The onus is on educators and industry to ensure that placement experience is as rewarding as possible. This case study presents a developing model of good practice based on the tripartie relationship between the University of Johannesburg, the student and various Hotel groups in South Africa. Demonstrates the need for institutions to build up successful relationships with individual groups and calls on institutions to invest the necessary resources in the placement function. The main aim therefore is to proof that with the correct academic and practical structures in place the student will be well prepared for the WIL component in the hospitality industry.

Key Words

Hospitality Industry, Partnerships, WIL, students, mentoring.

Theme

What's going well in education and teaching?

Focus of Paper

Theoretical/Academic

Introduction

The idea of integrating institutional training with on the job training sounds appropriate from a superficial level, but it may not be the solution to all workplace situations as the work environment and the work context vary, even across the same industry. It focuses on the extent to which institutional or classroom learning is perceived to be and is actually different from Work Integrated Learning (WIL). Raelin (2000) presents a strong case of WIL being different from traditional classroom learning. Here WIL: FOCUSES ON REVIEWING AND LEARNING FROM EXPERIENCE: IS CENTRED ON LEARNING FROM ACTION AND PROBLEM-SOLVING: KNOWLEDGE IS CREATED IN A SHARED, COLLECTIVE ACTIVITY: AND REQUIRED LEARNING TO LEARN. Classroom learning is based more on: acquiring a set of technical skills: formal teaching activities: providing students with knowledge, skills and concepts: and emphasis on the development of cognitive skills (Dfee, 1996). Therefore, WIL places greater emphasis on action rather than

the development of technical competencies (Pedler, 1997). 147 students formed part of this case study, executed over 3 years, 2014, 2015 and 2016.

Theoretical Background

Many authors have written on the subject of contemporary educational practices and the use of WIL is not new. (Haywood, 1989), states, in criticism of instructor-centered education, that staff have exclusive control over the teaching situation and students are excluded from any active role in making decisions about the learning. The authors research will clearly indicate, that when a student is actively involved the 'mind set' of the students changes towards the WIL component. (Kibedi 1988), suggests that hospitality teaching methods have been centered in their inflexibility and perspective nature. Hospitality programmes should be moving towards conditions under which active, adaptive learning can occur, coupled with the aim that students perceive the relationship between operations, business disciplines and other business functions. The practical training venue provides the ideal vehicle in which operational management can provide a legitimate academic discipline that unifies the studies and avoids the teaching of a set of rules about how things should be done. (Beatty, 1992), states that students' actions and interactions are much a part of the learning process as are classroom-based theoretical material. At the STH, with our state of the art facilities', we the authors plus the operational people in the school, created a "real world" environment for the student to learn in. This learning was strongly linked to the theory from the class room. In bringing this together in the operation, we made sure the student was not confused by different methods being advocated. Our industry partners then supported us on this "teaching methods", as they would come into the operation and confirm our teaching methods. (Cullen and Fitzgerald, 1991), point out that lectures should be used to introduce concepts and theories and laboratory sessions should provide a controlled environment in which students can practice and develop their understanding of these theories and concepts. (Kolb 1984), sees WIL as "the process that links education, work and personal development", and (Weil and McGill, 1989), stress the need for learning **environments**, to foster opportunities for learning that enable students to work with and build upon learning experiences in a variety of ways". The use of the training venue allows for WIL and reflection, described by (Kolb 1984). As taking place in group situations, and gives students the opportunity to think beyond their own needs to that of the group "to acknowledge the inter-relatedness of their experiencing". The coordination of WIL is done effectively in **ALL** components of the applicable programme. This includes an adequate infrastructure, effective communication, recording of progress made, monitoring and mentoring. Therefore we have developed and implemented the following criteria for the WIL component:

1. Learning contracts or agreements are implemented through which the student, the higher education institution and the employer can **negotiate, approve** and **assess** the objectives and outcomes of the learning process. Various parties, i.e. the institution, students, mentors and employers, adhere to the contract agreement on their roles and responsibilities. **(It is important that the negotiation, approving and assessing is done prior to the student going out for the WIL component. Industry should agree and adhere to the entire outcome of the component, as per the instructions and guidelines from the institution).**

2. Regular and effective **communication** takes place between the **institution, students, mentors** and **employers** involved in WIL. Good working relations are maintained between the various parties involved. **(This is maintained by the regular contact from the institution, STH, with the service providers in industry. Students are visited twice during the training period, (24 weeks), by the WIL Coordinator).**

3. A system (both at the institution and at the place of employment) is in operation to **record** and **monitor** regularly and systematically the progress of the students' learning experience in the workplace. **(During the period of training, in this case the 24 weeks in industry, regular reports and evaluations need to be completed and have on record as per the instructions from the**

institution, STH. This will then be discussed and checked by the WIL Coordinator upon the visit to the training establishment).

4. A mentoring system enables the student to recognize **strengths and weaknesses** in his/her work, to develop existing and new abilities, and to gain knowledge of work practices. **(A fully instructive Learning Guide provides the student and the mentor with specific guidelines on new and existing skills to be mastered. Once an assessment is done, reflection would immediately show the lack in that area and could be address).**

To make sure we have the support from industry we developed a quality assurance process that would form part of the Learning Guide to again illustrate the outcome of the entire process.

WIL processes and quality assurance

Diagram 1.
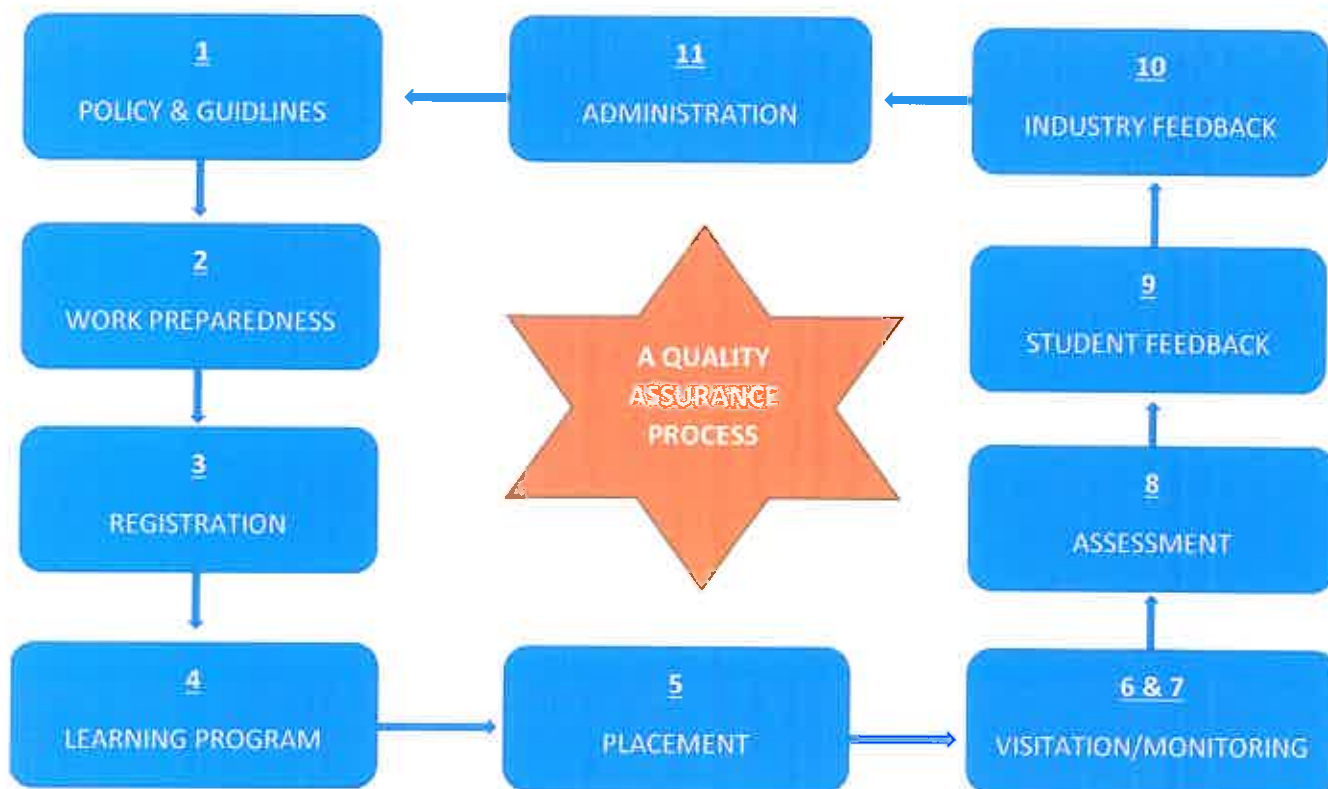
The various aspects related to WIL and the qualities thereof are depicted in the WIL Quality Assurance diagram above. The processes attached to the 11 stages will be unpacked and explained.

Stage 1: Policy and Guidelines

Our University and faculty have implemented policies and guidelines to guide the WIL process. The most applicable UJ Policy: The work Integrated Learning and Service Learning Policy (approved by Senate in July 2008).

Stage 2: Orientation

Both students and service providers involved in WIL need to be informed and orientated. Both students and service providers need to know what WIL is – **that it is not a job but structured learning opportunity in an approved authentic work environment.** Students are 6 months prior to the WIL component in theory

classes, in preparation for this. Guest speakers, workshops and case studies are all forming part of this "real world".

With service providers all aspects of the quality assurance process is discussed and explained. All new providers are invited to the school to see the operation and that they can understand the environment the student comes from.

Stage 3: Registration

Students need to register for WIL as for any other subject. Clear guidelines and timeframes for the registration and duration of a specified WIL period should be provided to both student and the service provider. Specific outcomes need to be achieved during the WIL period; therefore the WIL can be 'failed' should those specific outcomes not be achieved.

Stage 4: Learning Programme

The existing Learning Guide, assessment structure and the completion of a portfolio of evidence (POE), will be explained during the academic contact time with the student. These outcomes should have been identified in collaboration with industry when the programme was curriculated. Ideally, there should be progress controle sheets per faculty as some service providers have students from various disciplines and this makes it easier for the training manager/mentor/ or supervisor to understand.

Stage 5: Placement

For the successful WIL placement there need to be approved service providers available where students can be placed for their WIL. These service providers need to be approved by the department to ensure that they are appropriate for the facilitation of the WIL component. This will result on a positive effect on the students' motivation. During one-on-on interviews held at the school, the student, with the help of the WIL Coordinator, can make a matured decision on the placement venue for that period. In Johannesburg, South Africa, it is very important to look at chorographical areas, as this will have an impact on the students' ability to sustain him/her selves, referring to accommodation and transport. Harvey et al. (1997) find that students involved in a WIL program through observation and personal experience in the workplace environment, were able to gather a richer understanding of what the key attributes of success are, thus leading to a greater sense of self-confidence. Other studies have found that students can find a WIL experience positive and beneficial (Riggio et al. 1994). These effects can accumulate to improve students' motivation towards their studies. Studies indicate that student engagement with learning is an important determinant of student satisfaction with their higher education experience (Scott, 2005; Australian Council for Education Research (ACER), 2008). These studies confirm other anecdotal and empirical evidence that WIL promotes student engagement and enhances student perceptions of their experience (Precision Consultancy, 2007, p 29; Harvey et al., 1997; Patrick et al., 2008, pp 20 – 21). This placement period, time spend with the student and the interaction of being able to 'listen' to the student, the authors found a very important part of the entire process.

Stage 6 and 7: Visiting/Monitoring

Departments need to ensure that communication with the WIL student and industry is ongoing during the WIL period. Visits to the students' workplace are **VERY** important, not only to offer formative assessment opportunities, but also for quality assurance purposes and industry networking. The service provider needs to be ensure that the WIL Coordinator is always available to ensure a smooth running of rolling the WIL component out.

Stage 8: Assessment of Learning

On conclusion of the WIL period the students need to submit a PoE, (van der Westhuizen Kesa H, 2014) to be assessed, electronically. The submission of this and the outline of this is all explained in a WIL workshop, and is regularly communicated and reminded to the student, via e-mails or SMS bundle.

Stage 9: Student Feedback

This is the opportunity that should be given to a student to provide feedback on his/her WIL placement. The students give comments on their experiences, **both negative and positive.** They highlight the benefits and give recommendations where necessary. This needs to be analyzed and unpacked by the department to strengthen the entire WIL process. The authors found this as very valuable information and to keep in close contact with the developments in industry.

Stage 10: Industry Feedback

Industry should also provide feedback on the experience they have had with the students and with the department. This is done to discuss the students' performance, the relevance of the training and to also provide recommendations where necessary. This also paves the path for future placements with that service provider. At the STH, we strive to not only secure a WIL position, but to look at future employment for the student. This also gives us the opportunity to ensure that the WIL loop is closed.

Stage 11: Administration

This is the stage when reporting is required, statistics and analyses should be done and various impact studies and satisfaction surveys should be conducted. WIL serves as a reference point and is responsible for keeping up to date on matters relating to WIL nationally and internationally, also areas of skills development and legislation and then disseminating to the entire WIL process.

The right people

Harris, Simons and Moore (2005) recommend that selecting the 'right' people in terms of their ability, attitude and personality is critical to the relationship building and maintaining process. These 'right' people, need to understand how the awards and course content will serve the service provider. They need to appreciate, understand and commit to a WIL approach of course delivery. Harris et al. (2005) also suggest that academics need skills to encourage much of the tacit knowledge to comprehend the dynamics within the work environment – a task takes time and is not easy for 'outsiders'. As mentioned above, at STH we strive to empower our students to gain permanent positions in the Hospitality industry. Therefore we always make sure we encourage industry to look at their investment of facilitating the 24 weeks of WIL that could result in them employing a potential candidate. The approach by the authors of this paper insisted a degree of sensitivity that influences power relations between academic representing the university and managers from the service providers. For that reason the authors strived to bring the service providers 'into' the schools' environment. This was archived by inviting industry to awards ceremonies, graduation, guest speakers and any activities that could illustrate to industry how STH marries academic work and practical lab work. Finally, the authors found that a good knowledge of strategic planning was needed, not just fully understand the strategic direction of the service provider, but to help the organisation to place the 'correct profile of a student' in there arena. These formed the underpinning knowledge that informed the complex design and facilitation of our curriculum.

Focus of the research

This paper reports on the analysis of data collected from third year students, involved with the WIL component prior to the placement between 2014, 2015 and 2016. The research was administered at the end of the academic period, during a WIL workshop hosted at the STH. During this workshop all final details regarding the placement for the next 6 months was discussed and confirmed with the student. The survey had several

questions about the students' satisfaction, perceptions of self-efficacy; generic skills. It also investigated how the learning-teaching process impacted on the students' self-perception and self-definition as emerging professionals in the hospitality industry. By concentrating on the constructions and interpretations made by stakeholders and students, each individuals' involvement in the course became a case in itself and the whole study, which is focused on improving course delivery and teaching practices, was both 'collective' and 'instrumental' (Stake, 2000).

Research Question 1: Do you feel that your third year experience in the operational area at STH made any impact to your study period during the academic year of: 2014, 2015, and 2016?

Diagram 11:
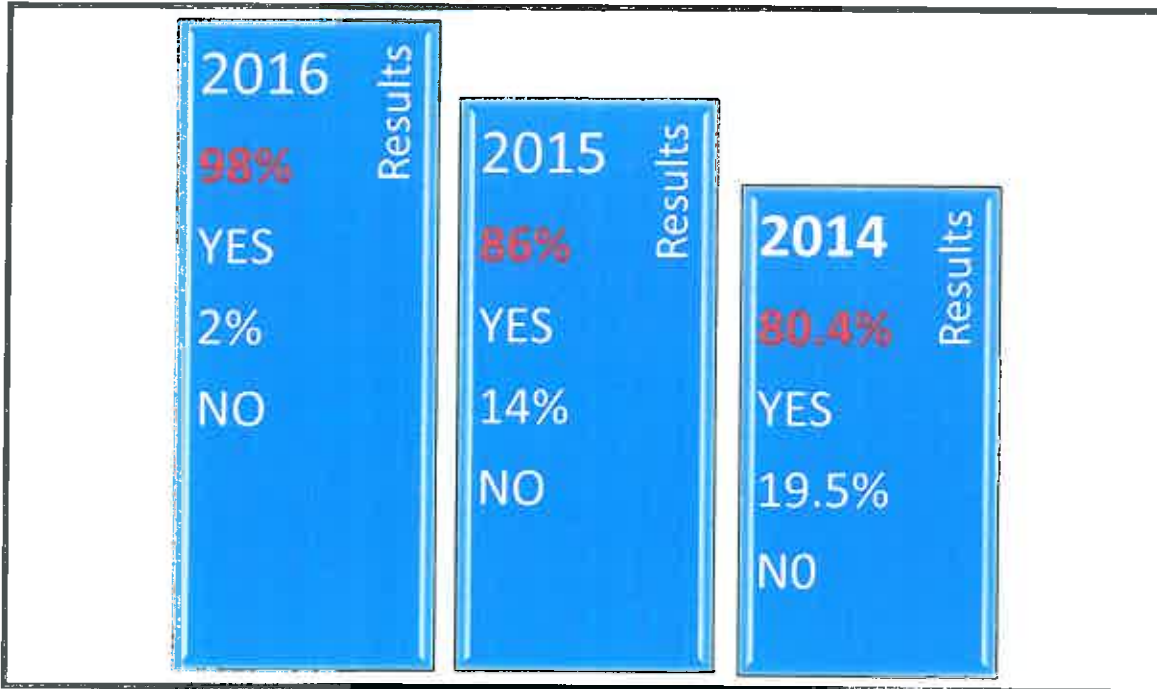
The survey data provides positive results in terms of students' self-reported task-specific self-efficacy measures. For example, there was reported a significant or great improvement to complete tasks in the operation area. This would appear to indicate that student learning, particularly in relation to these task-specific generic skills, was positively impacted by working according to our quality assurance process.

***Research Question 2:*** If yes, please specify how severe you think the impact was

Table 1:

2014			
High impact	Somewhat impact	Mildly impact	No impact at all
1	2	3	4
23.9%	34.7%	15.2%	4.3% 21.9% no indication given
	2015		
High impact	Somewhat impact	Mildly impact	No impact at all
1	2	3	4
34.9%	35%	18.1%	22%
	2016		
High impact	Somewhat impact	Mildly impact	No impact at all
1	2	3	4
53%	17%	29%	1%

Table 1 details the categories with example extracts from the qualitative data with 4 categories: (1) high impact: (2) somewhat impact: (3) mildly impact: (4) no impact at all. Within the first category 'high impact' we could clearly see a positive growth over the 3 years. The fourth category that related to 'no impact at all' clearly indicated to us that students are more and more relating to the racial in this practical environment.

Research Question 3: Do you feel that your Food and Beverage experience in the STH operational area could be changed to be more relevant to the real world's expectations as would be required by you as a new manager going into industry?
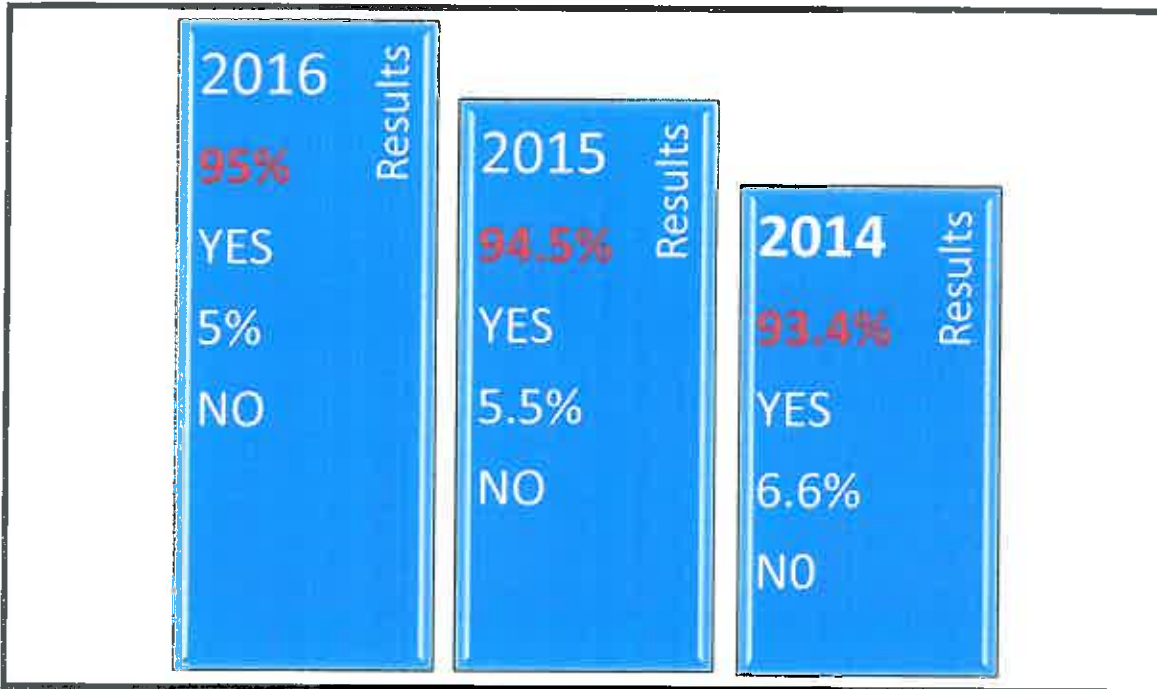
Diagram 111:
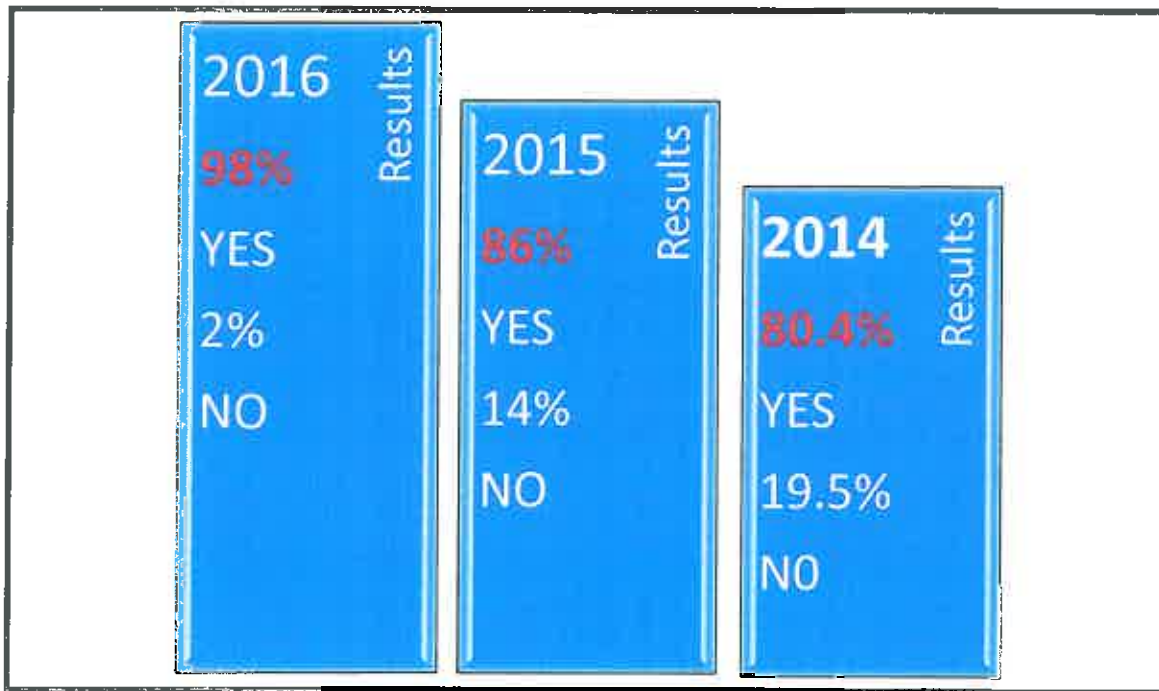
The third category was the 'relevance' of the specific Food and Beverage area and the experience of that. Here we have seen a decline in the 'interest' towards this outcome. We are currently addressing this issue and trying to establish the main reason thereof.

Research Question 4: Finally, are you prepared and motivated for your WIL component?

Diagram 1V:

The final category is the students' preparedness for the WIL component, after 6 months of preparation for that. Given the prior literature concerning satisfaction and student learning, it is apparent that the WIL component was positively received by the students. Preliminary analysis of the WIL outcomes shows that students enjoyed this period with a score of 94.3% over the three years of the study. The development of the student over the 3 years of study clearly indicated that the preparation of the student was well scattered over the 2½ years of classroom contact. During this period the practical laboratories were well incorporated so as to let the student experience the real world of a operation in the hospitality industry.

Table 11: Impact of the WIL module on student motivation.

No	Activities, 2014, 46 students	Yes	No
1	Is WIL theory well presented in class?	91.3%	8.7%
2	Would the class room activities, (academic work); give you a better understanding of the requirements for the WIL component?	58.6%	41.4%
3	**Kitchen:** Was the evening work in the kitchen beneficial to you?	65.2%	34.8%
4	Did you learn new skills during these evenings?	69.5%	30.5%
5	Were the lecturers and operational staff helpful during these evenings	89%	11%
6	**Service:** Was the evening work in the service area beneficial for you/	34.7%	65.3%
7	Were the lecturers and operational staff helpful during these evenings	39%	61%
8	Would you say that the Restaurant was conducive to learning new skills?	34.7%	65.3%
9	Did you learn new skills related to the service field?	45.6%	54.4%

No	Activities, 2015, 49 students	Yes	No
1	Is WIL theory well presented in class?	95%	5%
2	Would the class room activities, (academic work); give you a better understanding of the requirements for the WIL component?	63.7	36.3%
3	**Kitchen:** Was the evening work in the kitchen beneficial to you?	72.8%	27.2%
4	Did you learn new skills during these evenings?	80.6%	19.4%
5	Were the lecturers and operational staff helpful during these evenings	88%	12%
6	**Service:** Was the evening work in the service area beneficial for you	63.5%	36.5%
7	Were the lecturers and operational staff helpful during these evenings	43.4%	56.6%
8	Would you say that the Restaurant was conducive to learning new skills?	36.6%	47.3%
9	Did you learn new skills related to the service field?	47.3%	52.7%

No	Activities, 2016, 52 students	Yes	No
1	Is WIL theory well presented in class?	98%	2%
2	Would the class room activities, (academic work); give you a better understanding of the requirements for the WIL component?	79%	21%
3	**Kitchen:** Was the evening work in the kitchen beneficial to you?	100%	0%
4	Did you learn new skills during these evenings?	97%	3%
5	Were the lecturers and operational staff helpful during these evenings	99%	1%
6	**Service:** Was the evening work in the service area beneficial for you/	98%	2%
7	Were the lecturers and operational staff helpful during these evenings	88%	12%
8	Would you say that the Restaurant was conducive to learning new skills?	68%	32%
9	Did you learn new skills related to the service field?	98%	2%

During the 3 year of this case study the following points were highlighted by the participating students:

- The presence of industry at the practical evenings, which provided additional benefits such as authenticity, general students engagement and university links. This appears to have also had significant impact on student learning. This appears to 'raised the bar' in terms of students taking the

comments from industry partners more seriously (or perhaps seeing relation to a more traditional class room presentation). In 2016 the following comment from one of our senior students in the WIL component: " I was actually thinking, I'd better pull my socks up and do a good job of this, because there's people, (industry), be looking at me and I could get a job of it...... I practiced my skills to be more confident. With the actual evening, I put a lot more effort into the exercise and found it to work for me". On reflection students did not appear to resent being out of their comfort zone and left the evening with a sense of achievement and improved confidence, as stated by another student: "the evening was stressful and it was a whole mix of stress and excitement, nerves and the whole lot but afterwards when you walked away reflecting about it all it was really, really good".

- Our research clearly indicated that we were increasing our quality assurance process, by addressing the needs or concerns as the case study was concluded.
- In 2016 we saw a high increase in students' satisfaction with the process, and this is clearly evident that the presence of academic staff in the operation worked for the students. Students felt more comfortable in having the support from academic staff present in the operation. Transition from class room to practical was more achievable.
- Results are based on research findings, the WIL coordinators' classroom and industry experiences, and on direct personal contacts in industry.

Conclusion

From the results analyzed it is clear that a well-structured programme benefits the student, industry partners and the university. We the authors, are content that the preparation prior to the WIL component had a direct positive influence on student learning and student motivation, both key factors in teaching and learning performance for tertiary institutions as well as providing various other benefits for the students. In addition to the benefits that may arise to the tertiary institutions for engagement in WIL activities (for example reputational, student retention and industry relationships), we note that there are benefits for individual academics such as potential ability to work in a team, develop a sense of belonging and ownership over a program, better student outcomes in courses, more engaged students and the opportunity to develop industry relationships, to name a few. Over 3 years we have seen a positive increase in students being employed directly after the WIL component. As mentioned before, this is one of the main goals of the STH to empower our students in a permanent position. Accordingly we encourage academics to engage in WIL activities. Similarly we encourage tertiary institutions to develop the environment to allow for this to happen by fostering a student learning centered approach, providing funding and resources for such activities to occur, and reward positive outcomes. This we suggest may lead to improve outcomes for all stakeholders.

The findings of this paper need to be considered in light of several limitations, the first of which is the limited sample size, (147 students), and the case study approach, (one placement of students per academic year) which raise external validity issues. In addition, the measures of learning improvements were obtained through self-reported data rather than measures of actual learning development.

The outcome of this initial research points to avenues for further research, (5 year period), in terms of conducting a longitudinal study which tracks the learning and development of students in WIL programs from different institutions. This would provide further understanding of the impact of WIL initiatives on students' learning and motivation.

......it has finally occurred to the authors that this case study can have an effect on someone and.... may indeed help someone. At first we felt.... this was a huge responsibility to give to a university student but now, the more we get into it, the more we realize that this is what we should empower our students with!

Word length: 3292 total, ±

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Shift Work in the Hospitality Industry: Does it have an Effect on Employee's Lifestyle and Wellbeing?

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Abstract

The hospitality and tourism industry in South Africa is the one of the driving forces of the economy. The hospitality and service industry however is not a favourable one to work in when it comes to work hours, work days and impacts on one's body. This study is aimed to determine the effects that shift work has on hospitality employee's weight, sleep, health and social wellbeing. A quantitative research approach was used, whereby the data was gathered through the use of a structured questionnaire. The sample composed of hospitality employees from Gauteng, South Africa. The results reveal that there are noticeable negative effects that shift work has with regards to employee's health and wellbeing. The managerial implications that came from this study include the need for supervisors, managers, departmental heads to provide employees with advice, guidance, and training on coping and dealing with shift work and its effects.

Shift Work, Hospitality Industry, Health, Employee Wellbeing

Theme: Wellbeing, Health and Wellness/ Miscellaneous

Focus of Paper: Practical/Industry

Introduction

Hospitality and Tourism is a booming and vital industry for South Africa. Tourism is one of the largest money providers for the country as it aids in bringing in foreign currency, tourists and investors who support the country and its economic growth (Statistics South Africa, 2015). The tourism and hospitality industry covers an abundance of employment areas as it is such a large industry, comprising of restaurants, hotels, events, conferences, air travel, transportation, etc., and provides endless opportunities of employment for the country and its people, offers endless self-development and continuous growth.

The only downfall in working for the service industry for some, is the hours of work; be it the rotation of shifts or working more than the expected 9 hours per day, or working from evening to morning, and similarly morning to evening. These can all have various implications on one's body, morale, and job performance (Du Toit, Erasmus, & Strydom, 2010:72). Therefore the main objective of the study was to determine whether shift work affects health, family relationships and social wellbeing of hospitality employees and to evaluate healthy bodies to weight ratios and sleep quantity and quality.

Literature Review

Circadian Rhythms

When involved in shift and/or night work the disruption of the circadian rhythms and/or circadian misalignment occurs, 'the neural biological clock that regulates daily fluctuations in sleep/wake, hormonal, and metabolic rhythms is not in synchrony with social, sleep/wake and feeding behavioural patterns, and the external environment' (Clark, Cropsey, Gamble, Johnson, Molzof, & Petrov; 2014:1). The misalignment has the potential to be the cause of various health complications, such as depression, cancer, gastrointestinal diseases, obesity, heart disease, hypertension, along with a reduced ability of alertness and work performance (Clark et al; 2014:1). According to Boggild, and Knutsson (1999:85-89), the interruption of day-to-day rhythms can lead to the disorder of internal processes and decreased immune system which are a result of abnormal work hours that have a direct effect on family concerns, and social activities. Poor lifestyle choices including diet, alcohol, cigarettes, and drugs, are more prone when performing shift work, as a form of coping

mechanisms. Zhao, and Turner (2008:8) and Zhao, Bogossian, Song, and Turner (2011:156) explains that shift workers generally have less healthy lifestyles due to poor nutrition choices which ultimately leads to obesity, and employees are more likely to smoke.

Shift Work and Chronic Conditions

Several studies have shown at there is relationship between shift work and cardiovascular disease (Esquirol, Perret, Ruidavets, Marquie, Dienne, & Niezborala, 2011:665), type 2 diabetes, metabolic syndrome (Harma, Hublin, & Puttonen; 2010:103) and weight gain (Dochi, Okubo, Oishi, Sakata, Suwazono, & Tanaka, 2008). Most employees are affected by the mentioned chronic diseases. According to Boggild, and Knuttson (1999:95), a study revealed that shift workers have a 40% increased risk of cardiovascular disorders. When examining the employee's personal issues, it was found that women seem to struggle more with shift work due to other domestic obligations they are bound to and are more likely to voice their health symptoms more often than men (Harrington, 2001:71). Harrington (2001:71) explains that younger shift workers are more capable of coping and/or tolerating shift work than older employees. In Harrington's 1978 study about shift work and health, it was found that nearly one in five workers leave shift work as they are unable to endure it, 10% positively enjoy it, and the remainder tolerate it to a lesser or greater degree.

Effects of Shift Work

Harrington (2001:69-70), deconstructs his study into three (3) informative sections; (1) biological and social aspects explained that working, eating, and sleeping phases are altered when participating in shift and/or night work, 'the disruption of circadian rhythm, combined with sleep deficit and fatigue, can lead to workplace inefficiency, specifically in the early hours of the morning' (Monk, 1990); family, marital and social responsibilities are disturbed and can become dysfunctional when the employee is expected to work abnormal hours, weekends, and holidays; however it can benefit individuals who enjoy solitary and live happily working around shift schedules (Harrington, 2001:69). (2) The health effects section focused on sleep, fatigue, mental health, cardiovascular diseases, gastrointestinal disorders, and reproductive effects. Sleep is the most effected aspect as rapid eye movement (REM) sleep and stage 2 sleep; a process of being in deep sleep and increases as the person becomes more rested (Guyton & Hall, 2010:1350) have been identified to be reduced which in-turn has an effect on the feeling of fatigue and even dozing off on the job, however, it has been found that fatigue complaints are reduced when physical fitness improves (Harrington, 2011:69-70). (3) The prevention methods that were proposed in Harrington's (2001:71) review are based on two variables, the design of the work schedule and physical fitness. He states that a fast shift rotation, in a clockwise motion (morning, afternoon, night) is more desirable as this produces less interference with circadian rhythms. He also suggests that when allowing the employees to design their own shift schedule it provides them with the opportunity to take responsibility for their performance. There is also a benefit in providing workplace support in terms of suitable catering, supervision, health care, transportation and recreational activities (Harrington, 2001:72).

BMI (Body Mass Index)

It was found that higher BMI's (Body Mass Index), over 30 which substantiated obesity, are more prevalent in almost all groups of shift workers irrespective of age and gender when compared to day workers (Karlsson, Knutsson, & Lindahl; 2001:749). It was also established that shift working men and women had two or more of the three metabolic risk factors simultaneously (obesity, hypertension, and/or high triglycerides) (Karlsson, Knutsson, & Lindahl; 2001:750). Karlsson, Knutsson, and Lindahl; 2001:750 state that in a Danish study completed by Boggild, Suadicani, Hein et al., (1999), based on men between the ages of 40-59 years of age also produced a relationship between shift work and increased body weight after controlling the socio-economic factors, whereas Nakamura, Shimai, Kikuchi et al., (1997) did not identify any variances in body weight when comparing shift and day workers, 'but workers in a three shift rotation had increased abdominal to hip ratio, indicating a higher proportion of central obesity among shift workers' (Karlsson, Knutsson &, Lindahl, 2001:750).

Methodology

This research study has made use of a quantitative study method to obtain the data, findings and possible answers to the research questions to complete this study. The data was collected by distributing 60 questionnaires to shift working hotel employees from various departments within the hotels. The

questionnaires included numerous questions pertaining to shift work; effects on mind, body and relationships; coping abilities and mechanisms; management of sleep quality and quantity, and lifestyle.

Population and Sample

The population selected for this research were shift working hospitality employees of all ages, genders, ethnicity and employment levels (entry, supervisory, management, etc.) within Johannesburg, Gauteng, South Africa.

Two nonprobability sampling methods were used; convenience and purposive. Hotels/employees that were chosen were from close proximity to living/working areas to eliminate costs, travelling and time, a high-traffic location was chosen as the sample frame in order to obtain potential respondents (Burns & Bush, 2010:283).

The Research Instrument

The research was conducted with the use of questionnaires, containing a variety of quantitative questions and pre-determined answers that 60 hospitality shift working employees were asked to complete. It gave the respondents the opportunity to express their views, feelings, adjustments and challenges during their months/years of service in the hospitality industry as a shift worker.

Procedure for Data Collection

Permission was granted to distribute the questionnaires within the various 5 Star Hotels within Johannesburg to shift working employees to obtain fully completed questionnaires, done honestly and objectively from which the findings were drawn up.

Data Analysis and Interpretation

The data from each questionnaire was collated according to categories thus allowing an effective comparison between the responses and transcribed either onto a graph or comparison table, focusing mainly on the effects of shift work that the employees have experienced, i.e. health, physical, social, family, sleep conditions and total work performance.

Results

Demographic Profile of Respondents

Table 1 depicts the demographic profiles of the respondents. Out of the 60 individuals who responded to the study, only 46 questionnaires were viable in majority of the sub-sections for each objective, 41.3% were male and 58.7% were female. The majority of respondents were between the ages 16-25 years (41%). 26.32% of the total male and 51.85% of the total female respondents belonged to this age group. 32% of the respondents were between the ages of 26-32 years, and 24% between the ages 36-45 years. The ethnicity of majority of the respondents was black at 65% and mainly being of male gender at 16 of the 46 respondents. The most common salary being R5 000 to R10 000 (1US$ = R14.56) at 41.3%.

**Table 1. Demographic Profile of Respondents (n=46)**

	Males		Females		All Respondents	
	Frequency	%	Frequency	%	Frequency	%
	19	41.3%	27	58.7%	46	100%
Age Group						
16-25	5	26.32%	14	51.85%	19	41%
26-35	6	31.58%	9	33.33%	15	32%
36-45	7	36.84%	4	14.81%	11	24%
46-55	1	5.26%	0	0%	1	2%
56 & Over	0	0%	0	0%	0	0%
Ethnicity						
Black	16	84.21%	14	51.85%	30	65%

White	2	10.53%	9	33.33%	11	24%
Other	1	5.26%	4	14.81%	5	11%
Total	19	100%	27	100%	46	100%
Salary						
<R5 000	0	0%	3	11.11%	3	6.52%
R5 000 – R10 000	7	36.84%	12	44.44%	19	41.3%
R10 001 – R15 000	2	10.53%	1	3.70%	3	6.52%
R15 001 – R20 000	6	31.58%	10	37.04%	16	34.78%
R20 000<	4	21.05%	1	3.7%	5	10.87%
Total	19	100%	27	100%	46	100%

Analysis of the Weight Changes during the Respondents Time as a Shift Worker

Figure 1 illustrates the change in weight of the respondents after starting to work according to a shift schedule. 52.1% of the 46 respondents, 24 have experienced a weight increase of 1 kilogram and more since starting shift work, with 17.4% experiencing an increase of $5 \leq$ kilograms with prevalence being female at 10.9%. It can be seen that females have fluctuating weight changes as 10.9% have remained the same, 28.2% have increased by $1\leq$ kilograms, and 15.2% has experienced a slight decrease in weight.

Figure 1. Weight Analysis
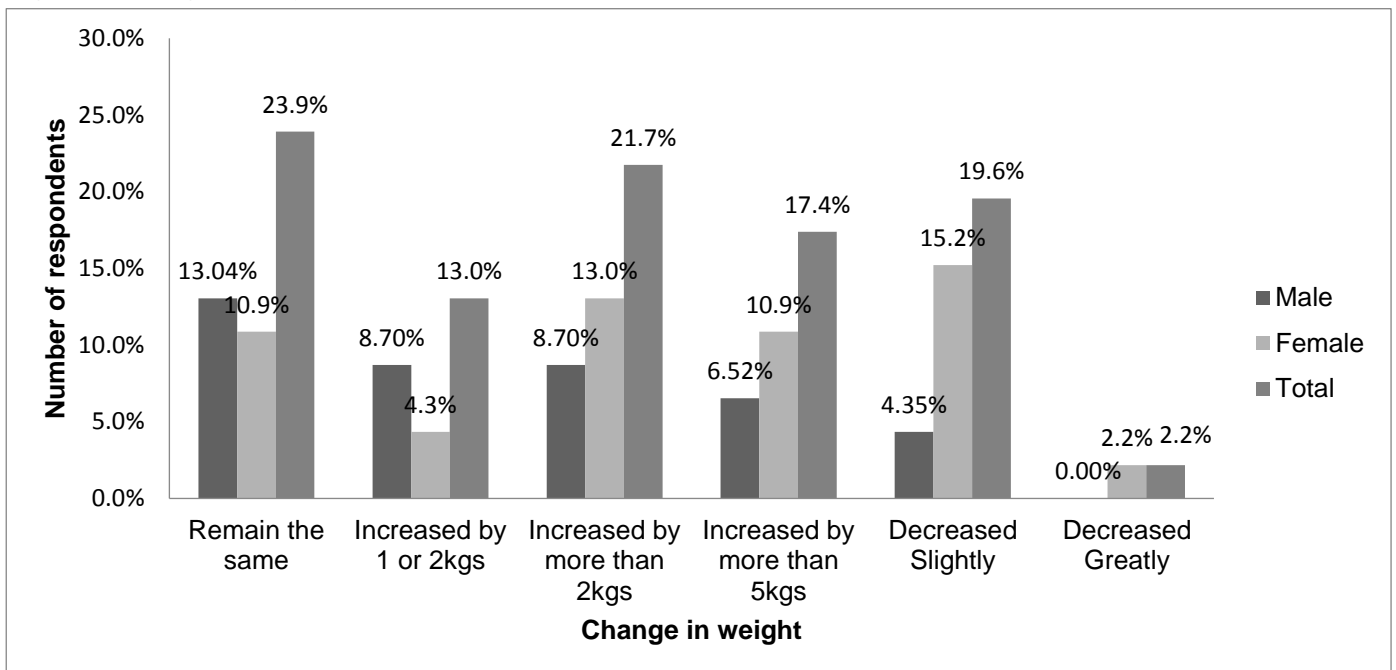
Impact of Shift Work on Relationships and Body

Shift work will ultimately affect everyone differently as everyone has different lifestyles, habits, routines, family dynamics, living behaviours, etc. in the below table, a comparison was done among the respondents with regards to their attitude towards shift work and how if it has affected their body and personal relationships, and social wellbeing, along with if they would like to have more time with their family and friends.

Fifty percent of the respondents expressed that they do not enjoy shift work, 13% enjoy it, but a staggering 71.7% (33 respondents) would like to leave shift work.

Fifty eight percent feel as though shift work has had a negative effect on their body and 50% feels as though shift work has negatively impacted their family, social life and personal relationships.

The majority of the respondents, 76.0% would like more time to spend with their friends and family. Healthy relationships with friends and family are a major part of our lives as this provides us with the support,

love, interaction and affiliation that we require as one of the basic human needs according to the Maslow Hierarchy (Du Toit, Erasmus, & Strydom, 2010:315-316).

Table 2. Impact of Shift Work on Body and Relationships (n=46)

	Yes		No		Neutral	
	Frequency	**%**	**Frequency**	**%**	**Frequency**	**%**
▪ **Enjoy shift work**	13	28.26%	23	50%	10	21.74%
▪ Would leave if I could	33	71.74%	4	8.7%	9	19.57%
▪ Negative effect on my body	27	58.7%	8	17.39%	11	23.91%
▪ Negative effect on family, social life and relationships	23	50%	7	15.22%	16	34.78%
▪ I wish I had more time with family and friends	35	76.09%	2	4.35%	9	19.57%
▪ I should receive more remuneration for the hours I work	31	67.39%	3	6.52%	12	26.09%

Response about Sleep Quality and Quantity

Eighty seven percent of the respondents manage to get 4-7 hours of sleep per night. Therefore it can be said that the majority of these respondents are not achieving their daily recommended hours of sleep which could at a later stage have negative impacts on their bodies, health and work performance.

Due to the misalignment of the circadian rhythm this can cause the adjustment from one shift time to another to be a gradual process in order to get used to a different sleeping, eating and waking pattern, however female employees do not have the time to adjust as after a few days their work time may change again. This could be due to the fact where domestic responsibilities and routines constantly need to be amended around their work schedules, along with looking after their children, spouses and household which can furthermore affect their sleep patterns to accommodate domestic chores more so.

Respondents Eating and Living Habits and Lifestyles

Twenty eight percent and 21.74% advised that they drink more than 3 cups of sweetened beverages and more than 1 soft drink per day respectively. The sugar content in these beverages is not recommended for a healthy lifestyle. The recommended sugar intake according to the World Health Organisation, 2007 is to have an intake of sugar that is 10% of your daily calorie intake, whereas The American Heart Association recommends no more than 100 to 150 calories per day from sugar in women and men, respectively (Brown, 2011:438) this is to ensure that one does not lend itself to the obesity epidemic and to the likelihood of gaining diabetes, and heart and health problems. Lastly, another concerning figure is the 26.09% of respondents that exercise, only 12 out of 46 of these hospitality employees admitted to exercising on a fairly regular basis, of 150 minutes or more per week. Exercise along with a healthy diet is extremely important for a healthy lifestyle and long lifespan. Exercise is excellent for blood circulation, muscle movements and strengthen (which can be a benefit when working long days, and performing at ones best in the work environment), being active improves the sense of well-being, better sleep, and an increase in work performance (Gordon-Davis & Van Rensburg, 2002:203). Exercise may be difficult for shift working employees as their time away from work may be minimal, along with their energy levels being low due to the long hours and what is required at the workplace, especially from those that stand for 8-9 hours per day (namely, front office, food and beverage and housekeeping staff). It is recommended that the hospitality industry suggests and/or encourages their staff members to complete some form of exercise regime in order to ensure that their staff members are healthy, strong, active and motivated, as well as promote active lifestyles.

Discussion

The findings revealed that the majority of the respondents were between the ages of 16-25 years of age at 41%, and the age group to follow was the 26-35 year olds. Hospitality is a demanding industry on both mind and body therefore may be due to this fact and that a lot of employees tend to lose their passion and drive for

the industry after a few years and prefer to move on to something more structured especially after starting a family, which is in the mid-twenties, when people start to settle down and require more structured lifestyles. The younger people are also more open to the hard work and shift work as they are still in the process of learning and growing to move on into more stable positions.

Hospitality jobs that require shift work are also usually the more entry-level standard jobs, such as, reception, porterage, waiters, housekeeping, and operations staff, which are most likely to obtain the younger generation as it requires permanent standing and activity throughout the shift.

When looking at the respondent's attitude towards shift work it was found that 50% do not enjoy shift work, and 71.74% would leave shift work if they had the choice for a more stable structure job, in terms of working hours and days. It was also found that 67.39% of the respondents honestly feel as though their remuneration should be more due to their working hours and conditions. This is implemented in the majority of shift working employees' salaries as a night and transport allowance which assists with the employees needing to work late into the evening.

The results showed that 58.7% of the respondents feel as though shift work has had a negative impact on their body and 50% admitted to shift work having a negative effect on their family, social life and personal relationships. 76.09% would like more quality time to spend with their friends and family. As previously discussed, the need for social and affiliation is one of the basic needs of the Maslow Hierarchy (Du Toit, Erasmus, & Strydom, 2010:315-316).

When analysing the respondents sleep habits it was revealed that 86.96% manage to acquire 4-7 hours of sleep per night, however according to the National Sleep Foundation (2015), the objective is 7-9 hours per night in order to recharge fully which will assist in better work performance, mood, and spirit. When asked about their sleep quantity and quality when changing shifts the respondents adamantly felt as though these were disturbed and altered which is due to the misalignment of our circadian rhythms, which causes our bodies to need to readjust to the new conditions and sleep, eat, and wake patterns.

Only 52.17% admitted to drinking 2 or more litres of water per day. Water is a vital part of survival for energy levels and ensuring that one is hydrated throughout the day to warrant proper functionality of one's body, and alertness during working hours.

The results also revealed that the respondents are agreeable to receiving information and advice on dealing and coping with shift work which is a good point for management to know in order to assist where they can.

Conclusion

Management should become aware of these impacts that shift work has on one's body, mind, physical changes, and effects on sleep. Management should provide discussions and/or training to employees to manage and cope with shift schedules and provide advice and ways for employees to deal with circadian rhythm changes and suggested sleeping patterns to ensure productivity, efficiency and liveliness at all times at the workplace, in personal life, and at home.

This study shared informative information with regards to shift work, however more in-depth and further research is recommended to further establish the effects of shift work on hospitality employees and what the way forward may be to ensure that staff are well taken care of and not to feel alone when feeling tired, fatigued, and challenged.

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